The General Staff of the Armed Forces of the Slovak Republic

DOCTRINE
OF THE ARMED FORCES OF THE SLOVAK REPUBLIC

Bratislava 2003

The Doctrine of the Armed Forces of the Slovak Republic complements the system of the strategic political and military documents with an important link. Its application shall support the training, preparation and effective employment of the Armed Forces of the Slovak Republic for military operations. It contains principles for the joint use of the components of the armed forces in military operations during peacetime, in crisis situations and during armed conflicts. It is based on knowledge of modern military science and is developed in such a way that the commanders might master basics of military art, applied within the forces of NATO member states, at the level that enables them to increase operational readiness of our armed forces continuously and to develop capabilities needed for the defence of the Slovak Republic and for accomplishment of commitments based on the international treaties.

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INTRODUCTION

0.01 **Purpose.** The Doctrine of the Armed Forces of the Slovak Republic represents the highest doctrinal document of the Armed Forces of the Slovak Republic and is intended to form the basis for the development all subordinate doctrines. The purpose of this document is to provide a principal base for the planning and conduct of military operations.

0.02 **Scope.** The Doctrine of the Armed Forces of the Slovak Republic contains pragmatic solutions and flexible approaches to the conduct of operations on all levels, with a special focus on maneuver warfare, joint operations and combined operations. The Doctrine is based on theoretical knowledge and real war experience of various countries. The application of such knowledge and experience is a precondition for successful conduct of operations by the Armed Forces of the Slovak Republic. The Doctrine presents another level of elaboration of strategic documents approved by the National Council of the Slovak Republic. Its application will enable the Armed Forces of the Slovak Republic to respond to challenges and face threats both in the near and more distant future. The Doctrine may be applied in a whole scale of military operations, starting from peacekeeping missions, through military operations other then war to major armed conflicts. Looking at the definition of the Doctrine as 'fundamental principles by which military forces guide their actions in support of objectives", we can say that it provides a framework and guidance for accomplishing the mission of the armed forces in all their activities, including basic and further training, re-supplies and sustaining. No provision of this doctrine has a dogmatic character and it must not in any manner restrict the commanders at all echelons in fullfilling their tasks in accordance with the mission of the armed forces. The Doctrine also provides the basis for further development of all components of the state's fighting power.

0.03 **Applicability.** The Doctrine applies to all elements of the armed forces. The Doctrine is binding on all members of the Armed Forces of the Slovak Republic. If there are any discrepancies between the principles of this doctrine and other doctrines, the text hereof shall prevail over other military doctrines. Exceptions from these principles will be published by the Chief of General Staff of the Armed Forces of the Slovak Republic through specific instructions. Commanders of military units under international command shall observe the principles of international doctrines, provided they were ratified by the competent authority of the Slovak Republic. The Doctrine shall be also applied in support of non-military operations, in which components of the armed forces are deployed.

0.04 **Base**. The Doctrine of the Armed Forces of the Slovak Republic was prepared by the designated working group. As a basis to prepare this doctrine, the authors used the approved fundamental strategic documents, such as the Long-term Plan of Structure and Development of the Armed Forces of the Slovak Republic – Model 2010, NATO doctrines, allied publications and the doctrines of individual NATO member states. We can mention especially the following: Allied Joint Operations Doctrine (AJP-1), British Defence Doctrine (BDD), Joint Warfare of the Armed Forces of the United States (JP-1), Doctrine of the Armed Forces of the Kingdom of the Netherlands, especially the Military Doctrine. To ensure compliance with common terminology

required in joint operations, the doctrine uses English terms and abbreviations to the extent necessary.

0.05 To the extent possible, key doctrines for the strategic command level shall be prepared in accordance with NATO standard allied military doctrines, especially the following: SVD-10 (personnel management); SVD-20 (intelligence and EB), SVD-30 (planning and commanding joint operations); SVD-40 (logistic support of joint operations); SVD-50 (deliberate planning); SVD-60 (command support). The principles and procedures for each area of activity will be contained in the basic doctrines of the respective Military Departments of the armed forces. Subordinate doctrine, documents, standard operating procedures and operational guidelines will be issued by the competent authorities of the Armed Forces of the Slovak Republic.

1. STRATEGIC CONTEXT

1.01 Efficient security and defense are deciding for the preservation of values important to the citizens of the Slovak Republic, such as freedom, sovereignty, territorial integrity, sovereignity of borders, democratic order, protection of life, health and basic rights and freedoms, credibility of the state based on ability to fulfill the country's obligations arising out of international treaties and agreements, as well as the capability to resolve critical situations and to face threats of violence and aggression. Therefore, security and defense are the focus of attention of the state's power and of its citizens. Base for state activities in this area are analyses of security environment and political strategic decisions taken to accomplish interests of the Slovak Republic.

1.02 Strategic analyses of the international and security environment are carried out in the Slovak Republic in several basic dimensions described in this chapter. The evaluation of the situation from the political and strategic point of view represents a complex overview of the situation by combining all dimensions. The goal of such evaluation is to identify the most probable challenges for the foreign and defense policy of the Slovak Republic in a dynamically changing geopolitical environment. Following the changes in the environment, the strategic documents and the resulting doctrines are constantly reviewed. Individual dimensions of the strategic environment might be of different importance, depending on the circumstances.

1.03 **The political and legal dimension** encompasses the identification of allies, neutral or non-participating countries and enemies in a particular situation, including the assessment of their respective importance. Each component of the international environment requires a specific approach. There are various regional characteristics, especially the relationships with the neighboring countries and strategic partners. International organizations and the system of international law have also their specific status, capabilities and missions. Humanitarian and ethical aspects of resolving international disputes and crises are of increasing importance. They have a growing influence on political decisions on the use of the armed forces and on the limiting conditions for their deployment. Traditionally, the worst predictable components of the strategic environment are non-state political entities, including semi-military and terrorist organizations having their own specific features.

1.04 The economic and social dimension applies to the assignment of resources to resolve a particular situation and represents the most important component of all processes taking place in the strategic environment. Economic tools of resolving emerging crises, together with political, diplomatic and military tools form the decisive pillars of the state's power. The power of a country's economy determines the level of its scientific and technological development, the informational level of society and its armed forces and both the strengths and vulnerabilities of the society. The social and economic situation of the population decides on the public support of particular solutions and has direct impacts on riots or other activities threatening the internal stability of the society and the public order. The social structure of the society and the differences in cultural values influence several aspects of the country's fight potential, such as the morale of the armed forces, the respected values, the conduct of operations etc.

1.05 **The military strategic dimension** is focused on the warfighting potential of the Slovak Republic and other countries that could have an influence on the development in the strategic environment and on the accomplishment of strategic objectives by allies or potential enemies. In addition to that, this dimension takes into account the possibilities and types of deployment of the armed forces, the possible approaches to the conduct of war operations and their impact on the capability of the armed forces. In a democratic society, the authority to decide on the use of the armed forces is vested in the political leaders and the armed forces play just an advisory role.

1.06 **The physical dimension** represents the elements of the physical environment that influence the conditions for conflict and crisis resolution, including geographic conditions, terrain elements, weather and natural resources of strategic commodities. Traditional strategic raw materials, including oil products and other energy sources or the availability of water and agricultural products are of particular importance. The strategic environment is significantly influenced by demographic characteristics, industrialization and urbanization. These factors, which, from the viewpoint of military operations, have independent influence, might be supportive of or present obstacles to the development of processes in all their dimensions.

1.07 From the above dimensions of the strategic environment, the basic tools of political strategy follow. Accomplishment of political and strategic objectives of the state in an international environment depends on the overall position of the state in the international community. The state's political strategic tools include diplomatic, economic and military tools.

1.08 Diplomatic power of a state represents its ability to negotiate, reach agreement and win allies in the pursuit of its objectives; as well as its ability to use the power of arguments and political tools with the help of economic and military potential to advance its national interests. Good diplomacy represents a combination of international reputation and political integrity, backed by economic stability and military potential. Diplomatic tools are used before, during and after the conflict.

1.09 The state's economic potential encompasses several aspects, including business opportunities, investment ability, capital base, the education level of population and the ability to apply economic sanctions, embargos and other coercive measures. The

use of the state's economic potential may have controversial results in certain circumstances.

1.10 The state's military assets represent the most severe means to advance the state's interests and should be used only after all other tools failed. Political leaders must consider the possibility and the limits of using military tools. Improper or untimely use of military tools, failure to respond to the whole scale of emerging challenges, and failure to meet international obligations might result into the loss of reputation and degrade the value of other political strategic tools.

1.11 The decision as to the use of military force is dependant upon the level of the threat confronting the state.. These levels are taken into account during defining objectives and priorities, military goals and limitations for the use of combat potential. A political strategic objective might be to deter the potential enemy from aggression, to early terminate the conflict, to create favorable conditions for later negotiations, to defend strategic connections and maintain the conflict at the lowest level possible. The theoretical and political principles of the strategy are contained in documents related to the security and defense of state. The content of this strategy is included especially in the basic documents approved by the National Council of the Slovak Republic.

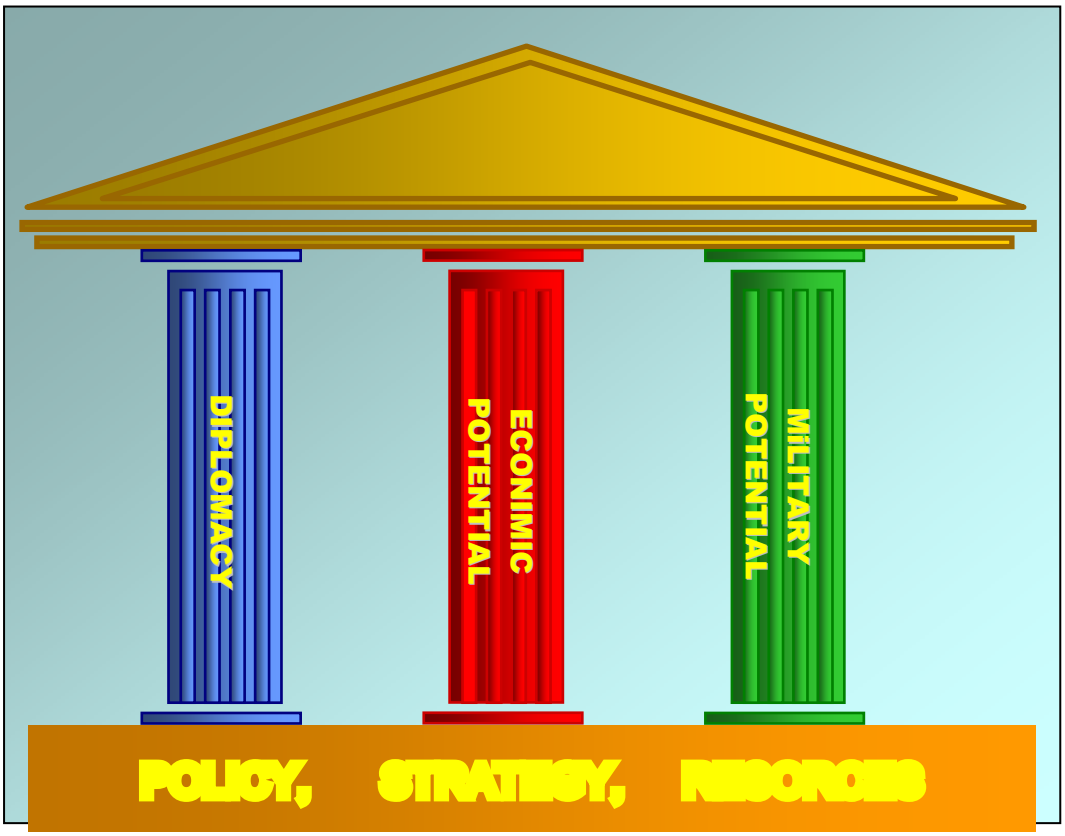

Figure 1 – Elements of the state's political strategy

THE SECURITY ENVIRONMENT OF THE SLOVAK REPUBLIC AT THE BEGINNING OF THE 21ST CENTURY

1.12 As to the security environment, its development at the beginning of the 21st century can be characterized as the end of the confrontation between two military blocks with decreased probability of a global conflict and the continuing integration of Central and Eastern European countries into North Atlantic Alliance and the EU. Growing impacts of globalization and accelerated economic, technological, cultural and political integration between countries with people coming closer to each other presents a new momentum for civilization processes. On the other hand, this tendency poses new risks and threats related to the growing imbalance in the development of the world's regions as a consequence of limited ability of certain countries to deal with the challenges and make use of the opportunities brought by the information era, new technologies, extensive exploitation of the outer space and revolutions in the military area.

1.13 As to its area, population and economic potential, the Slovak Republic ranks among smaller countries with limited military power, seen from both the world´s and European perspective. Slovakia's geographic location, limited energy and mineral resources, the structure of its economy and the historical development link Slovakia economically, politically and culturally to countries integrated in the European Union, NATO, the Central European Free Trade Agreement and the European Free Trade Association. The Slovak Republic must develop its future in cooperation with these countries as surprise and asymmetric means and ways to accomplish political goals may be used by an enemy in future conflicts.

1.14 The military strategy of the Slovak Republic distinguishes between two types of security threats, which would require engagement of the armed forces – military and non-military threats.

1.15 **Military threats** to the Slovak Republic are activities primarily involving the use of military forces which directly threaten the security of the Slovak Republic. Within the category of military threats, the military strategy distinguishes between two types of conflicts

- major armed conflict with significant impacts on vital affairs of the state,
- regional armed conflicts.

1.16 After the likelihood of external military threats decreased due to the fading threat of global confrontation, the Slovak Republic and other countries now face the problem of growing probability of regional conflicts in regions which are in the area of national interest of the Slovak Republic

1.17 **Non-military threats** are, according to the Military Strategy of the Slovak Republic, those security-threatening activities, in which primarily non-military means are employed. Non-military threats include terrorist activities, illegal weapons transfer, international crime, uncontrolled migration or massive refugee flow; religious or

ethnic extremism and rivalries; social unrest; and a number of other activities that may lead to armed conflict, if unresolved. Non-military threats also include natural disaster and major ecological accidents, with limited predictability of their occurrence.

