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# Lithuanian Military Doctrine

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# FOREWORD



Lithuanian Armed Forces from the restoration of independence have covered a long, complex and meaningful way. National military values have been formed. Today we understand that the core of the armed forces is human being. His pragmatic, but non-standard thinking, initiative and knowledge of military matters are the values that allow troops to operate successfully. The principles upholding these values are defined in the doctrine.

This doctrine, establishing armed forces organisation and employment principles, forms, methods and basics of leadership, enables understanding of Lithuanian soldiers' approach to warfare. Environment and conditions of the armed forces existence, its place and purpose in the system of national security are explained in the doctrine.

My vision of the armed forces - a mobile and up-to-date troops, capable of defending own country, cooperating with other armed forces of NATO countries and capable of rendering assistance. Principles determined in the military doctrine allow making this vision a reality. For this to happen, every soldier, especially commander, must understand the doctrinal principles and learn how to apply them. This is especially important in today's dynamic world, where the spectrum of armed forces' tasks, which often seem to have little in common with warfare, is very wide.

Warfare and moral principles established in this doctrine will liberate the creative potential of human thought, and it will allow troops to operate effectively in today's operations and prepare for potential challenges, which we currently do not know.

The warfare principles that meet today's and the immediate future realities are defined in the military doctrine, therefore, I hope that they will show the way to further success of military art and science development in Lithuania.

  
Maj Gen Arvydas Pocius  
Chief of Defence  
Republic of Lithuania



# I. PREFACE

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## 1. CONCEPTION OF THE LITHUANIAN MILITARY DOCTRINE

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Lithuanian military doctrine identifies ways of armed forces' employment to ensure the interests of national security, and defines the provisions and principles of the Lithuanian Armed Forces development and employment in military operations. This document serves as a basis for the development of the Lithuanian Armed Forces Joint Forces Operational Doctrine, as well as functional doctrines, providing basics of theoretical military units' training and employment in times of peace, crisis and war (armed conflict).

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## 2. DOCTRINE DEVELOPMENT PRINCIPLES

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Lithuanian Military Doctrine is a fundamental document, whereby the Lithuanian Armed Forces contribute to the national security policy. Doctrine principles correspond to provisions enshrined in the Constitution of the Republic of Lithuania, laws, international agreements and are in compliance with the provisions enshrined in NATO collective defence principles.

The main principles of the Lithuanian Military Doctrine:

2.1. Coordination of national and international experience. Lithuanian Military Doctrine reflects Lithuanian and other NATO countries and partners Armed Forces experience in warfare.

2.2. Conditional obligation. Lithuanian Military Doctrine is a strategic level document that explains how to use the armed forces in the implementation of the national defence policy. Provisions and principles set out in the doctrine should be applied in a flexible, pragmatic way, and should not become a dogma. This is an authoritative document, but use of its principles requires sensible evaluation. Doctrine combines theory, history, experimentation and practice, encourages initiative and creative thinking.

2.3. Publicity. Military Doctrine is a public document, available for the public.

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### 3. PURPOSE OF THE DOCTRINE

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Doctrine is designed for the entire military community, but mostly used for the training of officers in order to develop military art and science in Lithuania. Doctrine explains how the armed forces function today and will function in the near future. Commanders at all levels are trained in compliance with the provisions of the doctrine.

” Doctrine is a dialogue between the past and the present in order to benefit in the future “  
Markus Mader

On the basis of fundamental national security and defence policies and documents, the military doctrine provides basics of the armed forces employment, while implementing national security interests:

- 3.1. The range of objectives pursued by the armed forces in support of national security interests.
- 3.2. The ways in which the armed forces is pursuing these objectives (independently, with allies or coalition partners).
- 3.3. Provides the main principles of warfare and their interaction.
- 3.4. Provides general Lithuanian military terminology.





## II. STRATEGIC ENVIRONMENT

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### 4. ASPECTS OF STRATEGIC ENVIRONMENT

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State security and defence policies are formed taking into account heterogeneity of the strategic environment and continuous changes. For this reason, the definition of the strategic environment is complex. Today's Lithuanian strategic environment reflects the following aspects:

4.1. Political aspect. Lithuanian statehood is based on assurance of democratic constitutional fundamentals, upholding of democratic values and participation in the activity of international organizations (NATO, the European Union (hereinafter - EU), the United Nations (hereinafter - the UN), European Security and Cooperation Organization (hereinafter - the OSCE)) fostering the same values.

4.2. Economic aspect. As EU member, Lithuania belongs to the economic area, which is guided by the principles of free market, competition and trade liberalization on a global scale. European Union economic integration promotes Lithuanian economic growth and development. Lithuania's and its neighbouring countries economic and trade relations contribute to economic development of the Baltic Sea region. Continuous economic development of the state and regional ensures overall security of the country, striking variation of such development may affect national security and defence policy.

4.3. Military aspect. Lithuania belongs to organizations (NATO, EU, UN), which recognize the values of democracy, and may create or have the military capabilities and which comply with the relevant principles of warfare. In addition to these organizations in today's world there are other participants, accepting different values and principles of warfare: individual states, their unions or non-state groups.

4.4. Physical aspect. This is physical and geographical characteristics, which affect the strategic environment. After Lithuania's accession to NATO and the EU, the strategic environment has increased significantly – before, the changes occurred due to factors specific only to our region; topographic, landscape and climatic factors, and today it is influenced by physical factors as a whole, specific to Euro-Atlantic area.

4.5. Scientific and technical aspect. Application of new scientific inventions and technologies in the military field has a particular impact on the strategic environment. Military measures and methods of warfare based on new technologies are fundamentally different from the former ones, or may significantly change the time of information and capability management and control. However, there is a strong likelihood that technologies may fall into a "wicked hands", new military measures will be created, and this would further encourage intention of aggressive states, organizations or individuals to use them against other countries.

4.6. Social and cultural aspect. Its impact on the strategic environment is constantly increasing. The aging societies of some Western countries may eventually feel pressure from developing countries facing population growth. Cultural and religious tolerance of Western countries towards other cultures or religions, inoperative control mechanisms can lead to tensions between and within Western countries. If previously Lithuanian social and cultural status was mainly affected by western and eastern neighbours, Lithuania is now directly influenced by the world's social and cultural trends. However, social and cultural influence of the nearest neighbours of Lithuania remains strong and can potentially affect the security situation.

4.7. Legal and ethical aspect. In the twentieth century international political legal system rapidly developed. UN, regional security organizations, international legal institutions remain the most important instruments of international community ensuring the implementation of the right of peoples to self-determination, national security and human rights. These factors have a significant influence on the decision to use military force, and such a solution may have significant implications for use of national and multinational military forces in military operations. When Lithuania became a member of the majority of these organizations, and acceded to international agreements, regulatory mechanisms of these institutions and contract provisions started making a direct impact on almost all actions of State.

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## **5. NATIONAL SECURITY AND DEFENCE POLICY INTERESTS AND MEANS OF THEIR IMPLEMENTATION**

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The main Lithuania's national security interests are sovereignty and territorial integrity of the Republic of Lithuania, regional and global stability, peace and prosperity in the country. To ensure these interests Lithuania uses dif-

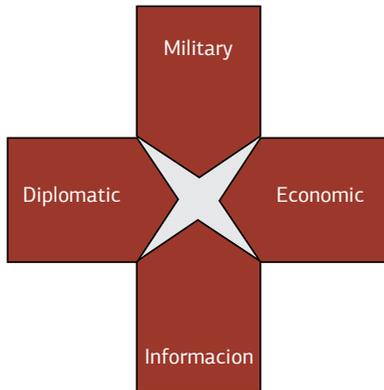


Fig. 1. Interaction between the elements of national power

ferent diplomatic, informational, economic or military measures. The aim is to bring them into line with each other so that the given results were complementary.

5.1. Diplomatic measures. Bilateral or multilateral Lithuania's relations, when relevant national or international bodies are used in negotiations, mediations or consultations with other countries and international organizations to address security and defence policy issues. Diplomatic measures are being taken both in times of peace and war. Other measures can be used in order to strengthen the above mentioned ones.

5.2. Information measures. Information measures are becoming increasingly important in today's world. This includes information, its transmission, protection, processing and distribution means. Information measures are used in everyday's bilateral and multilateral relations. Implementation of other measures depends on use of the above mentioned ones. Information measures become strategic resources which can lead to an advantage in military, diplomatic and economic competition between states and non-state groups.

5.3. Economic measures. Bilateral or multilateral Lithuania's economic relations, where there is an influence from national or international institutions, and the various mechanisms of economic relations (production, trading, mediation, financing, embargo, etc.) are applied to other countries and

international organizations to address the Lithuanian security and defence policy issues. Economic measures are used in peace and war (armed conflict) time in order to improve position of the country or change the position of allies, opponents and neutral participants in the dialogue. Application of economic measures (such as manipulation of energy sources and transit flows management, investment control, change of trade volume, etc.) is becoming stronger, and in the future may be increasingly coordinated with the diplomatic or even military measures.

5.4 Military measures. This is employment of national or international military forces in order to regulate relations with other countries or non-state groups. The use of military measures is a continuation of the policy aimed at political goals. Military force is an ultimate policy instrument, typically used when necessary to strengthen other measures or when other measures fail to protect state interests. If other measures are not working, military measures may become most important, e.g. country is involved or engages itself in military conflict (war).

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## 6. RISKS AND THREATS

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6.1. Modern trends in the international security environment remain controversial. In some regions of the world armed conflicts continue to rise, in other regions likelihood of conflicts does not disappear. The extent of non-traditional threats is increasing. Most conflicts become international in character. The ongoing globalization (political, military, economic) or national crises have increasingly negative impact on neighbouring countries and beyond, the whole or even a few regions.

6.2. Nature of conflicts is changing in global perspective. Conflicts are increasingly asymmetric, open hostilities become more intense, but shorter, often moving into densely populated areas. National or international military forces must be able to deal with hardly recognizable enemy using guerrilla warfare or terrorist methods and easily accessible commercial of-the-shelf means of destruction. Due to the development of communication systems, minimalism, robotization, swarming tactics development, accuracy, rapid development and wide access to nanotechnologies in the future we will be faced with unpredictable dangers arising for both the armed forces and the civilian community.

6.3. From regional and national point of view danger of use of conventional military force still persists. The armed forces must be trained to be able to eliminate this risk by collective actions or self-defence.