1.18 Non-military threats can be instigated intentionally or evolve and grow naturally. The use of the military force, as allowed by law, in these cases may prevent from crisis evolving, reduce its effects and help to remove consequences of crises.

SECURITY AND DEFENCE SYSTEM OF THE SLOVAK REPUBLIC

1.19 In order to influence the security environment effectively, the roles and competencies of state authorities and the relationships between them must be clearly defined and systematically organized, following the principles of a legal and democratic state. The security and defense system of the Slovak republic are the integral parts of the state control. This provides the National Council of the Slovak Republic, the Government, the President and other state and regional authorities with the necessary mechanisms to make use of their authorities in crises situations in order to preserve or reestablish security. These authorities are supported by established control and advisory bodies which ensure that all components of the both systems are constantly ready and operable. This applies mainly to the ability to analyze the security environment, to identify individual threats and the level of risks involved, to determine procedures and measures to eliminate such threats, to resolve crisis situations, to provide the necessary resources, to ensure their proper use and to coordinate deployment of forces and equipment to prevent, mitigate and resolve crisis situations and conflicts.

1.20 **The National Council of the Slovak Republic** is the only legislative body of the Slovak Republic capable to amend the Constitution. In accordance with the Constitution and other laws related to security and defense, the Council's competencies include deciding on fundamental questions of security and defense of the state; endorsing fundamental conceptions, strategic documents, developing programs and plans for state´s security and defense including allocation of financial resources. The National Council passes a declaration of war resolution, if the Slovak Republic is attacked or if it results from common defense obligations pursuant to international treaties, and concluding peace treaties.

1.21 **The President** is the head of the Slovak Republic representing the state both internally and externally. By his decisions, he ensures the proper functioning of constitutional bodies. As regards the state's security and defense he may declare and terminate a state of emergency, war and order partial or full-scale mobilization of the Armed Forces based on a proposal of the Government of the Slovak Republic. He may declare war based on a resolution of the National Council, if the Slovak Republic is attacked or it follows from its common defense obligations pursuant to international treaties; and may sign peace treaties. The president of the Slovak Republic has powers of the Supreme Commander of the Armed Forces.

1.22 **The Government of the Slovak Republic** is the highest executive body responsible for the state's security and defense. The government and its members have to report to the National Council. The government endorses conceptions of the security and

defense system of the state, decides in quorum on proposals to declare or terminate a state of emergency; war, state of war and mobilization of the Armed Forces.

1.23 **The Security Council of the Slovak Republic** is the government's supreme law-making body advising it on issues related to the state's security and foreign policy. In peacetime the Security Council of the Slovak Republic is to participate in the creation of a security system, the fulfillment of international security obligations, and evaluation of the security environment. The Council is to prepare proposals to ensure security and to prevent and resolve crisis situations for the Government. During wartime and state of war if the Government is unable to play its role the Council takes over these competencies until the Government is ready renew its acting.

1.24 **Ministries and other state administration bodies, county offices, district offices and higher territorial units** are, in times of peace, responsible for organizing preparations for wartime, state of war or national emergency.

1.25 In a state of emergency or in other crisis situations, **crisis management staffs** are created at the level of the government, the ministries and other state administration bodies, county offices, county security councils, district offices and district security councils and municipalities**. The Central Crisis Staff** at the level of the government and other crisis staffs at lower levels are the executive bodies of crisis management to coordinate the acting of state administration bodies, county offices, and other elements participating in crisis resolving. They propose measures to prevent, carry out civil emergency planning, collect information and organize preparations for crisis situations.

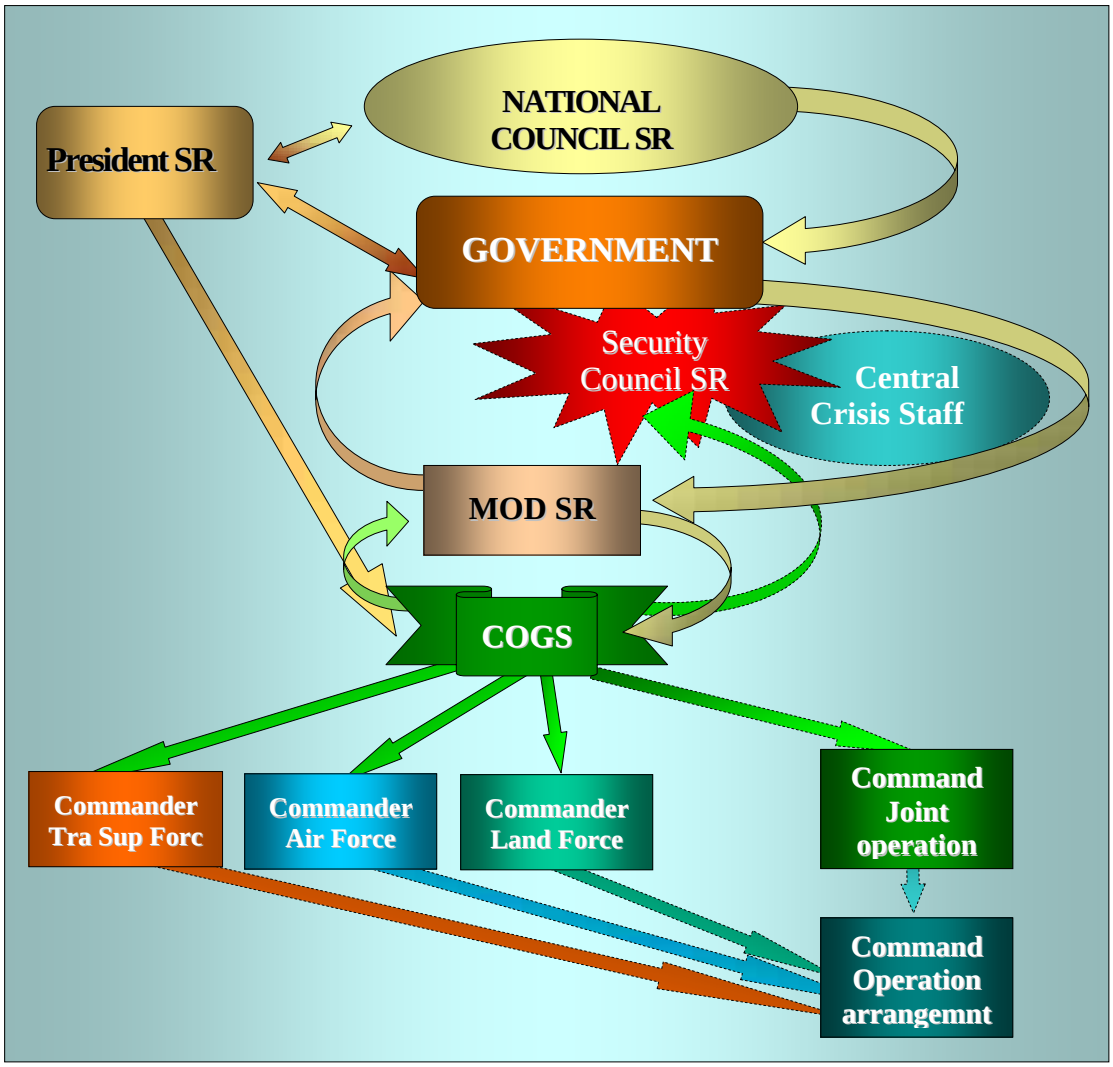

Figure 2 – Decision making process concerning the State´s security and defense

PREPARATIONS AND CONTROL OF DEFENCE OF THE SLOVAK REPUBLIC

1.26 **Preparations for the state's defense** comprise all measures enabling the country's efficient defense. In this respect, the key measures are the creation and preparation of the Armed Forces of the Slovak Republic in accordance with the Constitution and other laws of the Slovak Republic, respecting the role of the Armed Forces and their mission to ensure state defense.

1.27 Besides the mentioned bodies responsible for adopting resolutions in the area of defense and defense management within the defense system, a vital role is played also by other state administration bodies, self-administration bodies, legal entities and individuals and the system's active components, such as the Armed Forces, armed troops, firefighters and rescue workers.

1.28 In wartime or in a state of war, the **main defense management unit** is created for the Prime Minister, the President, the Vice Chairman of the Security Council and its members.

1.29 Defense planning is based on the planning principles applied in the state's security system. Defense planning, in turn, provides the base for key decisions by the highest state authorities, to be passed in the form of strategic policy directives and defense directives. The goal of the planning process is to create conditions for the control and coordination of all of the defense system components with the view of creating, maintaining and exploiting the defense capabilities to protect the state and provide for its security.

1.30 **Defense planning** is based on the regular review of defense requirements by the **Defense Planning Committee**, established by the Security Council of the Slovak Republic. The objective of the defense planning is to coordinate the long-term processes of building defense capacities and military abilities with the national interests and strategic defense and security goals and to balance the financial resources with decisions on the use of such resources for defense.

1.31 The basic **tool** for defense planning is the system of **planning, programming and budgeting.** The procedures and principles of defense planning are coordinated by the Ministry of Defense usually for a period of six years. It controls the defense planning by issuing **defense planning directives,** which are issued usually once in two years. The paramount goal of the planning, programming and budgeting system is to assign the necessary resources to defense in accordance with the requirements of the strategic documents. Defense planning ensures availability and efficient use of resources assigned to defense. The state can assign to the Armed Forces only a limited amount of resources, taking into account the demographic and economic characteristics of the country.

1.32 An integral part of plans of development of the armed forces and of objectives of the armed forces are requirements for the **standardization of the Armed Forces of the Slovak Republic.** Such standardization creates an adequate basis for the exploitation of the defense planning and for the setting of priorities in building expected military capabilities according to operational needs and criteria of **operational interoperability** applied within NATO**.** From doctrinal point of view, the key area of standardization is operational standardization. Operational standardization applies to both the current and future forms, methods and procedures of building the armed forces, to the preparation of concepts, to the training and support of the armed forces and to the preparation and keeping of documentation.

THE ARMED FORCES OF THE SLOVAK REPUBLIC

1.33 **The Armed Forces of the Slovak Republic** are created for the purpose of preserving peace and security, providing the state's defense and fulfilling the countries obligations arising out of international treaties. They are the key active component of the defense system. The requirements for the roles and missions of the Armed Forces are defined in more detail in the respective laws and are further elaborated in the Military Strategy of the Slovak Republic. To fulfill the established

roles, the mechanism of joint command and control of the Armed Forces in peacetime, crisis situations, state of war or wartime is created.

1.34 Civil control of the Armed Forces is the process, in which the Government of the Slovak Republic and the Ministry of Defense make decisions about engagement of the Armed Forces and their directing. In political controlling the Armed Forces, the principles of civil governance and democratic control are being applied.

1.35 **The Armed Forces Command** is the process, in which a commander gives, at his level of the responsibility, orders to accomplish the tasks set to the Armed Forces. Command to the Armed Forces is performed not only by the President of the Slovak Republic as the highest commander of the Armed Forces, but by the Chief of the General Staff of the Armed Forces and others designated commanders within their level of responsibility.

1.36 The fundamental document issued by the Chief of the General Staff related to defense planning is the **Plan of defense requirements and capabilities** prepared by the requirements definition and deliberate planning personnel of the General Staff in collaboration with the other components of the General Staff and the commands of all branches of the Armed Forces.

1.37 The General Staff of the Armed Forces of the Slovak Republic ensures command to the Armed Forces at the expert, technical and administrative level. If, in peacetime, a crisis occurs, the General Staff is transformed to the Slovak Military Command Center which in wartime acts as the Main Command Post of the Armed Forces. Its main task is to ensure a smooth development and command to the armed forces in wartime or state of war.

DECIDING ON THE ENGAGEMENT OF THE ARMED FORCES ACCORDING TO THE PURPOSE AND TYPE OF ENGAGEMENT

1.38 A successful political strategy concerning the use of the military forces to counter a military or non-military threat is dependent upon an early response to the changes in the security environment, on forecasts of future development, on an objective analysis of the threat, on the ability to respond to unpredicted developments and on the willingness to cooperate with other elements of the security and defense system in influencing the relationships and the situation in the security environment. From this point of view, the engagement of the armed forces and their missions can be classified according to three basic conditions and situations, which result from relationships between groups of countries, countries, nations, communities and other elements of the society. This applies to peacetime, crisis situations and conflict.

1.39 **Peace** is a state, in which existing and occurring differences in interests and objectives, misunderstandings and disputes are resolved without the use of war or armed conflict. The positions and the behavior of key players influencing the international environment and the situation inside the society can be characterized by coexistence, collaboration, cooperation, willingness to observe national and international laws, commitment to maintain the balance and stability and determination to use primarily the means of economic and political competition to

prevent crisis situations and conflicts. For dispute resolution, legal, political, diplomatic, economic and other means are applied. In peacetime, the readiness of the armed forces is raised to the appropriate level to enable the accomplishment of their tasks with respect to training and preparation, creation of mobilization reserves and an adequate response to potential threats.

1.40 **A Crisis Situation** is an incident or situation involving an immediate threat to the peace and security of the state, its constitutional arrangement, health and life of its citizens and possessions as a consequence of factors degrading the balance of powers and stability, or its national interests. The peak of a crisis situation might be a turning point towards peace and restoration of stabile condition; or it might escalate to an open conflict and war. From the viewpoint of security, national interests and the strategy and procedures applied in crisis management, these threats can be divided into military and non-military ones. Depending on the situation, decisions are adopted concerning the extent and type of commitment of the armed forces in crisis resolution. If the crisis situation was caused by military threats, the armed forces should eliminate the causes of crises and conflicts by discouraging the potential enemy from the use of violence or aggression. In the case of non-military threats, the armed forces use their military capabilities and specific abilities to support civil authorities.

THREATS	MILITARY OPERATIONS	OPERATIONS OBJECTIVES	TYPES OF OPERATIONS
MILTARY	WAR	FIGHT AND WIN	DEFENSE, ATTACK
	OPERATIONS OTHER THAN WAR	PREVENT WAR, RESOLVE THE CONFLICT ELIMINATE ITS CONSEQUENCES	PEACE SUPPORT OPERATIONS ANTITERORIZM
NON-MILITARY		SUPPORT CIVILIAN AUTHORITIES IN CRISIS MANAGEMENT	HUMANITARIAN AND RESCUE OPERATIONS

Figure 3. Types of Military Operations

1.41 **Conflict** is the result of escalation of a crisis situation caused by following the opposite and incompatible interests. Both sides of conflict make effort to establish their own will by defeating the other side. According to used means conflict can be military or non-military. **War** is the most extreme form of conflict of interests and disputes among states or societal groups inside a state. The primary means to resolve the escalating dispute and to achieve political objectives is armed force, which is used with the view of deciding the conflict and forcing the enemy to accept the will of his opponent. In a war between two states, the military forces of the state are the main tool of carrying on warfare and accomplishing the political objectives.

OPERATIONAL PLANNING

1.42 **Operational planning** is a natural part of command, with the commander guiding the planning process and eventually deciding on the appropriate course of action (COA) to be taken in any given operation or campaign. As distinct from the **defense planning,** the goal of which is to prepare plans of development of the armed forces and their capabilities; operational plans contain concepts for the use of the armed forces and their actual capabilities to resolve a particular situation. The extent of operational planning and its methods are dependent on the time available. When planning an operational engagement of forces, we distinguish generally between two categories of operational planning: deliberate planning and crisis planning.

1.43 **Deliberate/advanced planning** refers to the **i**nitiation and preparation of plans based on expected scenarios of situation development in the future. As part of the deliberate planning process, an **operational planning working group** (PSOP) is created at the strategic level of command (MoD/General Staff of the Armed Forces). The responsibility for the activities of the operational planning working group (PSOP) and its members and the group's basic tasks are defined in doctrine SVD-30. The main deliverables of the deliberate planning process include standing defense plans and contingency operational plans.

1.44 **Standing Defense Plans** (SDP) contain solutions to projected military threats. These plans usually contain information on the required capabilities, alert times, types of deployment and command and control responsibilities in such an operation. Responsibility for the preparation of standing defense plans and the planning procedures are defined in doctrine SVD-30.

1.45 **Contingency operational plans** (CONOPLAN) contain solutions to expected alternative situations and threats including rapidly developing non-military ones, in which military forces may be deployed. The basic responsibilities for the preparation of contingency operational plans and the planning procedures are defined in doctrine SVD-30.

1.46 **Crisis response planning**. In the case of rapidly and unexpectedly developing crisis situations that require the deployment of the armed forces, the method of crisis response planning is applied. Crisis response planning is a process of initiating and preparing plans to respond to an actual or emerging crisis situation. The outcome of crisis response planning is the **operation plan** (OPLAN) and related documents described in doctrine SVD-30. If the emerging crisis corresponds to any of the standing defense plans or contingency operational plans, they are to be used as a base for the crisis response planning.

1.47 **Operation plan** (OPLAN) is a plan prepared in response to an actual or emerging crisis on the basis of initiating directive by the competent crisis authority. An operation plan represents the final product of the crisis response planning and is prepared in sufficient detail to be used as a basis for the approval and conduct of operations. Supporting plans are plans dealing with individual areas of support and are supplementary products of the crisis response planning.

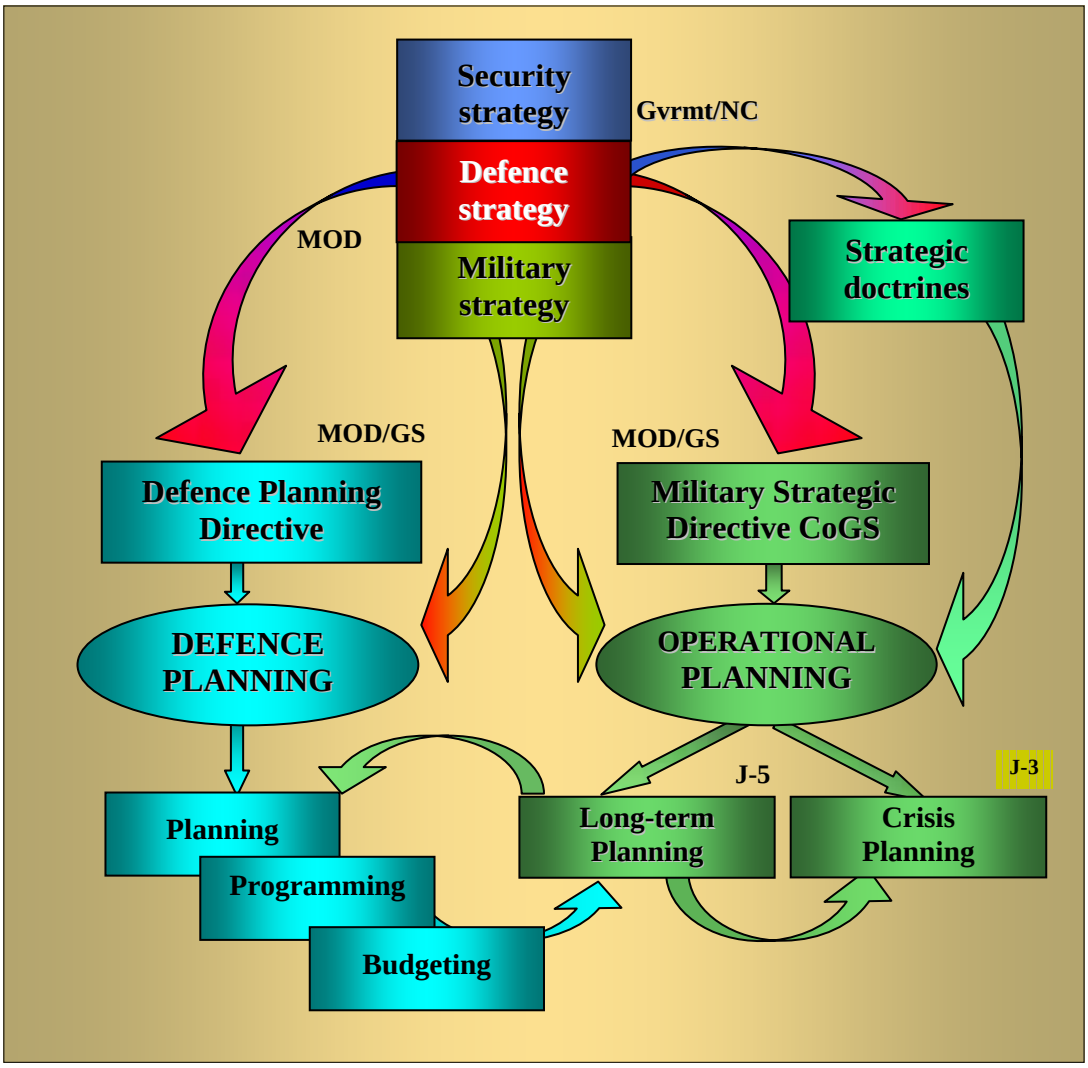

Figure 4. Relation between defense and operational planning

2. WAR, LEVELS OF WAR

2.01 The following chapters contain the basic principles, which should be followed by commanders and staffs when planning, preparing and conducting military operations. War has certain distinctive characteristics. Knowledge and creative exploitation of these characteristics has a deciding influence on the successful use of armed power in war, in order to attain political objectives. Modern military science recognizes four levels of war: Operations are planned and conducted at all levels. Borderlines among these levels cannot be drawn mechanically and do not reflect command levels precisely.

CHARACTERISTICS OF WAR

2.02 The Armed Forces of the Slovak Republic recognize **five characteristics of a war-conflict**:

- **War is a tool of politics.** Success of a war is measured not by the number of casualties, nor by the area of seized territory, but by the accomplishment of political objectives and by introducing of peace. Political objectives in a war are the deciding factors influencing military objectives and the scope and strength of military operations.
- **War is organized violence.** A war conflict can be distinguished from other coercive political tools by the use of organized armed violence. The use of violent means add emotional and irrational elements to the war, on both sides of the conflict. This in turn influences the approach in carrying on the conflict. The understanding of this phenomenon of an armed conflict helps to maintain certain reasonable limitations from the viewpoint of destructive effects of war.
- **War is characterized by uncertainty.** The outcome of war is not sure and cannot be predicted due to the dangers and the "fog" surrounding the war. Proper command, knowledge of doctrinal principles and training may help to limit the extent of natural uncertainty.
- **War is carried on by people.** War is carried on by groups of people and their values, morality, habits, characteristics, esprit de corps and determination have a direct influence on the manner of warfare. Nowadays a armed conflict takes place before the eyes of the public, the public opinion also influences the manner how the conflict is carried on.
- **Key role played by the command.** Since war is a human activity, the quality of military and political leadership has a decisive effect onto the war efforts. Proper command helps to encourage the troops to accomplish the objectives of a war conflict, despite of the present dangers. Leadership of commanders is dependent on the commandant's personal qualities, leadership capabilities and professional experience.

2.03 **Features of war.** War is generally a complex issue. In addition to the accompanying manifestation of war, including fear, exhaustion, danger, uncertainty and coincidence, we recognize several significant features, which might help us to understand the nature of a war conflict.

2.04 **Contradiction of war** is a feature that reflects the myriad number of factors and events influencing war itself. The contradiction of war can be fully recognized only in a real war and its complexity and variability cannot be fully controlled. The examples of failure of equipment, unexpected tough resistance by enemy, distorted orders, etc. confirm that the contradiction cannot be excluded from war. War is a battle between the wills of the two fighting parties and the task of the commander is to force his will on the enemy, while taking into account the contradictions of war.

2.05 **Defense and attack** are two alternating stages of military operations, where neither of them might be regarded as dominant. In general, defense is less demanding than attack. On the other hand, only an attack might bring about the decisive victory in war. The attack enables one side to seize the initiative by selecting the time, place, force and manner of an engagement.

2.06 In every situation, there are key elements that have a higher influence on efficient conduct of operations. Damage to or loss of such elements has a disproportional impact on the accomplishment of objectives. Thus, the identification and exploitation of such elements requires particular attention. **Centers of gravity** (COG) might be either of a material or immaterial character. The strongest effect is produced by hitting such a center of gravity, disrupting the capability and willingness of the enemy to carry on the conflict. Ideally, the our main effort should be focused on enemy's weakness and our center of gravity should represent our strength.

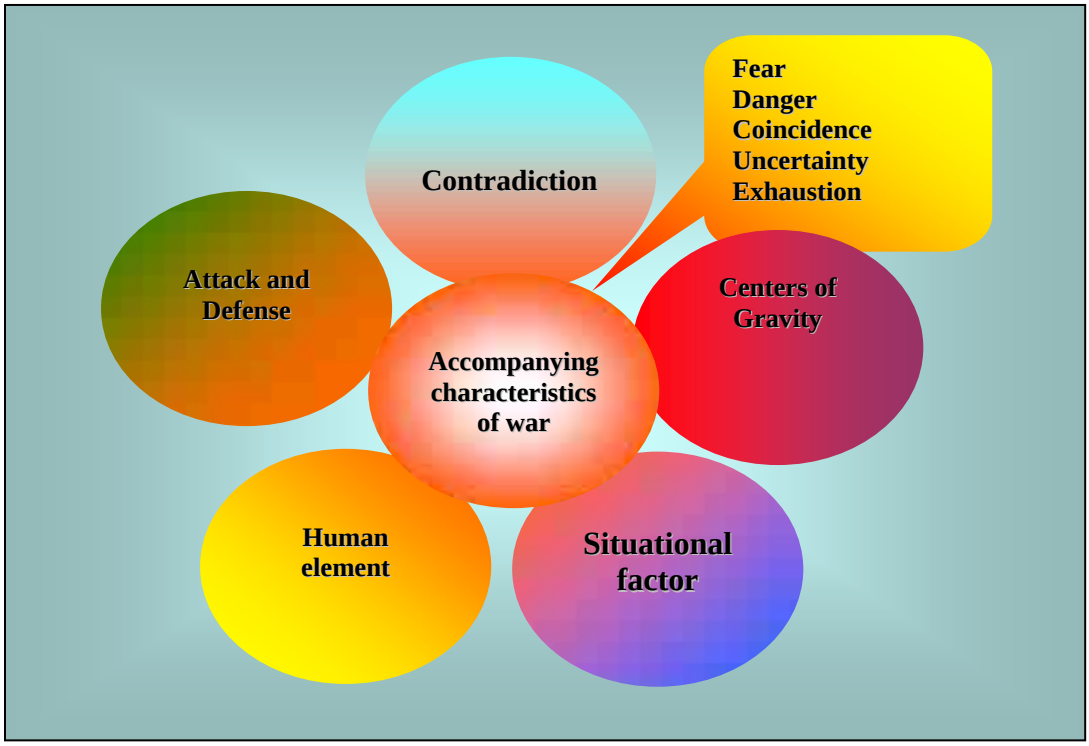

Figure 5. Several significant features of war

2.07 **The Human element** is a deciding factor in battle. Military operations are eventually won by people. This factor, often referred to as the factor of morale, includes far-sighted, deliberate, creative and strong leadership, capabilities and courage of personnel, esprit de corps, training of individuals and units, adequacy and knowledge of principles of the use of the military forces, the high level of readiness and discipline. The human element relates to the following features of a war conflict:

2.08 **Chaos**. Due to its human character, the features of a war include uncertainty and chaos produced by the "fog of war" due to constant incompleteness, inaccuracy and contradiction of information.

2.09 **Danger.** The use of armed violence or the threat to use the same produces a danger that demonstrates itself as fear for the conflict participants.

2.10 **Stress.** The effects of danger, fear, exhaustion and loneliness negatively influence the people, produce stress and weaken the will of the conflict participants. To defeat

an enemy, it is necessary to degrade the will of its forces and to maintain the will to win and moral strength among one's own forces.

2.11 **Situational factor.** Each conflict is unique due to the broad scale of factors influencing it. The success of military operations requires not only the understanding of the principles of warfare and the effective use of the armed forces. Creative application of the human most distinguishing ability, which is intelligence and the ability to think, depends on the understanding of the situation and conditions, under which the conflict takes place. Such understanding depends on knowledge, which is dependent on information. Each situation requires particular conceptual solutions and an appropriate strategy.