6.4. Conflicts are strongly influenced by use of information technologies and media. This is an area where the size or modernity of armed forces does not determine the result. Biased coverage of the conflict may adversely affect the security situation of the countries which are far from the conflicts. Both the countries at war and terrorist and extremist groups can successfully use information campaigns in order to cause unrest and frustration even in countries not engaged in conflict. Information measures can exacerbate or even lead to military conflicts, as well as they can be an effective remedy.

6.5. Strategic security environment changes are also determined by the ongoing transformation of Euro-Atlantic structures, renewal of existing international agreements creation of new ones, the unilateral withdrawal of individual states, the emergence of new centres of power, development of state interests' implementation measures.

6.6. Both regional and global risks and threats are relevant to national security interests of Lithuania. Therefore, Lithuanian troops are trained to be able to respond, both independently and by collective defence, to threats that arise to national security.

6.7. Risks and threats, in response to which Lithuania may have to use military measures:

6.7.1. Direct military confrontation. Currently there is no direct threat or other military actions against Lithuania. However, while in the region and in Lithuania's neighbouring countries large military force is still concentrated and every country understands threats and means to counter them differently, the probability of direct military confrontation exists;

6.7.2. Provocations, demonstration of military power and threat of force. In the region and in the Lithuania's neighbourhood still exist countries whose security and defence policy documents provide for, and military power allows conduct of military action, directly or indirectly directed against Lithuania and its allies;

6.7.3. Outspread of regional conflicts. NATO and the EU border with regions having different economic development, with different political, social

and cultural indicators, and different levels of security and stability. Some countries of these regions are torn by internal political, ethnic or religious conflicts and unable to control the situation, therefore, conflict can become uncontrolled, spread outside the region and affect not only the neighbouring countries, but also NATO and the EU;

6.7.4. Terrorism. Terrorism endangers the security of international community, international organizations and security of separate states. Terrorism originally limited to the actions in the territory of one or several countries. Recently, terrorism is a well-organized and international; that is its structures try and can originate, operate, or select targets in any country. Intensified, and sometimes even supported by a separate state or states, terrorist groups can move or direct their activities against other social communities, public institutions or even countries. Currently for Lithuania this threat is external, depending on the country's active participation in the fight of international community and organizations against terrorism. As a result, Lithuania may become a potential target for international terrorism. But in the future the conditions may be formed for the threats of internal terrorism as well;

6.7.5. Distribution of weapons of mass destruction, their components and manufacturing technology. Another worry is a still lengthening list of countries, openly or secretly implementing weapons of mass destruction (nuclear, chemical, biological) development programs, plans of terrorist organizations to acquire weapons of mass destruction, as well as growing number of owners and manufacturers of unidentified weapons suitable for the production of nuclear, chemical and biological agents. This threat is also on the increase due to the desire of some countries to create, develop or acquire technologies and tools that will allow using them as carriers of WMD.

6.7.6. Massive cyber attacks. Communication and Information systems are often a subject of an attack of hostile states and non-state groups. Due to use of modern technologies Lithuania's security can be challenged even without direct use of military force. Cyber attacks can be held against the major Lithuanian state and defence structures', economic institutions' management information systems. The mass cyber attack could not only disrupt the activities of the mentioned structures, but also cause widespread public panic, as well as to influence the Lithuanian Armed Forces command and control;

6.7.7. Unstable states. Unstable states are source of enlarged risk or crisis and instability. They fail to provide internal control of the situation, are more easily affected by external forces (such as terrorist organizations), can not adequately respond to emergency situations. Instability of countries often leads to significant geopolitical changes (non-democratic change of political systems, bankruptcy of the economy, etc.). Due to the failure to ensure internal control and border security they often become safe haven for groups that support international terrorism and organized crime;

6.7.8 Emergencies. In today's world due to globalization and asymmetric economic development of countries and regions, demographic and climate changes, increase of emergency situations is noticed. In order to eliminate the effects of large-scale natural, technological and environmental disasters, the extreme urgency of a coordinated effort and the international military forces may be required.



# III. WAR AND ITS CAUSES

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## 7. LEVELS OF CONFLICT

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Fig. 2. Levels of conflict

Different levels of conflict require employment of an adequate military force to resolve the situation. The level of conflict itself is not fixed (peace or crisis). Any divergence of interests can potentially cause the cases from complete cooperation of the parties to the confrontation. Such worsening of relations causes crises. In the further development of the conflict a new stage of solving it by employment of military force is reached - a military conflict.

The goal at the end of every conflict is peace. After defining of the level of the conflict and its direction of movement, decisions can be taken that help manage the situation and prevent any war or to get ready for it properly.

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## 8. CONCEPT OF WAR

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” War is an act of violence with the purpose to force the enemy to exercise our will “

Karl von Clausewitz

War is a conflict in which the political objectives and the disputes are reached by force and violence. This is the extreme manifestation of armed conflict. Every war is accompanied by a description of the conflict by a constant friction, instability and chaos, violence and threats, stress.

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## **9. TYPES OF WAR**

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Military conflicts are classified according to the following basic criteria: participants of the conflict, a scale of military operations, weapons used, the prevailing nature of operations, the causes for outbreak of war, the predominant environment.

9.1. According to participants in the conflict:

9.1.1. Military conflicts between states;

9.1.2. Internal state military conflicts;

9.1.3. Military conflicts of states and non-state groups;

9.2. According to the scale of military operations:

9.2.1. Global;

9.2.2. Regional;

9.2.3. Local.

9.3. According to the weapons used:

9.3.1. Conventional;

9.3.2. Unconventional.

9.4. According to the prevailing nature of military operations:

9.4.1. Offensive;

9.4.2. Defensive;

9.4.3. Preventive.

9.5. According to causes of origin:

9.5.1. Territorial;

9.5.2. Religious;

9.5.3. Ideological;

9.5.4. Economic.

9.6. According to the predominant environment:

9.6.1. Land;

9.6.2. Maritime;

9.6.3. Air and space;

9.6.4. Information environment;

9.6.5. Cyber.

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## 10. CAUSES OF WAR

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Armed conflicts arise when the parties in dialogue fail to resolve problems through other elements of power: diplomatic, economic, and informational. The main causes of controversy, causing military conflict are divided into political, social, economic, historical, cultural, demographic, religious and ethnic. Causes of war are important for the course of war, as they determine employment of very different capabilities and different scale, goals and intensity of military operations.

10.1. Political. Ideological differences between countries, non-compliance of announced geopolitical interests, territorial disputes of countries, differences of the agreements and obligations, absence of legal mechanism of cooperation between countries' political power structures or reliance on a complex state system (dominated by ethnic groups and national minorities).

10.2. Social-economic. Unequal level of economic development in the territories and regions, unequal distribution of markets and resources.

10.3. Historical. Evaluation of state role in the process of history, existence of "historical enemies", historical status of state (metropolitan, colony, neutral), development of statehood (presence or absence of statehood).

10.4. Cultural. Suppression of national self-expression and feelings, lack of national-cultural autonomy, restriction of political and economic rights on the cultural or national basis.

10.5. Demographic. Variation of state population number, and size of ethnic groups in the country or region, excess inhabitancy of territories, status of ethnic integration or assimilation, migration of population.

10.6. Religious. Emergence of religions, their development and status (position) in the state or region, influence of religions on national or regional legal and political institutes, differing ideologies of religions.

10.7. Ethnic. Disagreements between one or several ethnic groups, coexisting in a state or region.

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## 11. THE MAIN FEATURES OF MODERN WAR

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Modern wars and armed conflicts are very diverse due to actions of worrying parties, moral attitude, use of technological and technical measures and psychosocial factors (uncertainty, fear). Below there is a list of features of modern wars and conflicts, expected in the near future.

11.1. Wars can be allied and capable to incorporate new participants (states or non-state groups).

11.2. Characterized by a greater probability of escalation of armed confrontation and outspread to neighbouring regions, enhanced effect on the region or even in global scale, enlargement of scale and range of measures employed (weapon systems and military equipment, including weapons of mass destruction).

11.3. Use of joint forces (i.e. joint, in space and time, operation of military units of two or more services of armed forces), oriented in reaching the objective, but not in destroying opponent's military forces, mobility and predominant use of joint force manoeuvre.

11.4. Use of conventional and unconventional forms and ways of warfare (symmetrical and asymmetrical).

11.5. Information environment is actively and promptly exploited in order to highlight the conflict of both warring sides and to benefit from this information. Tactical details, characterizing war environment, however shocking for the civil society, easily enter the information space and leads to strategic after-effects.

11.6. Due to rapidly changing conditions of warfare, despite the rapid evolution of information and communications technologies, the situation remains uncertain ("fog of war"). Abundance of means for collection and distribution of information may also contribute to the "fog of war".

Therefore special attention is paid to the identification, collection, distribution as well as analysis of the information, critical for the commander's operational needs.

11.7. All of those directly involved in war (combatants and civilian population) suffer psychological pressure, which causes them anxiety and fear.





# IV. MILITARY POWER

Creation of the Lithuanian Armed Forces begins with understanding of military power.

Military power of the armed forces as a homogeneous force is the ability to fight and achieve the indicated result that is to carry out tasks assigned by the political leadership.

Military power includes armed forces power, used in a flexible and pragmatic way by employing the principles of war and operational planning measures. Military power defines one element of national power - military measures.

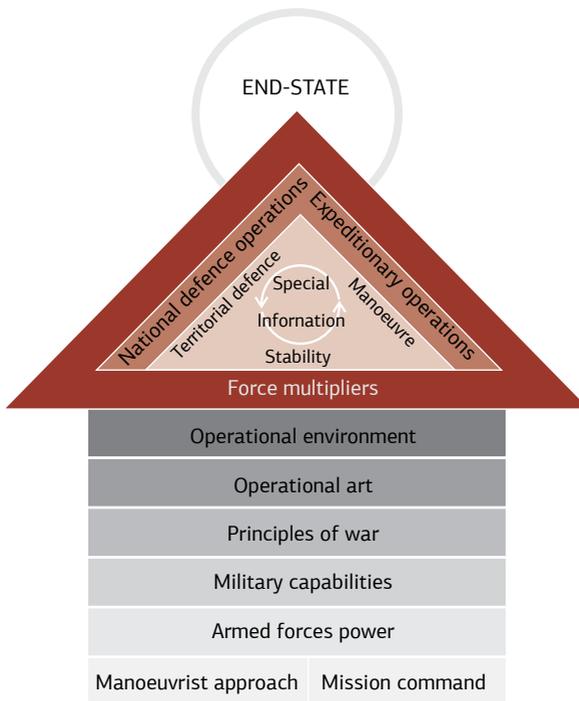


Fig. 3. The principles of creation and use of military power.