POLITICAL STRATEGIC LEVEL OF WAR

2.12 **The political strategic level** is the level of constitutional bodies having certain competencies concerning the defense of the state. At the Parliament, Government, and the Presidential-level, the resources of the state are used for the purpose of achieving political objectives. Constitutional bodies have usually several options available to resolve a crisis and to accomplish the strategic objectives. The authorities at the political strategic level decide on the allocation of resources to individual lines of effort, they define the end state and the limitations and provide general political instructions. Under specific conditions, constitutional bodies decide in defense-related questions in cooperation with other states or they use the opportunities provided by international organizations concerned with international security, such as the UN, OSCE, EU and NATO.

2.13 Political decisions as to the priorities and appropriate strategy are passed in a manner to support the integrity of all elements of state policy in crisis situations, to which the Slovak Republic will respond by declaring war, state of war, state of readiness, state of emergency and other extraordinary measures. In peacetime or in a stabilized state, such decisions enable to create adequate resources and to build the required capabilities, which could be used in crisis situations or in a threat of war.

2.14 The art of political strategy depends on realistic future forecasts, readiness to respond to future challenges and to take appropriate risks, to prevent crisis situations and the ability to respond to them and eliminate their consequences. An integral part of political strategy is the ability to properly assess enemy objectives and intentions, probable reactions to the course of the armed conflict or war and the willingness and readiness to use the fighting power to protect his national interests.

2.15 The strategic level of command and crisis resolution at the highest political level is carried out by the Government in accordance with the applicable laws. The Government delegates responsibility for the resolution of particular types of crises to individual Ministers or to the Central Crisis Staff. The Government has, at the political strategy level, various means and tools available to resolve a particular crisis situation. Military means are usually used as the last option to resolve a such situation. In relation to planning of military operations, the authorities at the political strategic level decide on the allocation of resources to operations, they define the political objectives of operations, and the limits of state´s institutions involvement and armed forces engagement.

2.16 The Government might decide to delegate crisis management and resolution to the Minister of Defense of the Slovak Republic, who in turn, might ask the other Ministries and their respective authorities to participate in the process. Monitoring of alert and warning indicators of strategic importance is the responsibility of intelligence organizations, which follow the decisions and instructions issued by government authorities.

2.17 To serve the planning needs at the political strategy level, the Minister of Defense of the Slovak Republic establishes a Committee for Military Strategic Analyses (VVSA). The permanent members of the Committee include the representatives of individual sections of the Ministry of Defense and staff representatives of the general staff at the level of department or administration chiefs. VVSA participates in the preparation of a grand strategic estimate, in cooperation with the other ministries. The grand strategic estimate represents a combination of the planning process carried out by the Government and the ministries.

2.18 **A political strategic directive** from the governmental-level , the Security Council of the Slovak Republic or the Central Crisis Staff defines the priorities and goals to be followed. Together with the applicable laws, it creates the conditions for military engagement and is binding on state authorities. If necessary, it also sets the limitations required to conduct each of the activities and to apply the selected means and measures. In a multinational operation, under NATO command or the command of another international organization, it is replaced by political directives of the North Atlantic Council or the competent authorities of the international organization concerned.

MILITARY-STRATEGIC LEVEL OF WAR

2.19 **The Military-Strategic level** refers to the application of military resources to accomplish the established political objectives. The theoretical principles to be followed are contained in military doctrines and military strategic documents. At this level, the defense plans are prepared, the criteria for operational capabilities of the armed forces are set and the resources required for successful planning of operations ensured.

2.20 The military strategic level of crisis management and planning of operations and other issues related to the defense of the state corresponds to the level of the Ministry of Defense together with the main officials of the General Staff of the Slovak Republic, including the commanders of the components of the Armed Forces. From a multinational viewpoint, the level of military strategy includes the decision-making processes within NATO military authorities. At the level of military strategy, decisions on the opportunities to provide military support to a particular activity are passed, taking account of the requirements of political objectives.

2.21 At the military-strategic level, continuous monitoring of areas of potential conflicts are performed to enable the adoption of the required measures as soon as possible within the decision-making cycle and to create room for operational planning and preparation. The General Staff of the Armed Forces of the Slovak Republic is the organization, where the strategic level and the operational level of war overlap.

2.22 In the preparatory stage of an operation, the tasks of the strategic military bodies include: specification of military conditions to achieve the desired end state; setting of political, financial and legal limitations for the engagement of the armed forces in a particular operation; preparation of military strategic objectives to accomplish the political objectives of an operation; allocation of forces and resources in support of those objectives; definition of an operational zone for the joint operations commander; appointing a commander of the joint task force and setting of command mechanisms and command and control structures in a particular operation.

2.23 The military strategic body issuing the **Military Strategic Directive** for a particular operation to the operational commander is the Chief of the General Staff of the Armed Forces of the Slovak Republic. All main representatives of the Ministry of Defense of the Slovak Republic contribute to this Directive at the expert level.. The operational commander receives, through the directive, a balanced list of military objectives, guidance for the conduct of operations to accomplish the established objectives, along with the required resources.

2.24 The military strategic directive of the Chief of the General Staff is called **CGS`s Planning Directive** and represents an initiating directive. It is based on the overall strategic estimate prepared by governmental crisis authorities and decisions of the respective authorities of the Ministry of Defense. The planning directive is issued to the joint force commander. Details are stipulated in the planning and conduct of joint operations doctrine, SVD-30.

OPERATIONAL AND TACTICAL LEVEL OF WAR

2.25 **The operational level** refers to the management of military resources to accomplish the military strategic objectives. At this level, campaigns and main operations are planned and operational objectives established in order to accomplish strategic objectives. This level is characterized by joint operations. At this level, a sequence of activities is prepared and available means are planned, by which the tactical level succeeds in the battle.

2.26 The operational level provides for the link between military strategic objectives and the tactical engagement of troops. At this level, operations and campaigns are planned, ensured and directed, and executed. The basic responsibility of the operational commander is to prepare and execute an operational plan to achieve the operation end state within the defined zone of operations.

2.27 **The tactical level** characterized by the art of applying military power in direct contact with the enemy, relates to the use of available military resources to accomplish operational objectives. The tactical level is concerned with the use of particular weapon systems in a changing environment and in a particular situation with the view of accomplishing operational objectives. Modern operations have combined and joint character even at the lowest tactical level. The tactical level is the level at which individual battles and contacts are planned and carried out within the overall campaign or a large-scale operation.

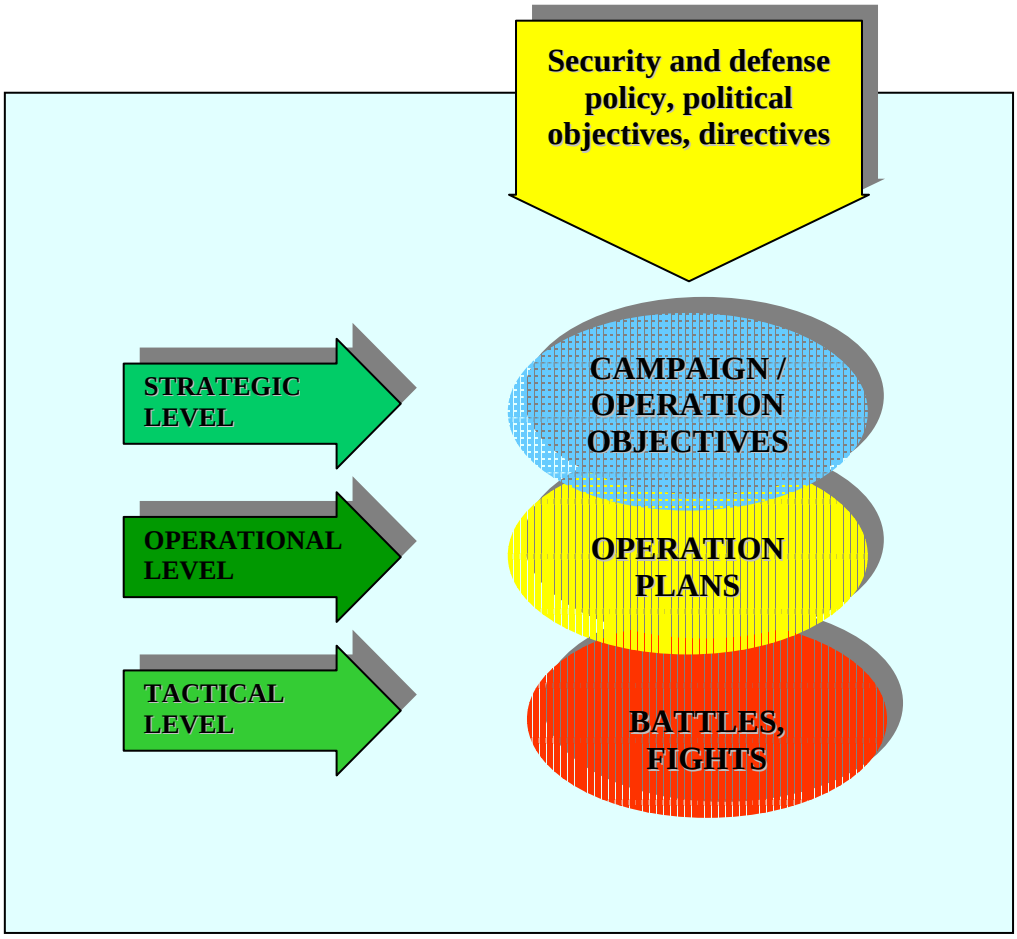

Figure 6 - Levels of conducting military operations

2.28 In reality, it is difficult to draw a distinct line between the individual levels of war and there will always be an element of overlap. Technological advances in weapon systems and communication technologies, significant improvement of real time overview of the situation, combined with the influence of the media in the current conflicts all cause that constitutional representatives at the political strategy level want to control detailed tactical issues of the conflict. Thus, decentralization processes based on the requirements of the maneuver warfare are guided by hyper centralization tendencies. In multinational operations, the borders between individual levels of warfare may be even more unclear. For example, the use of even a relatively small unit in a liberation campaign might have operational or even strategic importance.

2.29 The goal of the planning process at each level is to specify the objective, the methods for its accomplishment and the appropriate resources required. There are three basic criteria of evaluation as to whether a particular activity at a lower level influences the higher levels. They are: political context of the particular activity; the influence of the activity on the outcome of the campaign or operation and the impact of the activity on the accomplishment of military strategic or political objectives. Operational commanders must know the capabilities of their tactical resources and the tactical commander must understand the importance of a particular tactical operation in the overall context.

3. MILITARY POTENTIAL OF THE STATE, TASKS AND STRUCTURE OF THE ARMED FORCES OF THE SLOVAK REPUBLIC

3.01 Political decisions by the state's highest authorities concerning military objectives and engagement of the armed forces of the Slovak Republic must be made in accordance with the competencies vested in the respective authorities by the Constitution and other laws, taking into account the actual situation and the needs of the state. They are described in the Military Strategy of the Slovak Republic and other documents approved by the National Council and the Government of the Slovak Republic. They are based on those principles, the application of which enables the transformation of defense capacities and the capabilities of the armed forces into the state's fighting potential and their use to protect the vital interests and to accomplish the strategic objectives of the state. These decisions and military doctrines form a base for defense and operational planning.

THE STATE'S FIGHTING POTENTIAL

3.02 **Warfighting potential** represents the capability and readiness of a state to wage war with the view of protecting its interests or fulfilling its international obligations. The fighting potential consists of conceptual, physical, and moral element. The successful use of the fighting potential depends on taking advantages brought by a real situation.

3.03 **The conceptual element** represents the spiritual dimension of the fighting potential expressed in the form of principles applied by the state in a war conflict or in directing the activities of individual elements of the defense system, including the armed forces.

3.04 **The physical element** encompasses all means for the conduct of war, including personnel, economic and financial resources, technology and combat equipment, logistic equipment, training and readiness for war. A part of the physical element is also the combat power, which represents the fighting power and maneuverability of available armed forces to resolve a particular situation at a given time in the theatre of operations or at the battlefield.

3.05 **The moral element** includes a set of motivating factors used to convince the people about the necessity of war engagement and self-sacrifice. It is an expression of the spirit of the armed forces, of the quality of its control and command, of the level of teamwork and of the immunity against psychological operations conducted by the enemy.

3.06 **The situational element** includes factors influencing the successful conduct of war operations by creating favorable internal and international conditions. These factors range from geographic conditions, through the relation between combat powers, to the ability of obtaining international support.

3.07 The political strategy of resolving a situation caused by a military threat will be a purposeful combination of diplomatic, economic and military means. By applying these means, the state will try to defend its intentions. In situations affecting the vital

interests of the state, the decision on the character and extent of the use of the state's fighting power will be of key importance.

THE ARMED FORCES AND THEIR COMBAT POWER

3.08 The term "**combat power**" refers to the ability of the armed forces to fight. It consists, similarly to the state's fighting potential, of the conceptual, moral, and physical element.

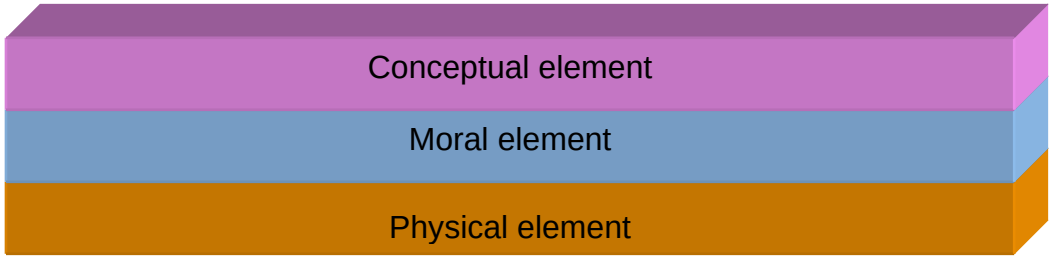

Figure 7 – Elements of the combat power

3.09 **The conceptual element of the combat power** represents the ideological base and processes defining the ability to fight. It consists of the following basic components: military strategic principles, doctrines at all levels, strategic and conceptual thinking.

3.10 **Military strategic principles.** The Armed Forces of the Slovak Republic observe eleven military strategic principles, which are based on the military experience of the whole mankind. These principles are: objective; initiative and surprise; mass; economy of force; offensive, security; morale; flexibility; unity of command; resource management and simplicity. The military strategic principles are not dogmatic rules. Nevertheless, if any of them is unobserved, it may result in defeat in a battle, operation or war. At the strategic and operational level, the military strategic principles serve as the criteria for evaluating **courses of action** (COA).

3.11 **Doctrines.** The purpose of doctrines is to define the framework for the conduct and planning of operations. Doctrines have their own hierarchy. They are authoritative, but require judgment and creativity in application, depending on the situation.

3.12 **Strategic and conceptual thinking** refers to the need of creative approach in preparing future conceptions, defining capabilities, estimating the requirements of future operations in the changing strategic environment. The preparation of conception for future operations has a deciding impact on the composition of the armed forces and on the development of doctrines. In the case of smaller forces, the availability and the balance between various services of the armed forces is more important than their technological or numerous advantage. This principle is the basis for the whole military strategy of the Slovak Republic. Similarly important are also the quality of the human potential and the training of the armed forces, enabling the small forces of the Slovak Republic to gain advantages in the actual and creative application of strategic approaches depending on the particular situation. In the most

possible scenarios considered, the strategy has to take into account also the limited combat power.

3.13 **The moral element of the combat power** refers to the ability of leading representatives of the society and of the commanders of the armed forces to convince the people of the necessity to fight. The moral element is directly derived from good training and strict discipline in the armed forces, from self-confidence and self-regard, from the reliability of equipment, proper administration and the respect towards the command of the armed forces at all echelons, which should be based on professional and moral qualities and the understanding of the situation and its requirements. From the above requirements it follows that the moral element relies especially on motivation, leadership and management.

3.14 A force under a proper command with the right motivation will achieve good teamwork, based on fellowship and close interpersonal relationships. Unity and **esprit de corps** should be an expression of proud to belong to a closed circle of people. The quality of motivation then depends on the command at operational level and is closely related to the maneuver warfare, which emphasizes the understanding of the superior commander's objectives and the so called principle of **mission command.** To motivate troops in real multinational operations is more challenging than in defending the homeland. Therefore, motivation is one of the primary tasks of the operation commander.

3.15 **Leadership**. Leadership generally refers to the ability of the commander to present such personal and character qualities, which can convince his subordinates to follow his example and meet the operational requirements.

3.16 **Management** refers to the optimum use of the assigned resources and represents one side of command. Nevertheless, it does not replace leadership. The basic preconditions for good management are foresight, good planning, prioritization and consistent integration of individual staffs within the headquarters.

3.17 **The physical component of the combat power** refers to the means which could be used in combat. It also includes the total means of destructive and/or disruptive force which a military unit/formation can apply against the opponent at a given time. The physical element of the combat power includes: number of troops, equipment and weapon systems, logistic equipment, training, operational capability (personal and logistic capability, level of training). In connection with the planning, preparation and conduct of operation, the physical component is often called **operational capability.**

3.18 **Applying of combat power** includes the strategic context of war and other conditions such as the terrain, geopolitics, propaganda, diplomacy, social situation, historical context and any other component of the environment that influences the outcome of war. The determination to fight, favorable environment (situation) or the control over resources of key importance to the enemy might, under certain conditions, influence the progress and the outcome of war. The current world requires both the flexibility in creating favorable conditions for the accomplishment of strategic objectives and the ability to prevent problems potentially caused by improper analyses. The battlefield might be understood properly or improperly. If it

is understood properly, it is possible to use the advantage it offers or to adopt it to the requirements; in either case, it cannot be ignored. On the other hand, strategy might be suitable for the given environment (situation) or unsuitable.

PURPOSE, MISSION AND TASKS OF THE ARMED FORCES OF THE SLOVAK REPUBLIC

3.19 **Purpose of the Armed Forces of the Slovak Republic** is to defend the country against all military threats, contribute to the fulfillment of obligations arising out of international treaties, and to provide support to civil authorities in confronting non-military threats.

3.20 **Missions of the Armed Forces**. In peacetime, in a crisis situation and in conflict the Armed Forces must be prepared to fulfill the following:

- **to ensure plausible deterrence**, and in case of its failure, to effectively ensure the **sovereignty, independence, and territorial integrity of the Slovak Republic** and its allies against an external armed attack. They must be able to conduct such operations both independently and as part of a coalition;
- to **take part in multinational peace building and peace support operations** and humanitarian operations under international supervision; and
- to provide assistance to public authorities, either independently or as a member of international organizations, in eliminating non-military threats and resolving crisis situations.

3.26 **Tasks of the Armed Forces**. Based upon a preliminary analysis, the Armed Forces must be prepared to successfully accomplish the following tasks in support of the missions listed above:

- **Maintain a High Readiness Force.** These forces must be fully deployable in a relatively short period of time and be prepared to conduct the full range of combat missions for the defense of the state, conflict prevention and peacekeeping and to take part in the full range of operations under the command of international organizations, subject to the terms and conditions of treaties binding on the Slovak Republic, including treaties on common defense.
- **Maintain forces at Lower Readiness.** These Forces of Lower Readiness will be capable of conducting operations for the defense of the state, of taking part in operations under the auspices of international organizations and, after admission to NATO, they will be capable of fulfilling the obligations arising from Article V of the Washington Treaty. This force must be capable of deployment/employment for combat operations after a relatively longer period of time than required for the High Readiness Force. In addition, they will provide sustainability, relief, or reinforcement for the High Readiness Force.
- **Maintain Long-Term Build-Up Forces** that will be mobilized for the defense of the state and its allies, as required, in order to counter specific threats in accordance with the expected warning and preparation time.
- **Provide for the strategic functions** of command, control, communications, early warning, military intelligence and reconnaissance.
- **Provide for the continuous defense of the sovereignty of Slovak airspace** and, after admission to NATO, for the protection of integrated NATO airspace. For this purpose, they have to maintain appropriate air personnel and equipment.

- **Maintain the capability to receive allied reinforcements**, under the appropriate circumstances, and to provide other Host Nation Support activities as may be required.
- **Be prepared to provide support to other ministries and government agencies**, or local authorities, as requested by them and in accordance with the applicable generally binding laws.
- **Be prepared to rapidly provide, as a minimum, Special Forces and intelligence assets** to assist other agencies in the conduct of counter-terrorism operations.
- **Maintain facilities and installations for training and** support to the deployed forces.
- **Maintain readiness and increased interoperability** through participation in international exercises.

COMPOSITION OF THE ARMED FORCES OF THE SLOVAK REPUBLIC

3.27 The basic Services of the Armed Forces are the land forces, air forces and training and support forces. Internally, the Armed Forces are broken down into associations, formations, units, authorities and bases.

3.28 **The Land Forces** are characterized by high mobility, flexibility, sufficient firing power and resistance against the use of enemy weapons. In accordance with the military strategy, it ensures and defends the sovereignty and integrity of the Slovak Republic, both in peacetime and during a war. They are structured, equipped and dislocated in a manner enabling them to carry out independent land operations and to participate in joint military operations together with the Air Forces or in multinational military, humanitarian and peace support operations.

3.29 **The Air Forces are** capable of defending the sovereignty of the Slovak airspace, of supporting the land forces and to carry out air transportation missions. In accordance with the military strategy, it ensures and defends the sovereignty and integrity of the Slovak Republic both in peacetime and during a war, cooperating closely with the land forces. The Air Forces are structured, equipped and located in a manner enabling them to carry out independent air operations and to participate in joint military operations together with the Land Forces or in multinational military, humanitarian and peace support operations. They maintain the capability of receiving reinforcements from other nations and to provide them with appropriate host nation support.

3.30 **Training and Support forces** provide basic and advanced individual training of military personnel, ensure the preparation of non-commissioned officers, control the logistics and the provision of logistic support to the Land Forces and the Air Forces and ensure connections between the national defense control system and the strategic and operational level of command of the Armed Forces. Training and Supporting Forces consist of the Training Command, Logistics Command, Communications Command with its units, Garrison Command of Bratislava and other training bases.

3.31 Military schools, military courts, military prosecutors, military intelligence service, higher military administration offices, regional military administration offices and

other organizations established by the Ministry of Defense participate in the accomplishment of the above listed tasks of the armed forces.

4. BASIC APPROACHES TO ENGAGEMENT OF THE ARMED FORCES OF THE SLOVAK REPUBLIC

4.01 This Doctrine of the Armed Forces of the Slovak Republic contains an overview of the best practice applied in the Armed Forces and by their commanders, which should be used in accomplishing their respective professional missions during the engagement of the Armed Forces. It addresses the problems and shortcomings in the previous development. It respects the uniqueness of each historical situation, which is demonstrated among other things by the fact that successful courses of actions applied in a particular situation might lead to complete failure under different conditions, often as a consequence of dogmatic application of doctrinal principles of warfare. Therefore flexibility has its place among military strategic principles as it enables to use judgment and initiative and to exploit the opportunities presented by particular circumstances and situations.

4.02 **The basic pillars** of the Doctrine of the Armed Forces of the Slovak Republic are: military strategic principles and maneuver approach to the conduct of military operations. Other main attributes of the Doctrine include mission command, acceptance of requirements for the conduct of joint and multinational (combined) operations, pragmatic and flexible approach in the application of doctrines and development of war spirit within the Armed Forces.

MILITARY STRATEGIC PRINCIPLES

4.03 Military strategic principles are based on historical experience from successful wars and their application in a principal manner influences and directs all decisive activities of the Armed Forces of the Slovak Republic. Their application must not be regarded as a list of obligatory steps and they must not be understood independently from each other. It is crucial to understand their mutual interactions and dependence. Commander's knowledge and creative applying of the military strategic principles enables to decrease the risk of failure in the decision-making process by indicating those procedures, which provide a higher guaranty of success.

4.04 **Selection and observance of objectives.** Before an operation, proper selection and definition of the operation's objective is of crucial importance. The purpose of this procedure observing this principle is to support overall political objectives and to direct operations to accomplishment of clearly defined and attainable military objectives. The objective may be of absolute or limited character. After the objective is defined, every effort must be focused on its accomplishment until the changed situation does not necessitate a review of the objective. Each plan at the lower echelon must be supportive of the intentions of higher levels of command and of the political objectives of the state. For this reason, the government of the Slovak Republic must clearly define its political objectives and each level of command must know the requirements for the accomplishment of this paramount objective and how it could contribute to these efforts.

4.05 **Initiative and surprise.** The purpose of surprise is to lead an attack at such point of time and at such place, at which the enemy is unprepared. At the beginning of a war campaign, the initiative and the factor of surprise is usually in the hands of the aggressor. Since a surprising attack by an enemy might have a devastating effect on the moral of own forces, the commander's task is to take all measures required to surprise the enemy and to prevent surprising enemy attacks. A surprising attack usually causes disproportional effects from the viewpoint of efficient use of efforts.

4.06 **Concentration of Effort.** To achieve success in war, it is essential to concentrate superior force to that of the enemy at the decisive time and place. This is the purpose of this principle. Concentration of efforts does not necessarily imply a massing of forces or material. It refers mostly to the concentration of capabilities, for example gunfire. This principle does not prevent the dispersal of forces, for example with the view of deceiving the enemy or avoiding confrontation to maintain the capability to strike at the most suitable point of time. In other words, the term refers to the concentration of efforts and capabilities onto the enemy's weaknesses, with disproportional impacts, minimum losses and efficient use of resources.

Figure 8 - Military strategic principles

4.07 **Economy of Effort** is closely related to the concentration of effort principle. The purpose of the economy effort principle is to use only the minimum combat power required to accomplish primary combat tasks within the specified time. This principle means that it is not necessary to be superior to enemy everywhere at any cost. The economy of effort principle suggests that commanders must not waste the limited resources available and must accomplish the mission with minimum resources and means. In other words, there is a need to optimize the use of fighting potential, to balance offensive and defensive measures and to allocate personnel and material resources in a manner avoiding their inefficient use.

4.08 **Offensive approach.** The purpose of this principle is to gain, exploit and sustain initiative and offensive with the view of maintaining freedom of action. Then attack is the basic form of combat and a deciding means to attain clearly defined goals. In wartime, both offensive and defensive operations are required. It is therefore necessary to train offensive operations and defense against the beginning of an aggression, with a transition from defense to attack. Only an offensive campaign may lead to the deciding victory. The offensive spirit must be maintained also when carrying out defensive operations.

4.09 **Security and Protection.** The purpose of security and protection is to prevent the enemy from gaining unexpected advantage. Security results from measures taken by the commander to protect his own forces. Security helps to gain freedom of action by decreasing the vulnerability against hostile actions and surprising attacks. Increased security might be achieved by planning and knowledge of the enemy strategy, tactics and doctrines. Since risk is a natural component of military operations, the security and protection principle requires reasonable risk management and not inappropriate prudence. Protective measures help to maintain freedom of action.

4.10 **Maintenance of Morale.** The main mission of the armed forces still remains preparation for war, victory in it and restoration of peace. War has destroying and bloody character and represents the use of controlled violence by both enemy sides. Killing, death and fear are typical elements of war. Every soldier of the Armed Forces of the Slovak Republic must be ready to fight and die in any operations, which will be approved by respective national authorities. Therefore, morale has usually stronger influence on the success in war than the quality of the material resources. This doctrine support development of combat spirit despite the fact that probability of engagement of the Armed Forces of the Slovak Republic in operations other than war is higher. Bravery and good command help to overcome fear. Morale is a link holding the troops together, giving them their combat ability and spirit. Good morale is a complex phenomenon and can only be achieved by clear understanding of objectives, by training, discipline, rules of behavior, good administration and, above all, by motivation and good command. Excellent command might maintain good morale of the personnel even at very unfavorable conditions. The most efficient factor contributing to good morale is success, appraisal and personal example.