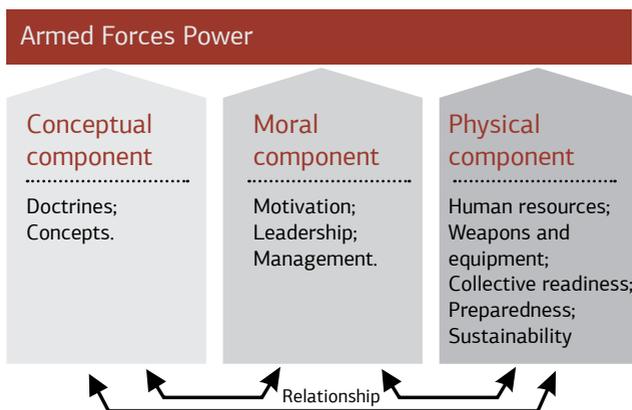
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## 12. ARMED FORCES POWER

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Definition of the armed forces power is used at a strategic level.

12.1. Armed forces power is composed of three main components: conceptual, moral and physical (Fig. 4). These components are closely linked, and only a common totality of them creates the armed forces power. E.g. In order to increase the armed forces reserve it is indispensable not only to draft more citizens of the state into reserve units and provide them with weapons (physical component), but also make reserve drafting, training and employment concepts, doctrines (conceptual component) and provide considerable resources to creating an environment (moral component) to make certain that soldiers join the armed forces when it is necessary to select the reserve. In this example, the moral component is a key priority, because without it a reserve, where would be needed, simply wouldn't assemble.



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Fig. 4. Constituent elements of the armed forces power and their relationship

12.2. While creating armed forces power not only development of the constituent components of the armed forces, but also the general environment has to be taken into account:

12.2.1. Character of the situation. Situation in which the armed forces power will be applied. Prospective use of the armed forces defence planning scenarios contributes far into the future to provide for any possible political, military, and economic aspects and the potential restrictions on the use of

armed forces. According to defence planning scenarios analysis, long-term development plans are drafted in the armed forces.

12.2.2. Environment. The nature of future environment inevitably affects the range of options available to a commander and determines the type of campaign and forces that may best suit his purposes;

12.2.3. Opponents. Assessment of an opponent and impact on his weaknesses applied at a critical time and place, sustaining initiative determine successful outcome of the future operation;

12.2.4. Allies, partners and other organizations. Compatibility, cultural and procedural characteristics are taken into account while participating in military operations with other countries' armed forces and non-military organizations. Co-operation in political, military and economic level is part of comprehensive approach and reinforces aspiration to reach a common goal;

12.2.5. Culture and History. Analysis of these two features and incorporation of findings into a planning process affords key insights into how the armed forces power can best be applied to achieve favourable outcomes.

” The only thing worse than fighting a war together with allies, is fighting a war without them. “  
Sir Winston Churchill, 1945

In the future the armed forces will face currently unknown challenges; therefore the ability to rapidly adapt to a new situation should be assessed in all components.

12.3. Conceptual component is based on thinking and new ideas generation in the establishment, development and employment of the armed forces.

Component includes military principles, concepts, doctrines, statutes, hierarchy of doctrinal literature (Appendix 1), military educational literature and other documents governing the establishment and employment of the armed forces. This component interconnects experience gaining, and adapting processes and visions of future warfare.

Principles of war describe general operational principles of the armed forces, commanders of all levels and units in the operational environment, that is establish a common military language and uniform environmental assessment throughout the armed forces, and in all situations.

Concepts and doctrines are expression of the warfare in terms of philosophy. These documents establish the guidelines and principles of warfare, which are developed on the basis of all other publications. All doctrinal documents are being regularly reviewed and used as provided for in doctrinal cycle (Annex 3), which is driven by lessons learned process.

In order to meet the requirements determined for the armed forces and maintain modern technology level in the armed forces, activity of this component is being developed by, involving academic society, analyzing foreign warfare, its innovations and experiments. This process allows development of qualitatively new military capabilities or modernization of the existing ones.

12.4. Moral component includes soldiers' determination to devote for the ultimate goal. This component is the ethos of the Lithuanian Armed Forces: i.e. values and ethics that make our armed forces unique.



Jonas Neifalta-Lakūnas  
(1910–1945)

#### Lithuanian Armed Resistance 1944–1953 BATTLE OF KALNIŠKĖS

On 16 May 1945 in Lazdijai region Kalniškės forest a battle took place between the platoon of 60–80 fighters lead by Warrant Officer of Lithuanian Cavalry Jonas Neifalta-Lakūnas and 220<sup>th</sup> Regiment of Kutuzov Order of the Interior Affairs Army of the First Baltic Front. After violent clashes 42 Lithuanian fighters and about 400 Soviet soldiers were killed. Lithuanian defenders fought so selflessly, that even the soldiers of occupants recognized their heroism and moral strength.

Chief of Interior Affairs of Alytus District Col. Lisovskis in his report to the Commissar Bartašiūnas wrote: "They fought with weapons in their hands for free and independent Lithuania. Despite the last minutes of their lives, no one left the battle, fought until final destruction".

Defender of Lithuania in his memoirs wrote: "It was a real hell. The mountain was intensely attacked, but we, although surrounded from all four sides, did not loose courage. We destroyed hundreds of them, and even though more and more soviets were climbing the mountain, we stopped them by accurate shots.

First - motivation. It includes person's commitment to defend his Motherland, understanding of the own purpose and a sense of belonging to a group. Highly motivated armed forces make unhandy opponent. A chance to defend friends in his unit, his relatives and the entire country motivates every Lithuanian soldier, and such soldier is unhandy for any opponent.

Second - leadership. This is commander's ability to ensure that subordinates understand his intentions, fulfil identified tasks and follow him in the battle. Leadership is critical to military morale and motivation at all levels. Commander at each level should understand not only his own responsibility, but possible consequences of his actions in general, as well as the environmental impact on his soldiers. Taking into consideration the havoc of war, every soldier on the battlefield can behave unpredictably, therefore the commander's role in managing the situation is extremely important.

Third - management. It includes the ability to optimally use the resources available to the commander. This component is related to war principles such as economy of effort and sustainment.

The moral component is closely associated with the physical component, that is the ability of soldiers to efficiently use the available weapons and equipment depends on discipline, mutual trust and understanding of common goals which is possible only with good leadership.

12.5. Physical component includes military and civilian personnel of the armed forces, manning and training, weaponry and equipment; sustainability in operations, military training system, combat readiness, that i.e. this component creates and maintains material systems and fighting measures.

Personnel. The core of the Lithuanian Armed Forces is well motivated and trained personnel. Military units will be effective only with high-skilled specialists, able to operate modern equipment. Armed forces personnel comprise servicemen, both regular and all types of reserve, as well as civilians. Soldiers and military units are trained according to the systems approach to military training, that is training is accomplished in four cyclical phases: task analysis, planning process, educational and training process, and evaluation of the results. Soldiers initially are trained the basic skills individually, afterwards they are trained to act as a team, i.e. collective training makes them effective team members. Personnel are trained using modern technical training systems and combat exercises in field conditions.

Training of personnel should be matched to conditions likely to those experienced in the battlefield.

**Collective Training.** Collective training is characterised by high level of cohesion and confidence among units that have successfully trained and operated together. Where time and financial resources allow, it should be a goal of individual armed force services to train their subordinate units in a joint and combined manner. Commanders should be trained and appointed according to the planned operations and scales of force that are envisaged.

**Equipment.** Suitable and modern weaponry and equipment, mission-tailored and focused on achievement of specific objectives in the battlefield allows effective employment of the armed forces power.

**Sustainability.** The credibility and effectiveness of the armed forces power rests upon its sustainability; it depends upon a combination of equipment, resources, infrastructure, personnel, and force structure, readiness and information management. Viability and effectiveness of all these systems should be continuously maintained in times of peace and war. This guarantees supply system that should combine strategic resources and capabilities with operational military units engaged in operations in Lithuania and abroad. Logistic supply enables higher operational tempo, but if insufficient, it limits the armed forces power.

**Readiness.** Armed forces level of readiness is a key parameter for the assessment of the armed forces preparedness to carry out tasks set by the state. Various readiness levels of the armed forces units are set. It depends on the purpose of military unit and future missions. In view of this, readiness of military unit can vary, nevertheless parameters of personnel, equipment and collective training of the entire armed forces should meet the level of readiness determined at that time.

Physical element may also include civilian contractors. These are civilian commercial service providers engaged in the armed forces support and supply functions, and helping the armed forces to carry out its tasks effectively. Civilian contractors are generally employed in the field of institutional support. They can be widely used in operations outside Lithuania and in helping to solve supply problems in Lithuania in peacetime.

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### 13. CAPABILITY DEVELOPMENT

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Capability - the ability to act and achieve the desired result (goal). Definition of capability is used at a military-strategic level. Capabilities are divided into operational and institutional. Operational capabilities make the core of the armed forces power and are designed to carry out missions assigned. Institutional capabilities are designed to provide conditions for the operational capabilities' establishment, development and maintenance in peace time.

Capabilities and the armed forces power are two different viewpoints to the armed forces. Armed Forces power sees the armed forces as a whole - a single undivided force, capabilities are used in planning and assessment of the individual functional areas of the armed forces development, e.g. intelligence, logistics.

Every capability includes some or all essential capability elements (ECE): doctrine, organization, training, systems, supply, personnel, leadership, and infrastructure. ECE is a major long-term capability planning tool designed for capability assessment and development of strategy required for design of specific capability. Each planning cycle includes a detailed analysis of above mentioned elements of newly designed or modernized capabilities.



## V. WARFARE

### BATTLE OF SALASPILIS

One of the most famous Lithuanian battles in wars with the Swedes in the XVI<sup>th</sup> and XVIII<sup>th</sup> centuries was the Battle of Salaspilis (Kirchholm).

The battle took place on 27 September, 1605 near Riga, at Daugava River. In this battle Lithuanian Grand Hetman (Chief Commander) and the Elder of Žemaitija Jonas Karolis Chodkevičius led 3 500 Lithuanian troops, including 300 troops of Duchy of Curonia and defeated 14 000 soldiers of Swedish King Charles IX. Number of killed Sweeds amounted to 9 000.

Due to Chodkevičius ingenuity, suitable positions were selected and after imitation of false attack the battle ended for the benefit of Lithuanians. As a result, Lithuanians defeated three times bigger Swedish troops.