4.11 **Flexibility** stands for the ability of reacting rapidly to changed conditions and new opportunities by reviewing plans and carrying out flexible maneuvers, as well as the ability to apply new ways of thinking and new approaches to warfare. Flexibility directly influences the speed of the decision making process. Flexibility depends on

material resources and personal qualities, on the atmosphere of trust within the armed forces, on the quality of organization, training and discipline, on staff organizational and planning procedures, as well as on the right structure of theoretical knowledge of personnel and their ability to apply such knowledge. Flexibility of small combat power depends on the possibility of multifunctional use of equipment and on the appropriate training of personnel. Flexibility is degraded by routine procedures, dogmatic application of doctrinal documents and preconceived opinions.

4.12 **Unity of command.** Ensure unity of effort for every objective. Unity of command means that all forces operate under a single commander, who has sufficient authority to direct the deployed forces in support of their joint objective. Ideally, there are synergies arising from the cooperation throughout the whole spectrum of the deployed units. Unified effort is the decisive element of the unity of command. Cooperation must be based on good administration, unified understanding of operational capabilities and limitations of partner elements and, most importantly, on the will to cooperate, on the quality of command and on the creation of esprit de corps among the units and their individual elements.

4.13 **Purposeful and effective resource management.** Resource management refers to the administration of joint operations, including personnel administration and logistics, which enable their smooth conduct. Administration, in broader sense, means the administration of all military issues, which are not directly related with the tactics and strategy applied. It is the principle of purposeful and efficient use of personnel, equipment and weapon systems in combat. The success and sustainability in military operations depend on the proper and timely provision of services, equipment and maintenance in such a manner that the other principles are not sacrificed.

4.14 The term logistic administration refers to all activities that are related to the provision of supplies and equipment required to carry out war. Logistics of the joint forces is a critical aspect of joint operations administration. If we look at the history, insufficient logistic support was often the cause of defeat or huge losses. Operation plans prepared by commanders must take into account certain logistic limitations. The term personnel administration refers to all activities needed to ensure human potential for military operations. Some aspects of personnel administration have critical impact on maintaining a high morale of personnel.

4.15 **Simplicity.** Avoid unnecessary complexity in organizing, preparing, planning and conducting military operations. Simplicity contributes to the success of operations. Streamlined plans and self-contained orders minimize the risk of misinterpretation and complications; improve the level of understanding and plan accomplishment. They lead superior commanders to issue simple and direct directives, plans, and orders to use joint equipment, doctrines or operational, technical and tactical procedures. In broader sense, the application of the simplicity principle enables the freedom of action by subordinate staffs. Factors contributing to simplicity include lucidity of plans of all types, purposeful organizational structures and unambiguously defined relationships between commanders, with clearly defined competencies and responsibilities of individual echelons and within the command and control structures.

MANEUVERIST APPROACH TO MILITARY OPERATIONS

4.16 The purpose of maneuverist approach is to put an enemy into a disadvantageous position by flexible using of our own fighting potential. Maneuver is movement of forces or use of our capabilities to maintain our relative advantages usually in the use of fire power. Effective maneuver warfare enables to keep an enemy in unbalanced position and also to defend our own forces and capabilities.

4.17 Application of maneuver warfare means degradation of the integrity of the enemy and his will to fight. As distinct from the coercion approach, the maneuverist approach is characterized by the use of force against the weak points of the enemy by combining the maneuver with the pace of operations in the whole conflict, with the use of surprise. The key is to set such a pace of operations as to produce surprise and to increase its effects by parallel attacks against several weak points of the enemy, presenting him with a dilemma.

4.18 Maneuver warfare means the application of maneuver-like thinking in the conduct of military operations and, at the same time, a military way of thinking. Maneuver warfare requires dealing with new requirements on the way of thinking by commanders and staffs, such as initiative, originality, courage to adopt new solutions and ability to accept mistakes by subordinates. The application of this approach enables to concentrate all efforts on the set objective, which is to defeat the enemy. Unlike the coercive strategy, maneuver warfare tries to avoid places with strong resistance and it concentrates on recommended areas with the least resistance, using reconnaissance. The commander's mission is to take every opportunity to carry out a successful operation and therefore, maneuver warfare supports and requires decentralization of command to the lowest level possible.

4.19 Maneuverist approach is applied at all levels of war. In comparison with other strategies, maneuver warfare produces better results, with efficient use of efforts and resources. It is the best strategy in a fight against an enemy superior in number and equipment.

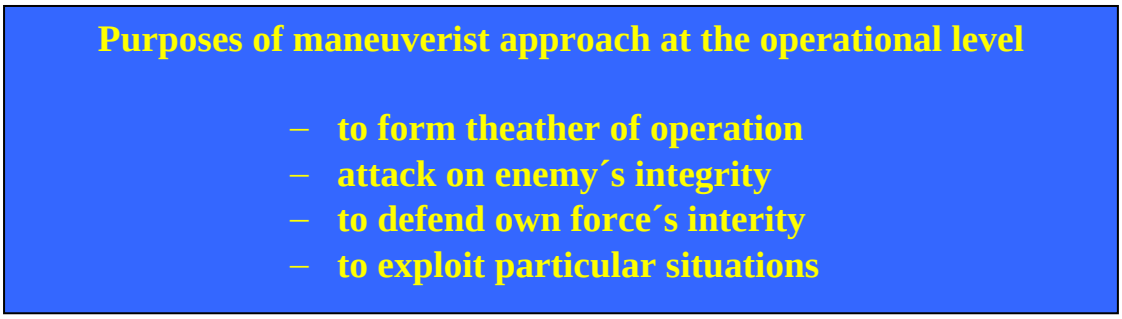

Figure 9. Purposes of manoeuvrist approach at the operational level

4.20 Risk and risk management are natural elements of maneuver warfare. Maneuver warfare is not suitable for prudent types of commanders. Maneuver warfare supports

the use of indirect methods of strike. Fast decision-making cycle within the own forces and disruption of the enemy's decision-making cycle are of particular importance for the successful application of maneuver warfare. Faster pace in operations in maneuver warfare is achieved by entering the enemy's decision-making cycle (observation-orientation-decision-action cycle) in such a manner that our own cycle is always one step ahead of the enemy's cycle, paralyzing the enemy and his ability to respond. These measures disrupt the integrity and the will of the enemy to carry on operations and war. In principle, war is a process of risk control and war victory is impossible without taking a risk. Maneuverist approach responds to this challenge of war.

4.21 Maneuver warfare requires the use of planning and enemy assessment tools, including the assessment of centers of gravity, decisive points and lines of operations, which are, among other things, described in more detail in doctrine SVD-30. The central point for the understanding maneuver warfare is to understand the concept of centers of gravity.

4.22 Centers of gravity are those capabilities or elements from which a state, coalition, interest group or military force derives its freedom of action, physical strength, or will to fight. When evaluating centers of gravity, strengths, weaknesses and critical vulnerabilities of both the enemy and own forces have to be considered. Centers of gravity exist at all levels of war and, in fact, there could be more centers of gravity at each level. The most vulnerable center of gravity is not always the one, which has priority from the viewpoint of target acquisition. Defense of own centers of gravity prevents defeat by enemy. Elimination of a properly defined enemy´s center of gravity significantly weakens him and, eventually, causes his defeat. The art of warfare requires concentration of efforts on critical weaknesses of the main source of the enemy's fighting power. Centers of gravity are often immaterial; it could be for example the support of the public. Identification of centers of gravity is one of the most important components of the situation estimate at each echelon.

4.23 **Basic military capabilities of the Armed Forces.** Application of the fighting power and maneuver warfare requires certain basic defense capabilities of the Armed Forces, which include:

- **Command,** responsibility delegation procedures and the procedures for the coordination, control and guiding of the Armed Forces, which must be sufficiently resistible and be backed by sufficient reserves;
- **Providing for information** according to requirements of command authorities, what includes mastering of collation, processing, management and dissemination assets;
- **combat** procedures and assets, including movement capability within the zone of operations, re-supply of the deployed forces and offensive, defensive, maneuver and firing means;
- **readiness** of personnel to be deployed in the theater of operations on time and in balanced composition according to the set criteria of operational readiness;
- **interoperability** with the forces contributing to multinational military operations under the conduct of international organizations;

- the capability to **protect** and sustain fighting power in operations, including the protection against the enemy, natural events and technological assets; and
- the capability to **sustain** and support troops deployed in operations to maintain the desired level of fighting power.

Application of the mission command method.

4.24 One of the deciding aspects of maneuverist approach to engagement of the Armed Forces is a style of command called "mission command". Mission command is based on decentralized command concept that is characterized by assignment of objective-oriented combat missions by the superior commander to a particular subordinate commander. As distinct from authoritative command, the commander states "what" needs to be achieved, he does not order, however, "how" to achieve it. This gives the subordinate commanders the opportunity to use their own initiative within the defined area, time and with the allocated resources, it provides freedom of action and enables to streamline the decision making process. Deciding factors of successful application of mission command are as follows:

- the superior commander has to ensure that the subordinate commander understands the objectives and intentions of the superior commander, his own combat tasks and the strategic, operational and tactical context of the operation;
- the subordinate commander is told what effect they are to achieve and the reason why it is necessary;
- the subordinate commander is allocated sufficient resources to accomplish his combat task;
- the superior commander will use authoritative measures to the least extent necessary, giving the subordinate commander freedom of action; and
- the decision on the best manner of how to accomplish the combat mission will be in the hands of the subordinate commander.

4.25 **Pragmatic and flexible approach.** The necessary preconditions of maneuver warfare are flexibility and pragmatic approach to the planning and conduct of military operations. A successful commander must have qualities such as imagination, innovative approach, non-conform way of thinking, initiative, innovative thinking and other. The goal is to create an atmosphere within the Armed Forces that would not appreciate dogmatism and mechanic application of rules.

JOINT OPERATIONS

4.26 The Land Forces, the Air Forces, and the Supporting Forces, as well as the special forces can apply its specific characteristic and strengths in the conduct of operation. Mostly none of these forces is capable of independent and full resolving of the estimated conflicts. Each time more, the operations have joint and multinational character, which generates more requirements on preparation and training.

4.27 Joint deployment of the Land Forces, the Air Forces and the Support Force in military operations is now becoming a necessity and is one of the conditions required to succeed. A broad range of activities requires not only a liaison between the individual Services of the Armed Forces, but very often also close cooperation with

the civil authorities and organizations. This also requires informing each other about own capabilities and limitations, which must be respected.

4.28 Joint operations are operations conducted with the joint efforts of various military elements (land force, air force, special force, support force) under a single command. To accomplish strategic or operational tasks in advance defined joint area of operation the joint forces are to be created. In military operations other than war, joint operations will include joint engagement with civil organizations and their forces and assets. To resolve the real military and other serious non-military threats the Minister of Defense of the Slovak Republic establishes the **joint operation command** and appoints its commander.

4.29 The Chief of the General Staff of the Armed Forces of the Slovak Republic is in command of the Joint Operation Forces through the commander of these forces. In peacetime usually Chief of operation center acts as the Commander of Joint Operation Forces or the Minister of Defense appoints other officer based on proposal made by the Chief of the General Staff of the Armed Forces of the Slovak Republic. The joint operation commander is responsible for planning and conducting the operation. He is responsible to the Chief of the general Staff for deployment, sustainment and re-deployment of the armed forces as well as for creation of the Joint Operation Command. The commander of the joint operation is given operation command (OPCOM) over deployed forces and the commander of operation arrangement is given operation control (OPCON). When a real military threat occurs the Chief of General Staff creates the Slovak Military Command Center to serve as the join operation command.

4.30 During preparation and planning phase of a joint operation the Ministry of Defense and the General Staff´s Departments are focusing on specifying military conditions to achieve the end state, defining political, financial and legal limits of the use of the armed forces in a particular operation. They define military strategic objectives to accomplish political strategic intents and also resources and forces are earmarked for these objectives, the operation zone is set up, the joint operation commander is chosen and appointed, and command and control structure and mechanism for a particular operation is determined.

4.31 The Chief of the General Staff the Armed Forces of the Slovak Republic issues military strategic directive through the joint operation commander. All main authorities of the Ministry of Defense participate in development of this directive, which provides the joint operation commander with the list of military strategic objectives, instructions for carrying out the operation and resources to accomplish the objectives.

4.32 In harmony with the directive the joint operation commander with his staff develop the operation plan (OPLAN). For this he can exploit solutions contained in the Standing Defense Plans and Contingency Operational Plans. During works on the operation plan the commander uses the plan construction elements ensuring correct procedure of the plan development. The plan constructions elements are based on operational art and they are understood as planning tools which include: **end state, center of gravity decisive point, line of operation, sequencing, phases, branches, operational pause and culminating point**. Plan preparations in detail are contained in doctrine SVD –30.

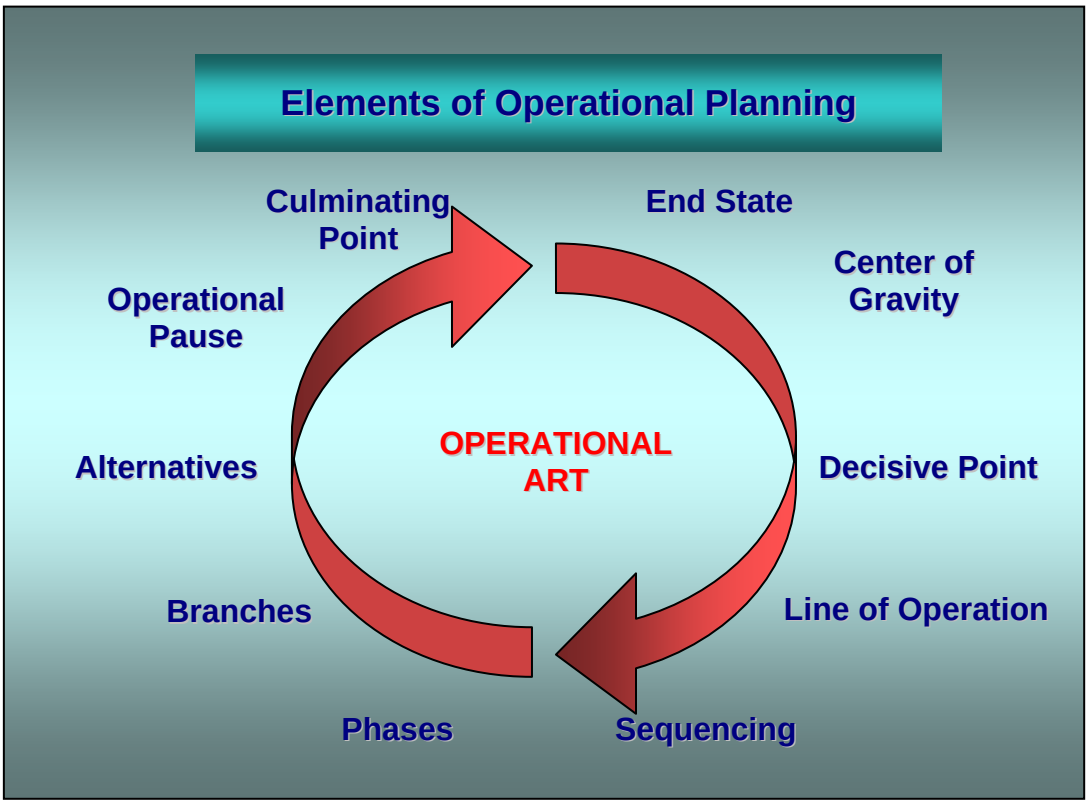

Figure 10. The elements of operational planning

4.33 The joint operation commander must be able to integrate characteristics of individual force components in a such manner that synergetic effect and the most effective use of their capabilities are ensured. In this respect the joint operation commander creates appropriate organizational force structure.