Lithuanian Grand Hetman  
Jonas Karolis Chodkevičius  
(1560–1621)

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### 14. PRINCIPLES OF WAR

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While preparing for military operations commander and his staff should assess the future operation in accordance with basic principles of war. These principles are not absolute and emphasis may be placed on some rather than other, but they are essential in order to uniformly and comprehensively estimate military environment and assist in selecting the optimal course of action.

14.1. Objective. It is a clearly formulated statement defining the final end-state of mission. The objective should be uniformly understood and pursued by all participating in the same operation.

14.2. Unity of effort. Given agreement on the objectives, commanders from all participating units must unite and coordinate to achieve the final end-state of the operation.

14.3. Co-operation. Success of joint and multinational operations depends on cooperation in order to coordinate all activities to achieve all combined

efforts. Good will, a common purpose, a clear and agreed division of responsibilities, understanding of the capabilities and limitations of others are essential elements of cooperation.

14.4. Sustainment. It comprises all administrative and logistic arrangements necessary for the successful support of operations and implementation of the operation plan. Administrative and logistic measures should be integrated in the operation plan and be a part of operational planning.

14.5. Concentration of force. It involves the timely, synchronized application of combat power, focused on the weakest link of the opponent, to achieve a decisive breakthrough in the operation.

14.6. Economy of effort. Normally there is always lack of resources allocated. Therefore, the economy of effort implies the employment of resources along the lines of effort towards main objectives, allocating lower resources towards the objectives of lower priority.

14.7. Flexibility. Plans should be flexible enough to allow the commander freedom of action to achieve the ultimate objective responding to the changing situation. This requires higher operational command concept, flexible thinking, and rapid decision-making process, clear command and control structure.

14.8. Initiative. Ability to recognize and seize opportunities, and take advantage of them in implementing superior commander's intent. Initiative can be developed and fostered. For a climate of initiative to flourish among soldiers, the commander must be given the freedom to use initiative, and must in turn encourage subordinates to use theirs. Commanders should be encouraged to take the initiative without fearing the consequences of failure. This requires continuous training and culture which promotes an attitude of risk taking in order to win rather than to prevent a defeat. Aspiration to win and demonstration of initiative are undividable elements.

14.9. Maintenance of morale. Military morale is a state of mind, affected by political and military leaders, a shared sense of purpose and values, well being, perceptions of worth and group cohesion. No perfect plan or doctrine is likely to succeed without high morale. High morale allows to carry out tasks under extreme conditions and to defend themselves from enemy provocations. Morale is increased by success in exercises, combat operations.

Uniform standards and measures of motivation applied in the whole chain of command and control serves as a basis for maintenance of morale.

14.10. Surprise. Surprise is achieved by an attack on an adversary when he is not expecting and not ready for it. The effect of surprise is shock and confusion: situations which the Armed Forces should constantly generate for an opponent. Surprise makes psychological advantage; it may be accomplished by maneuver, use of new technologies or by any activity that is unfamiliar to the adversary. Surprise may happen incidentally, by chance. Surprise is by nature transient, so its effects should be exploited rapidly and aggressively. Commanders should anticipate the effects of being surprised themselves; make appropriate contingency plans to safeguard their freedom of action.

14.11. Security. In conduct of operations it is aimed to protect personnel, armament and equipment, information and infrastructure from the impact of an adversary. Security level always entails balancing the likelihood of loss against the achievement of objectives.

14.12. Simplicity. Plans and orders should be accurate, clear and understandable. This will minimize the likelihood of misunderstanding and confusion.

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## 15. MANOEUVRIST APPROACH

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Manoeuvrist approach is a fundamental Lithuanian Armed Forces warfighting principle.

15.1. Manoeuvrist approach principle applies own strength against identified vulnerabilities of the adversary. Manoeuvrist approach should not be confused with manoeuvre operations group (Figure 10). Manoeuvrist approach involves indirect ways and means of fighting, mainly targeting conceptual and moral component of an opponent.

Significant features of this approach are momentum, tempo and agility which, in combination, aim to achieve shock and surprise.

Manoeuvrist approach principle - movement of forces, use of surprise, deception, and the ability to act more rapidly than an adversary can react, that is "infiltrate" into the opponent's decision-making process, and be one step ahead of his actions. The decision-making process is related to warfighting functions. (Fig. 5).



Grand Hetman of Lithuania  
Konstantinas Ostrogiškis  
(around 1460–1530)

## BATTLE OF ORSHA

In 1512 the Grand Duke of Moscow Vasilij III started the fourth war with Lithuania.

On 30 July, 1514 Russia occupied Smolensk. Further approach to Lithuania was guarded by Orsha Castle. Vasilij III sent his main force - 80 thousand horsemen army, led by Mikhail Bulgakov-Golica and Ivan Čeliadnin towards the castle.

Žygimantas the Old, King of Grand Duchy of Lithuania and Poland, concentrated 32.5 thousand joint Lithuanian and Polish troops and 3 thousand infantrymen. Žygimantas remained in Borisov with 4-5 thousand soldiers and more than 30 thousand troops, led by the Great Lithuanian Hetman Konstantinas Ostrogiškis moved towards Orsha.

In Orsha on 8 September 1514 the decisive battle took place. Lithuanian and Polish troops successfully crossed the Dniepr and attacked the flocks of Bulgakov-Golica. Moscow military commanders didn't come to help one another. Finally Konstantinas Ostrogiškis scattered the enemy formation using an imaginary withdrawal manoeuvre. Russians believed the imaginary retreat of Lithuanians and started chasing them, but allegedly retreating soldiers lured away Muscovites to the masked artillery fire bags. Russians were completely destroyed; about 40 thousand soldiers were killed. Russian military commanders, 17 other commanders and 4 thousand soldiers fell into captivity, but Vasilij III refused to redeem the captives, and said he considered them to be dead.

15.2. In summary, the essence of manoeuvrist approach is disproportionate-ly greater losses caused to an adversary, as compared with own resources used, when the victory is achieved by employing small size forces, or by suffering the smallest losses.

15.3. Manoeuvrist approach is closely linked with the principle of jointness. Jointness allows the commander to employ all combat power, which allows selecting the most appropriate objective-specific execution measures (weapons, manoeuvre unexpected for the enemy).

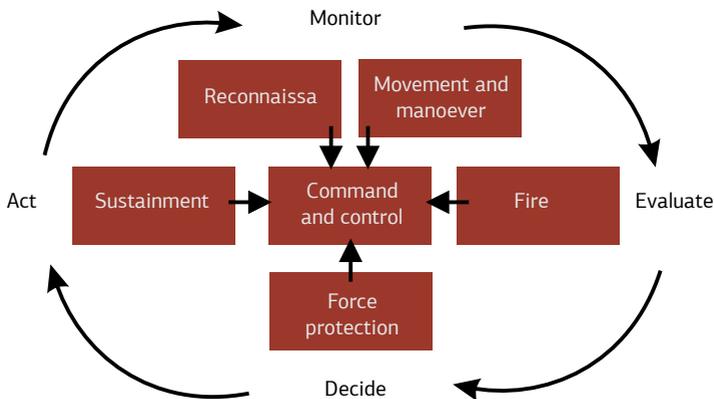


Fig. 5. Decision cycle and the warfighting functions.

## 16. MISSION COMMAND

Mission command is a fundamental principle of Lithuanian Armed Forces warfare.

Mission command embraces a flexible, pragmatic and decentralized mission execution, based on clearly formulated and understood superior commander's intent.

16.1. Command is the authority exercised over individuals or groups of individuals via defined command system, by setting them an objective, assigning missions and resources. Historically emerged two basic command concepts: detailed command and mission command.

16.1.1. Detailed command embraces centralized information control and decision-making. This command requires a very high co-ordination in planning and precise execution in conduct of combat operations. If changes in the situation occur, the subordinates should get clear and precise instructions from the superior commander. This type of command due to rapid fluctuation of information requires a well-developed information transfer system;

16.1.2. Mission command is based on the identification of objectives, but not on naming how to achieve them. Subordinates, in a climate of mutual confidence, understanding the commander's intent and doctrinal principles as well as showing initiative can best carry out the task. This command con-

cept does not require a well developed information system, perfectly solve problems caused by "fog of war".

16.2. Due to the mentioned advantages the mission command concept is used in the Lithuanian Armed Forces. The mission command allows decentralization of execution, provides freedom of initiative and thus allows the commander to operate within the limits of personal responsibility. Aspects of mission command:

16.2.1. Commander's intent, tasks to subordinates, execution time and situational awareness (according to levels of command);

16.2.2. Subordinate commander's input and his place in execution of superior commander's plan and explanation why these tasks should be carried out;

16.2.3. Subordinates should be allocated sufficient resources to carry out indicated mission;

16.2.4. Control should be sufficient, but it can not interfere with subordinates initiative and freedom of action, should not become a detailed command;

16.2.5. It is up to subordinates how to carry out the mission assigned.

16.3. Command and control for today's operations are implemented using modern means of communication. Therefore, the commander faces two key risks of leadership: all leadership is based only on the means of communication and the second - leadership bypasses subordination and goes directly to the lower levels of hierarchy. These two hazards can be removed only with a well-coordinated command and control system, with an emphasis on initiative and responsibility of subordinates.

level as well. Therefore, commanders at all levels must be educated in the spirit of personal responsibility and trust, because there may be circum-

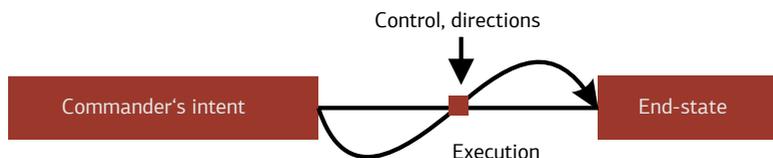


Fig. 6. Mission execution scheme, while implementing mission command principle

stances when there is no possibility to get directions from senior command, lower-level commanders should be able to take decisions and implement them themselves.

16.4. Development of operation and battle plans is an essential component of command and control. Plans allow the subordinates to understand what the objective is, where, when, how and by what means it will be implemented. Plan is a detailed description of the implementation of commander's intent, which specifies how the task will be executed using appropriate measures. Also the role of subordinates, their assigned tasks and resources during the implementation phase are specified. Operation or battle plan makes basis for subordinate commanders to draft their plans.

” Plans are not important, the most important is the planning process. “

Sir Winston Churchill

Operation plan should answer these three main questions:

16.4.1. Ends. Are the objectives of the operation clear and reasonable, will they give the expected results?

16.4.2. Ways. How will the objectives be achieved, what is commander's intent?

16.4.3. Means. What means should be used to achieve the objectives?

When commander is assigned a mission, he should assess the potential level of risk according to the state of his task force. The commander can expect to get additional resources, if his request for the resources is well motivated and the superior commander has such resources available.

16.5. Leadership style of commanders at all levels "imposes" tag on directly subordinate units and on military units at lower levels of subordination. Therefore, strong and clear leadership allows a well-functioning command and control system which ensures that the mission will be successfully carried out. The commander should always remain calm, despite the complexity of a situation. His mission objectives should not vary according to circumstances. He rather should benefit from the situation to achieve his objectives.

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## 17. COMMAND AND CONTROL PRINCIPLES

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17.1. Unity of command is the authority empowered to a single commander to command and control actions of subordinate units, assigned to him, and employment of military means. This principle implies that the commander himself prepares the intent of the assigned mission, tasks his subordinates and controls carrying out of missions. The commander chooses the way of mission implementation and is personally responsible for the decisions taken and carrying out of mission assigned to him.

17.2. Centralized planning and decentralized mission execution. This principle can be applied when military operations are organized in accordance with the superior commander's intent and that in order to implement the commander's intent efforts of all forces involved in the operation should be coordinated. In mission execution only superior commander's intent is specified. Subordinates are encouraged to demonstrate the ability to find the best mission execution solutions, ability to act independently in a complex operational environment.

17.3. Knowledge of the situation and anticipation of developments. Situation awareness and assessment allows the commander to understand the nature of situation, importance of mission, to identify reasons hindering to carry out the mission, allows timely elimination of problems, and taking of best decision. Anticipation of developments replaces shortage of information on the operational environment and lack of time.

17.4. Strength and determination in implementing decisions. It is hard to anticipate the course of modern operations: usually the operation plan changes after the initial contact with the enemy, and this may lead to confusion among subordinates. Success can be expected if all subordinates are aware of the commander's intent and seek to carry out the operation by executing this intent and assigned mission. This helps to reduce the impact of unexpected enemy actions to the course of events.

17.5. High level of HQs personnel readiness (self-discipline) and creativity. HQ acts as a unified team. Personnel are well aware of their duties and perform them accurately. Distribution of tasks and functions, cooperation, creativity, discipline, knowledge and compliance with planning and control procedures ensures that commander's intent, orders (instructions) are directly and timely submitted to the subordinate military units.

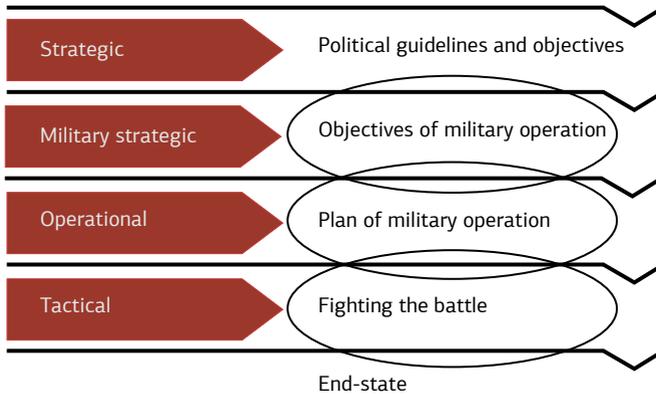


Fig. 7. Levels of operations

Headquarters must work creatively in order to, where possible, to provide the commander unusual situation solving ways.

## 18. LEVELS OF OPERATIONS

All Lithuanian military operations are planned and carried out in four levels: strategic, military-strategic, operational and tactical.

### 18.1. Strategic level

The strategic level is the level at which policy objectives are set, centres of gravity of warring parties are determined and national resources to achieve these objectives are planned for both national defence missions, and multi-national operations. President of the Republic of Lithuania, State Defence Council, Minister of National Defence and Chief of Defence of the Republic of Lithuania take strategic decisions regarding military security of state, armed defence, military operations and assigns missions for the armed forces to conduct defensive and other military operations.

### 18.2. Military-strategic level

18.2.1. The military-strategic level is represented by the Chief of Defence. In the operational chain of command missions given by the President of the Republic of Lithuania and Defence Minister are carried out by the orders of the Chief of Defence.

18.2.2. While preparing for operation and taking into consideration strategic guidelines for the operation at this level:

18.2.2.1. Military threats are assessed;

18.2.2.2. Military-strategic objectives, end-state of the operation, that would constitute operation success are identified;

18.2.2.3. Necessary military resources are allocated;

18.2.2.4. Restrictions of military operation are determined;

18.2.2.5. Operation task force are assigned;

### 18.3. Operational level

It is the level at which military operations are planned and controlled to accomplish political objectives. It links military-strategic and the tactical level of operations. The operational plan is developed here: military-strategic objectives are broken down into operational objectives, actions to implement them are planned, and control of tactical formations is exercised.

### 18.4. Tactical level

This level focus at coordinated contact of the armed forces military units with the adversary. At the tactical level forces are employed to fight the battles and engagements and gain military objectives, determined in the operation plan.

The distinction between the levels of operations is theoretical. Due to the complex and rapidly changing processes, the lines separating these levels often vary depending on the circumstances. E.g., tactical level event causes resonance at the strategic level, and influences operational and strategic decisions.

Therefore in modern warfare the margins between the levels of operations are blurred.

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## 19. ART OF WAR

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” The highest expression of the art of war is attacking the enemy's plans, lower expression is attacking his allies, even lower – attacking his armies, and the lowest – attacking his-fortified cities. “  
Sun Tzu "The Art of War"

19.1. Art of war is a clever use of military force to achieve the objectives. This is application of appropriate warfare principles at all command levels. It is the ability to coordinate the principles of war and use operational design so as to succeed in achieving its objectives. Evaluate and understand when, where, for what purpose and what size of the armed forces power must be used to deliver an optimal result at minimum cost.

When planning the commander must consider the conceptual principles:

19.1.1. Synergy - creative employment of resources allocated, e.g., coordination of fire and manoeuvre so as to reach the specific effect.

19.1.2. Simultaneity and depth. Actions are carried out at the same time and conducted from the front-lines to the depth of enemy lines in order to create beneficial conditions for own forces. On the non-linear battlefield, forces try to act simultaneously around the operations area at the same time, affecting not only the opponent's combat units, but also the supply and support units and facilities, as well as other systems (see Systems Approach, page 47) present in the area of operations.

19.1.3. Commander's time management. Commander should move away from routine operations decisions and find time for new threats and new solutions to anticipate.

19.2. Preparation for military operations requires understanding of the enemy composition, position, strength and weakness (enemy assessment), coherent planning process and development of an operation plan. Operational planning demands a thorough understanding of certain key operational concepts involved in campaign design which are:

19.2.1. End-state is defined as the stated political and / or military situation, which needs to exist when an operation has been terminated on favourable terms;

19.2.2. Centre of gravity is defined as the characteristics, capability, or locality from which a nation, an alliance, a military force or other group derives its freedom of action, physical strength or will to fight;

19.2.3. Decisive point is defined as a point from which a hostile or friendly centre of gravity can be threatened. These points can exist in time, space and information environment, and usually there are more decisive points than the commander can attack. It is therefore important to assess risks

and establish priorities for the decisive points to be attacked. Correctly identified and attacked decisive points can bring to the culmination in the operation. At the same time, the commander should identify and protect his own decisive points;

19.2.4. Lines of operation link decisive points in time and space on the path to the centre of gravity. Commander uses them to focus combat power towards a desired end;

19.2.5. Culmination is a point in time and location when the objective of the operation is still not achieved, but attacker's combat power no longer exceeds that of the defender. A defending force reaches its culminating point when it no longer has the capability to mount a counter offensive or defend successfully. In the attack every effort should be made to reach the objective of the operation, not the culmination. In the defence it is important to force an adversary into a culmination, thus not allowing him to achieve the objective of the operation. At the same time it is important to avoid the culmination in the defence so that the own forces are ready for further actions;

19.2.6. Sequencing is the arrangement of events within the planned campaign according to common characteristics, such as: the intermediate objective of the operation or operational method etc. Each phase has a clear objective. The objective of every phase is to create favourable conditions for the next phase, until in the last phase of an operation the efforts are combined to achieve the common objective of the operation;

19.2.7. Tempo is the rate of combat actions, which maintains the momentum. The aim is to slow down enemy actions, to create and exploit opportunities to accelerate own actions;

19.2.8 Operational pause is a temporary cessation of operations after the attainment of major tactical or operational objectives, and preparation for further actions. Adversary can also have operational pauses with the same purpose.

19.3. The centre of gravity is the most important of these principles. It is determined by analysing the enemy forces at the strategic, military-strategic and operational level. This is the main characteristics of warring parties (location, area or power), if this is affected, the wish and ability of the party to continue the battle will be terminated. The centre of gravity must be

identified for both the opposing and friendly forces. While conducting an operation an attack is carried out against adversary's centre of gravity and own centre of gravity is protected. If the opponent's centre of gravity is identified and affected correctly, it is possible to win the operation or even the war.

Centre of gravity at the operational level may coincide with the centre of gravity at strategic level, but each level may have only one centre of gravity.

19.4. Knowledge of operations planning measures, understanding of their importance and ability to apply is the basis of the manoeuvrist approach.

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## 20. FORCE MULTIPLIERS

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Force multipliers are the principles which, when applied in practice and having the same military capabilities significantly increase the combat power.

### 20.1. Pragmatism and flexible thinking

Manoeuvrist approach requires from personnel not only knowledge, acquired during exercise and training, but also practical skills acquired in real situations. Only experienced, flexible and able to adapt to the situation soldiers can achieve victory in the battle against the opponent. This approach is based on perception that dogmas are not used in warfare, and doctrinal truth is only a principled guidance, which is necessary to be adapted in creative way.

Pragmatism and flexibility primarily occur in the planning process when the commander's decisions should not include stereotypes, he should use situation awareness, imagination and new ideas for the development of the plan, which is difficult to predict for the adversary, and thus allows successful implementation of the mission. Flexible thought is applied not only in planning process, but also in the implementation of plan.

### 20.2. Jointness

” Independent warfare in the land, sea and air is finished forever. If ever we fight, we fight in all environments, with all forces as one cohesive power. “

U.S. President Eisenhower, from a special presentation to the Congress, 3 April, 1958

Jointness is development and employment of armed forces services as one cohesive power. Jointness is based more on approach to joint warfare, rather than on technical joint use of technical military systems.