4.34 Commanders of force components integrated into the joint operation forces are responsible to the joint operation commander only. Based on their positions they have the tactical command (TACOM) above earmarked troops.

4.35 Centralized planning and decentralized acting are basic principles of planning and conducting of joint operations. Centralization of planning is based on the request of unified and coordinated effort. Decentralized acting is conditioned by limited commander´s abilities to control acting of a huge number of troops and individuals. Control in detail could threaten course and results of operation. Decentralized acting makes room for the commander and his staff to dedicate time to operational issues and to not pay attention to tactical details of the operation. In this respect, the precisely defined intent of the commander has a decisive importance in planning and conducting of operation.

4.36 Integrated acting is the principle, which respond to keystone of joint operations. Success in joint operations in a great extent depends on abilities to exploit complex capabilities of all force components. The commander with his staff must deeply

master capabilities of subordinate components. Effect of integrated acting, to the certain extent, depends on ability to apply the control with active participation at the joint operation command level and also to represent main parts and force components in a balanced manner. For this purpose, liaison elements mastering possibilities, strengths and weaknesses of represented force components, are established. Liaison officer represents supporting commander and participate in consultations used by the joint operation commander in order to achieve success in operation.

MULTINATIONAL OPERATIONS

4.37 Due to the situation in the security environment, taking into account forthcoming accession to NATO and previous experience with the deployment of the Armed Forces of the Slovak Republic in recent years, it can hardly be expected that operations to ensure national security and defense will be carried out exclusively by the national forces. Most operations will take place in international environment under multinational command.

4.38 The Armed Forces of the Slovak Republic must therefore be prepared to perform their tasks in multinational operations. Based on a decision of political authorities, the Slovak Republic allots its forces, which, in accordance with in advance agreed conditions, are then placed under operation control (OPCON) or, in reasonable cases, under operational command (OPCOM) by the multinational force commander of the UN, OCSE, NATO or EU.

4.39 A decision on participation in multinational operation is influenced not only by effect from national political and military point of view but also a contribution to multinational operation is considered. Other aspects for making a decision on involvement in such operations are: considering of advantages of multinational cooperation, taking political risks, influence of taken action on situation development within are of deployment and impact on public opinion. From military point of view, it is necessary to take into account that multinational military operations, in decisive way, deepen multinational relations among participating nations, provide with access to combined military structures, logistic support, defense standardization, and mediate exceptional information with its intelligence value.

4.40 Diplomatic and military steps ensuring effective acting of forces and assets placed to multinational operations by the Slovak Republic are: decision on participation in planning process of operation, delegating powers to commander of combined forces, appointing the commander of operation with his responsibilities, the commander of national contingent with his powers to subordinates (usually OPCON or OPCOM) and responsibilities of supporting commanders.

4.41 Multinational (combined) military operations are military actions conducted by forces of two or more nations. The cooperation of these forces is based either on long-term alliance obligations or obligations arising out of short-term coalitions formed for a specific purpose. Achieving the objectives of a multinational operation is based on a joint doctrine and the ability of the multinational force to cooperate efficiently. Multinational operations require mutual respect among the participating forces and division of tasks adequately to their capabilities. Other requirements

include a compatible communication system, flexible national and multinational logistic support and cooperation in the performance of joint tasks.

4.42 For creation of multinational forces, command and control relations, planning and conducting of multinational operations the same or comparable principles as for joint operations are applied. Experience obtained from previous multinational operations confirm, that creative and initiative applying of these principles enables to resolve difficulties brought by multinational environment and to achieve military efficiency and success in these operations.

4.43 Multinational operations are usually conducted as joint operations, under the participation of forces of two or more nations. To prepare and conduct an operation, multinational staffs at strategic and operational levels are created, with the task of accomplishing the set objectives of the operation. The command of the joint force might be composed of representatives of the participating forces, pro rata according to their military contribution to the operation. The joint task force commander has the authority to command the multinational forces, to coordinate their activities and to concentrate their efforts, in order to achieve operation objectives.

4.44 **Unity of command** in multinational operations is achieved by delegating powers to a single commander to control and coordinate acting of military forces and assets. The roles and amount of contributing forces to the multinational contingent structure have a significant impact on a decision on delegating powers to the multinational forces commander. Delegating powers of operation control (OPCON) above forces and assets placed to a multinational contingent to the commander of the contingent fulfills a minimal request to ensure unity of command.

4.45 **Continuity** of command enforces unity of command during operation. Continuity of command refers to links between planning and conducting of operations, chain of command, and creation of reserve commands in case of necessity.

4.46 **Command** integration ensures an effective use of earmarked forces and assets to support objectives of multinational operation. It enables to integrate national elements to the command structure and so enforces transparency of chain of command.

4.47 **Decentralized** acting, similarly to joint operations, enables to multinational operation commander to delegate powers and responsibilities to his subordinates so that they will support objectives and plans of superior commander. Decentralization gives a freedom to act purposefully when unexpected situations occur and to exploit favourable opportunities. This way their initiative is supported and their decision making process is accelerated. The powers, based on decentralization, force subordinate commanders to develop their own plans, to define objectives and to provide their units with resources and competencies to fulfill their tasks.

4.48 **Cooperation** and mutual understanding help to recognize strengths and weaknesses of operation participants and offer a necessary source of requested trust among them during all phases of operation, beginning by operation planning and finishing by re-deployment. An important base of cooperation is using joint doctrines and exploitation of multinational training and exercises. To enforce interoperability and

so-called compatibility in minds it is necessary to use multinational training to the maximal extent.

4.49 Particular questions concerning participation of the Armed Forces of the Slovak Republic in multinational operations are to be contained in an independent doctrine based on doctrine SVD 30.

5. MILITARY OPERATIONS OTHER THAN WAR

5.01 Military Operations Other Than War (MOOTW) are operations that encompass the use of military capabilities across the range of military operations short of war. They include operations with or without the use or threat of military power. Military operations other than war include in particular: peace support operations, humanitarian operations, counterterrorism, and operations to mitigate the effects of criminal and terrorist acts, support to operations of public authorities, assistance to aircraft in emergency and others.

PRINCIPLES OF CONDUCTING MILITARY OPERATIONS OTHER THAN WAR

5.02 The principles of conducting military operations other than war include in particular:

- **The transparency and credibility principle,** which defines the need for the setting of clear objectives. It enables to gain the support of the majority of own population and the host nation support in the case of a deployment of the Armed Forces of the Slovak Republic outside our national territory. Application of this principle prevents misinterpretation of the mission of the peace forces, helps to understand the motifs, intentions and objectives of their engagement and supports dialogue with the public. Strict observance of the set rules for the engagement of forces, impartiality, professional behavior and appearance and strict discipline within the forces increase the trust and belief into a fair and impartial mission of the forces in a peace operation.
- **Restraint** by international law sets forth that military force should be used only to the extent necessary and adequately to the given situation. The rules for the use of force agreed for international peace forces are the main guaranty for the observance of this principle. The competencies of the commander in providing assistance to state and local authorities are set by the Minister of Defense of the Slovak Republic pursuant to Act No. 321/2002 Coll. on the Armed Forces.
- **The impartiality of peace force principle** is important to ensure cooperation with all parties involved in the military conflict and to gain their trust. Commanders must bear in mind that their impartiality will constantly be in the focus of attention not only of the parties involved in the conflict, but also of the local population and the media. In situations, when impartiality can not be maintained, commanders proceed in accordance with the applicable political decisions. The highest probability of occurrence of such situations is in peace enforcement and sanction enforcement operations pursuant to Chapter VII of the UN Charter.
- **The freedom of movement principle** enables the armed forces free movement within the area of operations in accordance with their respective tasks. The right of free movement is set forth in their mandate. During an operation, commanders may enforce this right even with the threat of violence in accordance with the rules for the use of power for the given operation.
- **The civil-military cooperation principle** has a direct impact on the civil population and infrastructure. The use of military power in civil areas causes many limitations. Taking up and maintaining cooperation with the civil population, state institutions and non-state organizations is the key to the success of a non-military operation. Civil-military cooperation (CIMIC) is of key

importance and is organized for two reasons – to get moral and material support from local authorities and population and to ensure accomplishment of the non-military operation mission.

Figure 11 – Principles of conducting military operations other than war

5.03 In an engagement in operations other than war, the rules of engagement (ROE) have to be followed, which are binding also for forces under national command taking part in the given operations. These rules are based on the Geneva Convention, supplementary protocols and the Hague Conventions, setting the limits for the extent and manner of engagement. These rules require the use of military power in an adequate manner with respect to the importance of the set military objectives with the view of minimizing personnel and material losses; in operations other than war, commanders are entitled to use such power in self-defense, as is necessary to protect human lives. Such self-defensive measures must be appropriate, must respond directly to the threat and must not have the character of a response action.

PEACE SUPPORT OPERATIONS

5.04 Military operations other than war, in which the Armed Forces of the Slovak Republic might participate, include in particular multinational peace support operations (PSOs). The purpose of peace support operations under the command of international organizations is to support political decisions and other measures taken with the view to prevent an international or national armed conflict, most often caused by disputes among ethnical or religious communities and societal groups, to enforce and sustain peace in cases, when the conflict could not have been prevented, to mitigate the consequences of the conflict and to provide support to political, humanitarian and social measures carried out by civil authorities as part of the post-conflict consolidation of the affected area.

5.05 In the course of such operations, the Armed Forces of the Slovak Republic might be used to stop the military confrontation, to separate the disputing parties, to stabilize the situation and to create the conditions for more efficient use of the combination of political, economic and military tools with the view to overcome conflicts and crisis situations.

5.06 Efforts to solve a situation peacefully and to restore peace and security are headed by the UN Security Council. It might pass its mandate to an international organization, which has sufficient diplomatic, economic and military means, international support and influence on the representatives of parties involved in the conflict. Other international communities may pass a decision to participate in such operations and to make their own military contributions.

5.07 When classifying operations to sustain or support international peace and security, both the diplomatic and military viewpoint have to be taken into account. From the diplomatic viewpoint, there is a stage in the activity of the international community, in which there is a chance to prevent the conflict by diplomatic means. The use of diplomacy in this stage might be supported by military operations to avert the conflict or by peace building operations. Such operations are carried out with the consent of the opposing parties with the view of preventing a conflict or sustaining peace.

5.08 If attempts to prevent the armed conflict fail and the participating parties do not find a peaceful solution, diplomatic measures are used to for international solidarity required for the use of other means to enforce peace without the express consent of the opposing parties. The objective of peace enforcement operations is to force the participating parties to end the conflict and to achieve a peace treaty. These operations are carried out based on a resolution of the UN Security Council in accordance with chapter VII of the UN Charter.

MEASURES TO COUNTER INTERNATIONAL TERRORISM

5.09 For international security, terrorist activities by individuals or organized groups and international networks are particularly threatening. Due to the rise in terrorist activities, the armed forces must be prepared to provide military support to the public authorities or to assume full responsibility in the fight against terrorism. Close links between terrorism and organized crime, illegal drugs trafficking, money laundering, illegal spreading, owning and using nuclear, chemical, biological and other potentially lethal materials requires cooperation of security elements at both national and international level. Particularly threatening to the security of the state and to international security is ownership of weapons of mass destruction (WMD) by terrorist groups.

5.10 Experience gained after the terrorist attacks on the U.S. on September 11, 2001 and the following military operation conducted by the counter-terrorism coalition confirmed that efficient measures by governments and international organizations are required to prevent terrorist activities, suppress existence of terrorist groups and restrict their financing with full use of intelligence, justice and military authorities at national and international level.

5.11 The increase of terrorist activities in international environment represents an important phenomenon influencing the further development in the security environment of the Slovak Republic. The armed forces must be prepared and able to counter terrorism. This requires training of special counter terrorism units and intelligence elements.

5.12 Engagement of the Armed Forces of the Slovak Republic within antiterrorist measures and the use of this doctrine for operational purposes are based on this definition of terrorism: “Terrorism is well-thought-out and premeditated using of violence or threat of unlawful violence to spread fear intended to coerce or intimidate governments or whole societies by attacking civil targets in the pursuit of goals that are generally political.” Terrorism is based on using of violence against civilians and civil objects aiming to achieve political objectives.

5.13 Within counter terrorism, it is possible to use the armed forces in two types of operations:

- **Defensive counter terrorism measures** which are based on collection of intelligence information, revealing, prevention and elimination of terrorist plans to attack, and include measures to decrease vulnerability of individuals and various facilities to terrorist attacks
- **Offensive counter terrorism measures** which include prevention, discourage and response to terrorist attacks or planned attacks, and also include collection of intelligence information and analysis of possible threats.