Jointness in the Lithuanian Armed Forces begins when elements from two or more services participate in the same operation, they are assigned different missions, but all have a common objective of the operation, and one commanding officer. Jointness allows the commander to select proper combination from assigned military units to carry out the mission.

Jointness is ensured through a joint long-term planning of military capabilities, focusing not on single service, but on the capabilities that best meet missions determined for the armed forces. This allows introducing standardized systems, armament and military equipment in the armed forces, helps to avoid duplication and to establish a more transparent identification and implementation of development priorities.

Jointness and network enabled capabilities affect each other: in the absence of jointness, network enabled capabilities can not be fully exploited, as well as in the absence of general information and management network, principle of jointness will not be fully implemented, particularly in operations.

### 20.3. Network enabled capabilities (NEC)

It is constantly evolving, complex system, consisting of personnel, technical means, information and its management procedures, connected by communication networks and designed to accelerate decision-making process and optimize control of resources.

NEC includes not only networks created by technical means, but also clear information management procedures, where human factor is the most important.

When developing NEC, the key aspect is to ensure that appropriate user obtains the required information. Therefore, it is necessary to move from the "need to know" principle more towards the "duty to share" principle.

NEC allows not only making a more effective information management vertically from the strategic level to the tactical level and back, but also use of horizontal lines of command, by doing so allowing the commander to manage information in an easy way and flexibly respond to changes.

However, NEC may present some dangers. The first danger - a large flow of information overloads staffs at all levels, which can interfere with the effective work. Second - technical solutions provide an opportunity to directly manage the tactical level from the strategic level, thus disturbing the chain of command and control. Third - too high classification of information limits implementation of the "duty to share" principle and thereby the utility of NEC. Correct determination of information needs, appropriate selection of information classification category, and use of manoeuvrist approach and command principles reduces the likelihood of those risks.



# VI. MILITARY OPERATIONS

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## 21. AREAS OF MILITARY OPERATIONS ENVIRONMENT

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Area of military operations is a territory and surrounding area, where military operations are carried out. Area of military operations has psychological aspect, which usually is not assessed, but the following factors like uncertainty, fear, chaos and unpredictability may have a significant impact for the course of battle.

Area of military operations is assessed in two aspects: geographical areas and perception.

21.1. Geographical area of military operations consists of the following areas (Fig. 8):

21.1.1. Area of responsibility is a defined area of land in which responsibility is specifically assigned to the commander, conducting military operation. The commander in this area has the authority to plan and conduct actions related to the operation which is conducted in the area;

21.1.2. Area of joint operations, is designed to conduct joint combat operations in geographical area (land, air, etc.). Generally, boundaries of this area are smaller and do not coincide with the boundaries of area of responsibility. This area is intended to identify command and control systems, combat supply, and protection. Joint operations area can be divided into battle and special operations' areas (SO). From the operational / tactical perspective it can be divided into contiguous and non-contiguous areas of responsibility;

21.1.3. Battle area marks the boundaries of basic combat actions. The battle area may be one or more and is aimed to carry out the specific mission;

21.1.4. Area of special operations - it is a geographic space in the area of joint operations, where special operations contributing to the end-state of the operation are carried out.

21.2. In the terms of perception an area of military operations consists of three main categories: physical area, space and information area.

21.2.1. Physical area:

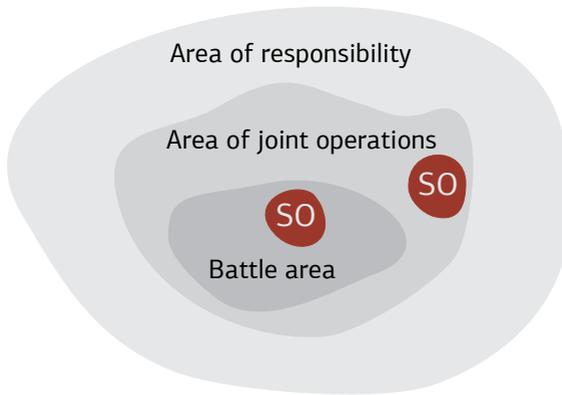


Fig. 8. Geographical Areas of Military Operations

21.2.1.1. Area of Influence is the geographic area in which a commander carries out assigned military operation by manoeuvre or fire capabilities;

21.2.1.2. Area of interest is an area beyond the area of influence that contains factors that could jeopardize mission accomplishment. Therefore, this area is important to the operation commander. Area of interest may include own areas, areas of adversary, and third-countries.

21.2.2. Physical area:

21.2.2.1. land;

21.2.2.2. air;

21.2.2.3. sea;

21.2.2.4. space.

21.2.3. Information environment is assessed in the following three aspects:

21.2.3.1. Physical aspect includes command and control systems, supporting infrastructure and soldiers who accomplish operations in physical area;

21.2.3.2. Information aspect is the information which is collected, processed, stored, disseminated and protected. Information aspect also includes the cyberspace. This aspect connects physical and cognitive aspects;

21.2.3.3. Cognitive aspect includes those who take decisions and the target audience. The commander and his staff make plans and take decisions. These decisions affect personnel of the adversary or third parties. Cognitive

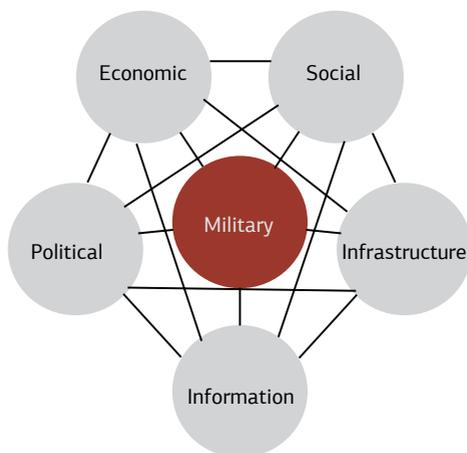


Fig. 9. Interconnecting systems of operational environment

aspect may influence the end-state of war, which is influenced by such factors as leadership, morale, readiness of military units and individuals, experience, situation awareness, public opinion, media and rumours.

### 21.3. Systems approach

The systems like political, information, social, etc are understood like functionally interdependent groups of elements.

While conducting military operations it is aimed to analyse all systems, existing in the area of operations. Such analysis allows understanding of interconnection of these systems and what their influence on the course of operations, also allows predicting how these systems will be affected by using different measures in military operation.

Systematic approach is associated with operation design, therefore while planning operation the commander should assess all systems that could possibly influence operations environment.

System are generally regarded as own, adversary's and neutral.

## 22. OPERATIONAL FORCE GENERATION

Operational forces are formed from military units of the armed forces services and individual servicemen. Depending on the theme of the operation, operational force can be formed from one or more units of the armed forces

services. They can include regular forces and all types of reserve military units. Only combat ready military units and / or individual specialists can be deployed to conduct military operations. For the purpose of specific operation or mission a task force is formed, but new military units will not be developed.

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## **23. PREPARATION OF FORCES FOR OPERATIONS**

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Soldiers and commanders are trained in an efficient and flexible way to employ available military resources under difficult conditions of modern military operations. The service commanders train military units in accordance with the requirements of combat training and prior to military unit's deployment for operation the commander trains the unit by setting objectives, missions, and creating conditions similar to future operation. Operational forces can be additionally armed and supplied with the weapons and means available in the armed forces.

Military units of the Lithuanian Armed Forces are trained as deployable and non-deployable.

23.1. Deployable military units are armed and trained to carry out assigned tasks independently, as an integral part of NATO, EU, UN forces, both in Lithuania (country's defensive operations) and in the territory of Alliance and outside it (expeditionary operations).

23.2. Non-deployable military units are designed to conduct defence operations of the state independently and in the composition of collective defence. These military units are not trained for the missions outside Lithuania (except for individual specialists), but they should have reached the required level of combat readiness, if need be, to respond to threat posed for Lithuania and its closest allies. These military units may carry out military conflict stabilization and conflict consequence management operations in Lithuania and its access (Fig. 10).

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## **24. OPERATIONAL PLANNING**

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Operational planning is part of command and control process, during which the strategic and military-strategic objectives, using the principles of military planning and operational planning measures are converted to a complex military operation plan. Operational planning is an ongoing process carried out during the entire military operation.

24.1. Operational Planning includes three interrelated trends: development of standing defence plans, development of contingency plans and crisis response planning:

24.1.1. Standing defence plan provides for possible military operations in the event of military threat to Lithuanian territory, or allies. Standing defence planning designed for both national defence and expeditionary operations, ensuring defence and security of allies;

24.1.2. Contingency plan is developed for situations which are considered possible or likely, where the planning factors have been identified or can be assumed, e.g. large-scale co-coordinated terrorist attack in the territory of Lithuania. These plans identify intent and potential course of action in the event of the most likely course of action, where military capabilities can be used. Such plan serves as a basis for subsequent planning and is developed in as much detail as possible, including the resources needed and deployment options;

24.1.3. Crisis response planning involves the development of operation plans, in order to formulate and implement an effective response to rapidly and unexpectedly developing crisis situations. Planning is designed for solving of national, regional or international crisis, in case of employment of the Lithuanian Armed Forces. The end-state of this planning is a plan for specific operation and other related documents (agreements, orders, instructions, etc.). This planning is accomplished when an adversary is identified.

24.2. Operation plan is based upon stated assumptions and is the form of directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders. The designation "plan" is generally used instead of "order" in preparation for operations well in advance. An operation plan may be put into effect at the beginning of military operations, or on signal, and then becomes the operation order.

The operation plan is the final result of crisis response planning and it contains detailed information which is sufficient grounds to launch an operation.

If emerging crisis is related to any already existing standing defence plan or contingency plan, these plans are used as a basis for the development of specific operation plan.

Chief of Defence of the Republic of Lithuania initiates planning of specific operation, indicates strategic-military targets, resources and limitations.

Lithuanian Armed Forces operation plans are developed by the Lithuanian Armed Forces operational planning institution - the Joint Headquarters. In accordance with the law Chief of Joint HQ plans and commands military operations at the operational level. Operations' planning, execution and control principles are described in the Lithuanian Armed Forces Joint Operations Doctrine.

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## **25. AUTHORISATION FOR OPERATIONAL COMMAND AND CONTROL**

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Decisions regarding employment of the Lithuanian Armed Forces are taken by the Seimas of the Republic of Lithuania and by the President of the Republic of Lithuania. At the operational command level missions assigned by the President of the Republic of Lithuania and the Minister of National Defence are carried out by the orders of the Chief of Defence. Chief of Joint Headquarters is responsible for the operational command to subordinate forces and effective conduct of military operations. He lays down specific combat missions for all subordinate units and formations assigned for his operational command. To carry out expeditionary operations, Lithuanian Armed Forces' units may be assigned under the operational command of NATO, EU, UN or institutions of other countries. In order to carry out state defence operations, if NATO forces are introduced, operational forces of the Lithuanian Armed Forces are assigned to NATO operational command and control.

Command consists of full command (it is carried out at military-strategic level only and is exclusively responsibility of the Chief of Defence of the Republic of Lithuania), operational command and tactical command.

Operational control includes operational, tactical and administrative control.

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## **26. GROUPS / THEMES OF MILITARY OPERATIONS**

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The major activity of the armed forces encompasses planning and carrying out of military operations. Operations can be divided in different ways.

26.1. Lithuanian Armed Forces in implementing the national security interests can conduct operations in the territory of Lithuania and outside (Fig. 10):

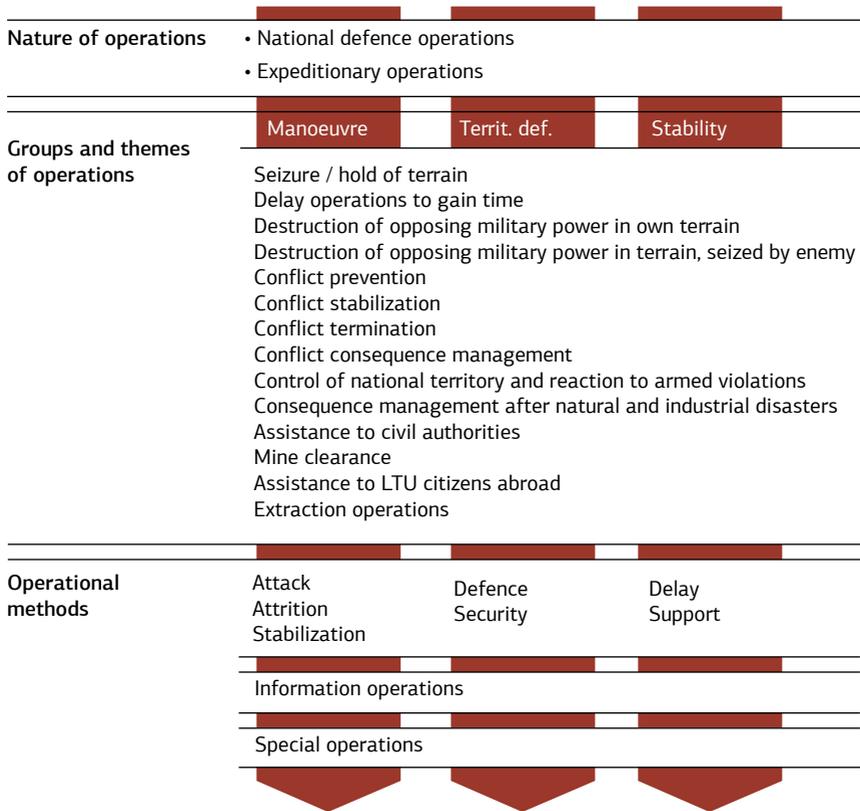


Fig. 10. Categories of military operations

26.1.1. State defence operations - military operations in the territory of Lithuania or its approaches, carried out without strategic deployment means;

26.1.2. Expeditionary operations - military operations outside the territory of Lithuania carried out and supported using strategic deployment means.

26.2. Military operations, according to their overall objective, are divided into the following groups (Fig. 10):

26.2.1. Manoeuvre. Intensive combat actions carried out to hold or occupy the territory and halt the opponent's movement in order to gain time. Victory can be achieved by manoeuvre operations.

26.2.2. Attrition. Attrition aims to cause damage to an adversary and destroy his will to fight. Attrition operations are carried out in own territory and in the territory occupied by the enemy. The victory can not be achieved entirely by attrition operations.

26.2.3. Stability. Stability aims to prevent the occurrence of conflicts and prevent them, to restore and maintain stability, as well as to protect the national territory in peacetime and to help civil authorities in dealing with lawful situations, which can not be dealt with by other government agencies.

Manoeuvre and attrition operational themes mainly include war, as a level of conflict. Stability operations include peace and crisis. These operations are executed by combining operational methods (Fig. 10).

Information operations and special operations can be carried out in the course of every above mentioned operation (Fig. 10).

26.2.4. Information operations. Information operations include coordinated actions to influence enemy's decision-making process, affecting his information, information processes and systems, while protecting own. It is integrated employment of electronic warfare, psychological operations, military deception, operations security and kinetic military measures.

26.2.5. Special operations. Military activities conducted by specially trained and equipped armed forces units to achieve military, political and / or psychological effects of operational and strategic importance. The objective of these operations is to affect the opponent's high value targets and form advantageous operational environment.





# VII. EMPLOYMENT OF THE ARMED FORCES

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## 27. EMPLOYMENT OF THE LITHUANIAN ARMED FORCES

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Lithuania shall resist the aggressor with all available means: military defence and guerrilla warfare, disobedience of civil citizens, non-collaboration and other ways. The armed forces, as organized military power, shall be employed in organising military defence and guerrilla warfare. Therefore, the armed forces should be ready for swift response, regrouping, interoperability within own forces and with NATO Allies, as well as be ready for organized resistance by scattered military units.

Lithuanian Armed Forces (either independently or together with Allies) are designed for deterrence and resistance against threats posed against Lithuania and NATO members.

27.1. Armed forces are employed for protection of the following national security interests:

27.1.1. Sovereignty and territorial integrity of the Republic of Lithuania;

27.1.2. Regional and global stability;

27.1.3. Peace and prosperity in the state.

27.2. Implementation of these interests is measured by the achievement of the following strategic results:

27.2.1. Deterrence of potential aggressor to use military power against the Republic of Lithuania is ensured;

27.2.2. State land, sea borders and airspace is secured in peace time;

27.2.3. Lithuanian Armed Forces are ready to defend the state and other Allies;

27.2.4. Lithuanian Armed Forces fulfil the obligations of the country in multinational operations carried out by NATO, EU, and UN;

27.2.5. Military assistance to civilian institutions in cases of emergencies and disasters is provided;

## Relationship of national security interests, strategic military objectives and military tasks in the National Defence System

Sovereignty and territorial integrity of the Republic of Lithuania	Regional and global stability	Peace and prosperity in the State
<ul style="list-style-type: none"> <li>■ <b>Ensure deterrence</b> <ul style="list-style-type: none"> <li>• Capability development / implementation of collective commitments</li> <li>• Capability maintenance</li> <li>• Air / sea surveillance</li> <li>• Air / Sea Control</li> <li>• Land area security assurance</li> </ul> </li> <li>■ <b>Protect the state and Allies</b> <ul style="list-style-type: none"> <li>• Carry out operations of all groups in the entire territory of the country</li> <li>• Support combat operations of Allies in the territory of the country.</li> <li>• Carry out collective defence operations in the territory of the state (NATO Article 5)</li> <li>• Carry out collective defence operations in the territories of NATO Allies (NATO Article 5.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Participate in NATO, EU operations</b></li> <li>■ <b>Participate in the UN and ad hoc coalition operation</b></li> <li>■ <b>Participate in the arms control activity</b></li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Provide assistance to civil institutions</b></li> <li>■ <b>Carry out search and rescue operations</b> <ul style="list-style-type: none"> <li>• Monitor and neutralize contaminants</li> <li>• Support institutions of the Ministry of Interior</li> <li>• Provide support for municipalities</li> </ul> </li> <li>• Neutralize foreign intelligence operations</li> <li>• Ensure protection of information</li> <li>• Carry out counterintelligence measures</li> </ul>

Fig. 11. Relationship of national security interests, strategic military objectives and military objectives in the National Defence System

27.2.6. Foreign intelligence actions against the national defence establishment are neutralized.

27.3. Employment of the armed forces in Lithuania. In peace time the armed forces, in order to provide deterrence and protection of the territory of Lithuania, carry out development directed towards future defence requirements, training of existing units and stability operations; control the national territory and respond to armed offenses (e.g., airspace, maritime surveillance and control, search and rescue, incidents of military transit, mine clearing, etc.). If the conflict increases, more units of the armed forces are employed, thus increasing the contribution of the armed forces to conflict resolution (Fig. 12).



Fig. 12. Themes of National defence operations according to the level of conflicts

27.3.1. State defence encompasses armed resistance against direct armed aggression against the Republic of Lithuania. In this case the armed forces carry out military operations, and other elements of the national defence establishment provide support by carrying out missions defined in the State Defence Plans. There are two possible options of defence: an independent national defence and collective defence with allies. In both cases, civil resistance of the entire society against the aggressor makes moral and physical basis of the armed defence.

While carrying out defensive operation independently, the armed forces employ regular troops and all types of reserve units both in own territory and in the territory occupied by the enemy. The most important objective - to stop the enemy in order to gain time, maintain the territory / objects, demoralize the enemy, causing him chaos and constant sense of surprise. In order to reach this result the actions of units should be coordinated and controlled throughout the country simultaneously.



General Jonas Žemaitis  
Chief of Defence  
of the occupied Lithuania  
(1909–1954)

LITHUANIAN ARMED RESISTANCE, 1944–1953  
ORGANIZED BY GENERAL  
JONAS ŽEMAITIS-VYTAUTAS

In May, 1947, J. Zemaitis was elected as Commander of the United Kestutis District. In May, 1948 United Kestutis District, Resurrection District and Žemaičių District decided to merge into a bigger movement of freedom, called the Sea. J. Zemaitis was appointed as a Commander of this Western organization of Lithuanian partisans. Soon he started organizing unified command of partisans. At the same year J. Žemaitis chose Vytautas pseudonym.

In 1949 he called the Congress of all Lithuanian partisan leaders, where he announced about the establishment of a united resistance organization - Lithuanian Movement of Fight for Freedom, adopted a political declaration, which stated that the Council of the Lithuanian Movement of Fight for Freedom was the supreme political body of the nation, governing the military and political liberation fight in order to re-establish an independent democratic republic. Massive armed resistance has become a well-organized military structure, varying out self-defense of the state of Lithuania against the aggressor - the Soviet Union.