5.14 In accordance with missions of the Armed Forces of the Slovak Republic, defensive counter terrorism measures will consist of activities to protect people and facilities from terrorist attacks. Apart from others this includes identification of weaknesses of the protection systems, obtaining of intelligence information, monitoring of important facilities with high vulnerability and other objects. The Armed Forces of the Slovak Republic may provide protection units and security agencies with advisory on selected capabilities and to recommend how to decrease vulnerability of chosen facilities to terrorist attacks.

5.15 Offensive counter terrorism measures will consist of revealing of terrorist intents, preventive strikes and response to terrorist attacks in cooperation with intelligence and police components. Primarily, the special units will be integrated to operations as monitoring of suspicious facilities, obtaining of important documents from terrorist organizations, strikes against terrorist structures, releasing of hostages, re-acquiring of facilities taken by terrorists and so on.

5.16 Detailed involvement of the Armed Forces of the Slovak Republic in counter terrorism will be contained in the Guide for counter terrorism issued by Minister of Defense.

HUMANITARIAN OPERATIONS AND SUPPORT OF CIVIL AUTHORITIES

6.12 Humanitarian operations, assistance in catastrophes, search and rescue, evacuation of civil population, assistance and support provided by the armed forces to civil authorities in a state of emergency or other extraordinary situations may be regarded as non-military operations. They are operations carried out under the participation of the armed forces with the view of providing assistance to the civil population and civil authorities in a response to crisis situations caused by non-military threats, such as natural events, large-scale accidents or civil disorders, which place a threat to human lives, possessions and cultural values or disturb the civil order, if the forces and assets of the competent authorities are not sufficient to resolve such situations.

6.13 To resolve such situations and in accordance with the valid legislation and decisions issued by state authorities, the armed forces assign, either independently or in cooperation with other authorities and elements forming a part of the national security system, forces and assets required to carry out rescue, search and supporting works, to protect the civil order, to guard national borders, routes of movement, facilities and installations, to protect public possessions and to supplement rescue, medical, supply and transportation services provided by civil authorities. Such forces and assets may assist to the authorities of the Ministry of Interior or may be integrated into the civil rescue system.

6. OPERATIONAL COMMAND AND CONTROL

6.01 **Philosophy** of command. The philosophy of command in maneuver warfare is based on mission command (explained in other sections of this doctrine). Mission command is applied at all levels of command, from strategic to tactical. A precondition for the application of this philosophy is delegation of competencies to those levels of command, which are able to use them in the most efficient manner.

6.02 **Means of command.** Efficient command requires two basic means: efficient communication and solid doctrines. Efficient communication in the era of powerful communication technologies providing a detailed overview of situation in the theatre of operations might lead the superior echelons to the application of micro-management at lower echelons. Efficient conduct of operations requires initiative by subordinates. The deeply embedded strategy of buck-passing and passive waiting for orders contradicts sharply with maneuver warfare. Complexity of the current operations requires a certain level of coordination of activities and the art of military command is to find the right balance between guidance and delegation of competencies in the command and control system. Orders by superior commanders might be necessary especially in situations, in which tactical activities might have serious strategic consequences. The basic preconditions for the application of mission command is mutual trust between subordinates and their superior commanders, and acceptance of mistakes done by subordinates.

6.03 **Plans**. Commanders at all echelons have to guide their activities according to the prepared plans, approved by their superior commanders. Such plans have to contain the required objectives, the ways of achieving such intentions and the necessary assets. A plan represents the ideas of the commander how to accomplish combat tasks ordered by superior commanders, using the assigned resources. The plan should also contain combat and other tasks of subordinates and allocation of the respective resources so that they are able to prepare their own plans of how to accomplish the set objectives.

6.04 **Directives**. Detailed data on the contents of planning documents in the conduct of joint operations are contained in doctrine SVD-30. At the military strategic level, the Chief of the General Staff of the Armed Forces issues plans in the form of planning and other directives.

6.05 **Ends, ways and means.** A commander has to consider all factors in the situation estimate process. The whole complex of planning processes, planning authorities, their responsibilities and the contents of the long-term planning documents are described in doctrine SVD-50. The relationships between ends, ways and means of a plan and the understanding of these basic terms are of crucial importance for the planning process.

6.06 **Ends**. The paramount task of the planning process is to specify a clear and illegible objective in accordance with the basic strategic principle of objective. Changed situation in a conflict may require a flexible response and a review of the objective at various echelons. In this regard, the plan becomes a means to change the objective.

6.07 **Ways**. Based on the objective, the commander prepares a plan, which will contain the best way of how to apply the basic defense capabilities described at a different place in this doctrine to be able to use the available fighting power. The commanders must know the capabilities of their available units and the preconditions for their use and must be prepared for changes in situation and various alternatives by answering the question how they could best accomplish the set objectives.

6.08 **Forces and capabilities.** The commander has the means required to accomplish the set objective in the form of allotted units and capabilities. If the allotted units are not sufficient to accomplish the combat task, the commander may ask for further capabilities or he may evaluate the risks involved in accomplishing the objectives with the allotted forces by considering their capabilities.

REQUIREMENTS ON COMMANDER´S ABILITIES AND CAPABILITIES

6.09 Historically, several features of successful command proved to be essential. One of the key features is strong leadership at all echelons. Successful leaders did not subdue to the circumstances; instead they used the arising opportunities to advance their objectives. Successful commanders had a number of personal qualities, from which the deciding characteristics may be derived.

6.10 **Commander’s characteristics.** Commander must be open-minded towards various alternatives and must have the ability to identify the core of a problem. Commanders must remain calm and keep a cool head in a crisis situation and must show courage to resist psychological pressure under unfavorable circumstances. Commanders must be able to formulate what they want to achieve and why they want to achieve it. Commanders must be ready to use their authority and to act in a situation requiring action. Commanders must be able to convince and motivate subordinates to fulfill often very difficult decisions. Modern understanding of discipline is based on cooperation and team atmosphere. Commanders must be able to direct their teams in the right direction. Characteristics of an efficient commander are described in more detail in doctrine SVD-30.

CONTROL AND COMMAND STATUTES

6.11 Command is the authority exercised by a commander in the Armed Forces to fulfill his will and intents towards to subordinates with aim to set a particular procedure. In includes competencies and responsibilities for assigning and engagement of forces to accomplish their tasks. The Armed Forces of the Slovak Republic use command statutes and standards in accordance with NATO definitions.

6.12 **Full command**. The military authority and responsibility of a commander to issue orders to subordinates. It covers every aspect of military operations and administration. In international operations, full command is the exclusive responsibility of the contributing nation and cannot be delegated.

6.13 **Operational command.** The authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces and to retain or delegate operational and/or tactical control as the commander deems necessary. Operational command does not include responsibility for administration or logistic support.

6.14 **Tactical command**. The authority delegated to a commander to assign tasks to forces under his command for the accomplishment of the mission assigned by higher authority.

6.15 **Control.** That authority exercised by a commander over part of the activities of subordinate organizations, or other organizations not normally under his command, which encompasses the responsibility for implementing orders or directives. By this authority, a commander with his staff, organizes, controls and coordinates activities assigned forces.

6.16 **Operational control.** The authority delegated to a commander to direct forces assigned so that the commander may accomplish **specific missions** or tasks which are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control.

6.17 **Tactical control**. The detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned.

6.18 **Administrative control.** Direction or exercise of authority over subordinate or other organizations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organizations.

6.19 Command authorities and structure of joint operations and crisis management is defined in doctrine SVD-30.

CONCLUSION

The Doctrine of the Armed Forces of the Slovak Republic is an open document. Changes in security environment, geopolitical situation, military areas and conclusions drawn from participation in operations will initiate its continuous updating. Constant compliance of the doctrine with the national security and defense policy, with international law of war and the valid legislation is monitored by competent authorities of the Ministry of Defense. Commanders and staffs closely follow new trends in military science and military art and the development of doctrines and equipment. Updates of this document or its parts or provisions may be proposed by authorities responsible for the development of military doctrines, as well as by individual commanders at all echelons. Conditions for updates and the respective procedures are described in specific regulations concerning the development of military doctrines in the Armed Forces of the Slovak Republic.

Annex 1

LIST OF ABBREVIATIONS

AJP	allied joint publication)
CIMIC	civil-military cooperation
CJF	joint task force
C3I	command, control, communications and intelligence systems
COA	course of action
COG	center of gravity
CONOPLAN	contingency operational plan
HNS	host nation support
JP	joint publication
OPCOM	operational command
OPCON	operational control
OPLAN	operation plan
OPORD	operational order
MOOTW	military operations other than war
NMCC	national military command center
PSO	peace support operation
PSOP	operational planning working group
ROE	rules of engagement
SEOPMV	Defense Policy and International Relations Section of the MoD of the Slovak Republic
SDP	
SUPLAN	support plan
SVD	joint military doctrine
SVD-30	joint operations doctrine
TACOM	tactical command
TACON	tactical control
VVSA	Military Strategic Analyses Committee
ZHN (WMD)	weapons of mass destruction

Annex 2

GLOSSARY OF TERMS AND DEFINITIONS

Antiterrorism. Defensive measures used to protect the society against and to prevent terrorism (such measures to include collation of information or defusing terrorist plans) and to reduce the vulnerability of individuals and property to terrorist acts.

Basic Services of the armed forces of the Slovak Republic. They represent the basic organizational structure of the armed forces of the Slovak Republic and they include the land force, the air force and the training and support force.

Battle space. The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission.

Campaign. A series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space.

Center of gravity. Those characteristics, capabilities, or sources of power from which a state, coalition, interest group or military force derives its freedom of action, physical strength, or will to fight.

Combat power. The total means of destructive and/or disruptive force which a military unit/formation can apply against the opponent at a given time.

Consequence management. Those measures taken to protect public health and safety, restore essential government services, and provide emergency relief to those affected by a terrorist act.

Contingency operational plan (CONOPLAN). A plan of possible or expected operations. The plan has to be elaborated in sufficient detail to be used in actual operations.

Counter-terrorism. Measures taken to prevent and respond to terrorism, including elimination of terrorists and their possessions.

Crisis. An incident or situation involving a threat to the Slovak Republic, its citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that it requires commitment of military forces and resources.

Crisis management. The coordinated actions taken to prevent, defuse or resolve crises, potentially involving the process of organized transition to a state of war or war.

Culminating point. The point at which a force no longer has the capability to continue its offensive operations and the force can only maintain the operation in the state achieved.

Deliberate/advanced planning. Initiating and preparation of plans based on expected future scenarios. As part of the deliberate planning process, an operational planning working group

is created at the strategic level of command. The main deliverables of the deliberate planning process include standing defense plans and contingency operational plans.

End state. A state that needs to be achieved upon completion of an operation to resolve the situation under favorable or satisfying conditions.

Fighting power. The capability and readiness of a state to wage war with the view of protecting its interests or fulfilling its international obligations.

Joint. Connotes activities, operations, bodies and organizations, in which elements of two or more military services participate.

Joint force. A general term applied to a force composed of significant elements, assigned or attached, of two or more military services operating under a single joint force commander, with the authority of the respective commanders to exercise operational command (OPCOM) or operational control (OPCON) over the elements of their respective forces.

Joint operations area. An area of land, sea, and airspace, defined by a superior authority, in which a joint force commander plans and conducts military operations to accomplish a specific mission.

Main effort. The concentration of powers, capabilities or equipment in a particular area, in which the commander may decide the operation.

Military operations other then war. Operations that encompass the use of military capabilities across the range of military operations short of war.

Mission. A clear and comprehensive statement of "who" will carry out an operation, "what" needs to be done, "when" and "where" the operation should take place and "why" it is carried out. The mission, however, does not define "how" the operation should be carried out

Mission analysis. The process of determining and stating of "what" needs to be done to achieve the commander's mission and "why" it needs to be done.

Operation. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission; or the process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

Operational planning. A part of the commander's tasks, by which the commander guides the planning process and eventually adopts a decision on the course of action (COA) or conduct of an operation or campaign, with the view of preparing a conception for the deployment of the armed forces, taking into account the actual capability to resolve a particular situation.

Peace support operations (PSO). Broad-scale and usually multinational operations by the armed forces, diplomatic bodies and humanitarian organizations aimed at achieving humanitarian objectives or peaceful resolution of conflicts; such operations to be carried out independently based on the respective mandate.

Supported commander. The commander having primary responsibility for all aspects of a task assigned by the superior commander or controlling augmentation units provided by or receiving other support from the supporting commander.

Supporting commander. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan.

Standing defense plan. A plan containing solutions to immediate military threats with minimum warning and preparation time. It usually contains information on the required capabilities, alert times, types of deployment and command and control responsibilities in such an operation.

Terrorism. The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies by attacking civil targets, in the pursuit of goals that are generally political.

Annex 3

ADMINISTRATIVE INSTRUCTIONS

1. The Chief of the General Staff of the Armed Forces of the Slovak Republic is responsible for the Doctrine of the Armed Forces of the Slovak Republic. The Chief of the Requirements and Long Term Planning Staff of the General Staff of the Armed Forces of the Slovak Republic guarantees the professional level of this Doctrine.

2. Evaluation of the Doctrine, proposals of changes, and updating

   Evaluation of the Doctrine and its updating is being executed in accordance with the Directive of Chief of the General Staff of the Armed Forces of the Slovak Republic to ensure a development of the military doctrines of the Armed Forces of the Slovak Republic, dated 22 February 2002 (ŠbPDP-151-42/2002). Exploratory evaluation of the Doctrine, based on experience achieved in practice, will start on 1. January 2005 unless decided other way. Proposals and recommendations should be sent to:

   Generálny štáb ozbrojených síl Slovenskej republiky
   Štáb požiadaviek a dlhodobého plánovania
   Odbor medzinárodnej vojenskej spolupráce a tvorby doktrín
   Kutuzovová 8
   832 47 Bratislava

3. Classification and distribution

   The Doctrine of the Armed Forces of the Slovak Republic as an unclassified document was distributed to:

   - commanders down to a battalion commander
   - chiefs of staff, branches, sections, and other components with planned ranks of major and higher
   - education and training installations of the Armed Forces of the Slovak Republic