Lithuanian Genocide and Resistance Research Centre

While carrying out Lithuanian collective defence jointly with the Allied forces, Lithuanian Armed Forces participate in joint defensive operations to the extent indicated in the Collective Defence Plan. Operational forces of the Lithuanian Armed Forces are assigned to NATO operational command. In all cases Lithuanian Armed Forces contribute to the host nation support to the Allied forces. In this case, regular and all types of reserve military units are employed.

27.3.2. Armed forces support to other states and municipal authorities is provided in cases determined by law, employing existing military capabilities.

27.3.3. Armed forces neutralize threat of foreign intelligence activities at all levels to ensure operational security (OPSEC).

27.4. Employment of the armed forces outside Lithuania. Armed forces units may conduct operations outside Lithuania (e.g., NATO article 5 operations in the territory of Allies, UN article 6 and 7 UN operations). Lithuanian Armed Forces carry out operations outside Lithuania as a member of NATO, EU, UN or ad hoc coalitions. Lithuanian troops also can be employed to provide military assistance to the citizens of the Republic of Lithuania abroad.

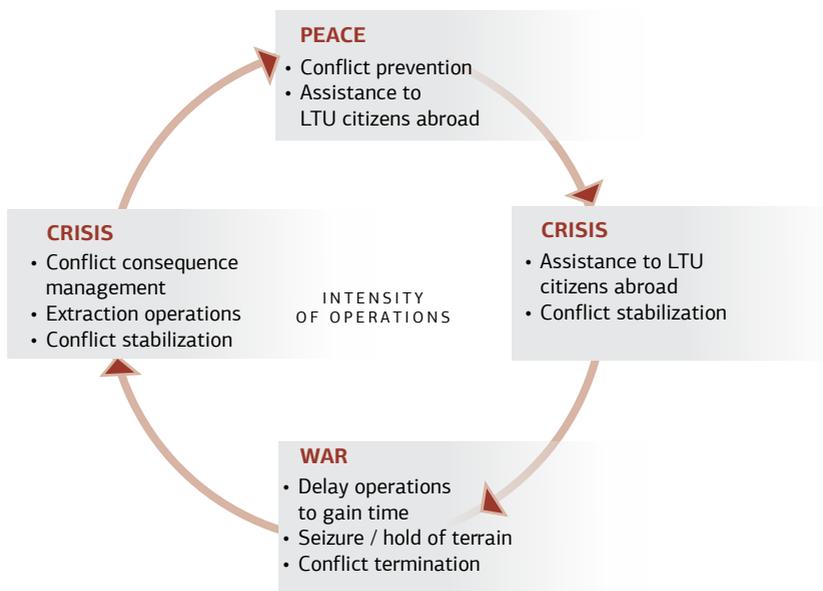


Fig. 13. Themes of expeditionary operations according the levels of conflict

## 28. LIMITATIONS OF THE LITHUANIAN ARMED FORCES EMPLOYMENT

There may be some limitations determined regarding employment of the armed forces and independent military units. Some are legal and regulated by the law of armed conflicts, while others arise due to specific environment and circumstances in which forces participating in military operation find themselves. In reality, there is no war, which is not limited by objectives, ways of achieving them and the environment in which the war takes place.

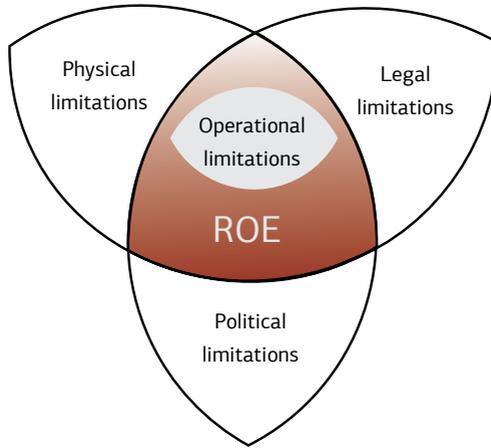


Fig. 14. Interconnection of the limitations

27.3. Political limitations. Political decisions, which determine both political objectives of military operations, and limits of military actions; they also limit area of military operations to a certain geographic terrain, and availability of types of weapons.

27.4. Legal limitations. Effective application of national and international laws on armed conflicts and international humanitarian law depends on the knowledge of laws of the countries involved in a military conflict. Lithuania is in compliance with international commitments and conventions, which the country has ratified. Foremost among them is the Geneva Convention of 1949 and two additional protocols of 1977. The main commitment is that soldiers should be distinguished from civilians and only military targets can be attacked (if civilian casualties are likely to occur, attacks should not be launched). The prisoners of war must be treated humanely.

It is important to know that responsibility for the compliance with the law of armed conflict rests on every soldier, so he must be aware of their importance and follow them.

27.5. Rules of Engagement. Conditions and restrictions as to where, when and against whom a military force (not just arms) should or should not be used. Rules of Engagement are established for all types of operations in Lithuania and abroad. While carrying out operations in Lithuania, Rules of Engagement are determined by the Minister of National Defence, while par-

ticipating in joint operations with Allied forces – by multinational headquarters as well. The main principles of the Rules of Engagement are necessity, proportionality, and the inherent right to self-defence. In determining the Rules of Engagement in multinational operations, cultural and ethnic characteristics of the region should be taken into consideration.

27.6. Physical limitations. Environment affects military operations. It is not easy to overcome constraints depending on physical conditions. Actions such as crossing the river and port approach blocking not only can help to achieve the direct objective, but also make much greater influence. Weather conditions can affect military operations in a positive and negative way. Short-term climatic changes may affect the use of tactical military capabilities, and long-term - have an impact at the operational and strategic levels.

27.7. Caveats. Usually technical limitations due to which military unit can not perform certain specific missions, which are necessary to be carried out in accordance with the operation plan. Caveats are mostly determined to Armed Forces units involved in operations outside Lithuania, but they can be also determined to the units conducting operations in Lithuania, for example, infantry unit, assigned to extinguish fire are not allowed to operate inside buildings, because they are not provided with necessary equipment and clothing. Caveats are determined in advance, operation commander, superior commander and all soldiers participating in the operation should be aware of them. Caveats operation-specific.



## VIII. FINAL PROVISIONS

Lithuanian Military Doctrine is a public document. Doctrine shall be reviewed and revised in case of substantial changes in the security environment and geopolitical situation, as well as on gaining new military experience.

Any suggestions regarding amendments of the doctrine commanders shall submit to the Chief of Defence (Annex 3).

Chief of Defence carries responsibility for the military doctrine to correspond national security and defence policy, international law and applicable laws of the Republic of Lithuania.



# IX. TERMS AND DEFINITIONS

## 1. 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. (AAP-6)

## 2. Conflict

Armed struggle or clash of states or society groups in order to reach certain political or military goals. Conflicts usually involve not only the regular armed forces, but also irregular forces. The conflict may be characterized according duration, geographic location, weaponry used, and level of military force.

## 3. Information Operations

Coordination of actions to influence the enemy decision-making process, exposing the opponent's information, information processes and systems while protecting one's own.

## 4. Institutional Capability

Ability to set strategic capability development guidelines and facilitate development of operational capabilities not related directly with combat actions. This includes strategic planning, personnel training, maintenance of infrastructure, capability planning, etc. Institutional capability ensures everyday functioning of the National Defence System.

## 5. War

Armed confrontation between states, coalitions of states, societies and other subjects.

## 6. Art of War

Resourceful employment of military force in order to achieve the objectives.

## 7. Military Unit

Structural unit of the armed forces having a prescribed size.

## 8. Armed Forces Power

All armed forces military capabilities, doctrine provisions, management

methods and motivation system that allows the military to effectively carry out its tasks raised.

#### 9. Capability

Ability to act and achieve the desired result (objective).

#### 10. Operation.

Military actions in carrying out a strategic, tactical and administrative military mission and training; a combat including force movement, supply, attack, defence and manoeuvre.

#### 11. Resources.

Human, material, financial resources and time consumption.

#### 12. Administration.

Military affairs management, not including art of war (strategy, art of operations, tactics).

#### 13. Warfare

Theoretical methods of warfare, the principles and means used by the armed forces in preparation for and carrying out the task.

#### 14. Coalition

An alliance of states formed to reach a certain goal.

#### 15. Combat Power

Military unit's ability to perform tasks at a certain time using available means. Combat power includes: leadership, soldier combat capability, fire power, manoeuvrability, force protection, military commanders ability to manage the units and the information during battle.

#### 16. Crisis

An incident or situation that causes a threat to national interests. Diplomatic, economic, political or military means can be used to solve the crisis.

#### 17. Operational Design

Military operations planning measures, identifying how to effectively plan the future operations.

#### 18. Operational Capability

Ability to act and achieve the desired result (objective) in operational environment.

## 19. Operational Forces

Operational forces are formed to carry out military operations. They include military units of the armed forces services, attached for the operational command of the Chief of Joint Headquarters by the Chief of Defence.

## 20. Sustainment

It comprises all administrative and logistic arrangements necessary for the successful support of operations and implementation of the operation plan. Administrative and logistic measures should be integrated in the operation plan and be a part of operational planning.

## 21. Sustainability

The ability of force to maintain adequate combat power as long as needed to achieve the objectives.

## 22. Operational Command (OPCOM)

Authority given to a commander to organize his forces and to manage the actions of these forces so that forces can carry out the task. It does not include responsibility for preparation of military units, administration, internal organization, and discipline and logistics solutions.

## 23. Operational Control (OPCON)

Authority given to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by functions, time or location; to redeploy subordinate units, and to retain or assign tactical control of those units. It does not include authority to assign separate employments of components of the units concerned. Neither does it include administrative and logistic control of separate units.

## 24. Tactical Command (TACOM)

Authority delegated to a commander to assign tasks to forces under his command for the accomplishment of the mission assigned by higher authority. In the Lithuanian Armed Forces tactical command is carried out by commanders of military units.

## 25. Tactical Control (TACON)

Detailed and usually local direction and control movements or manoeuvres necessary to accomplish missions or tasks assigned.

## 26. Mission

Clear, concise statement of military unit task and goal.

### 27. Task

Detailed instructions for a military unit, helping to successfully perform the mission.

### 28. Control system

Set of measures allowing the commander to gather information, plan, coordinate, monitor and manage actions of military units while conducting tasks. The system includes command institutions (headquarters), personnel, and information accumulation, processing and transmission means, classification, and automated control equipment, standing operating procedures.

### 29. Command and Control (C2))

Authority delegated to a commander to carry out the task using subordinate and assigned units. Command and control function is performed through personnel, tools and buildings, communications, and other measures established by a commander in operations planning, directing, coordinating and control procedures.

### 30. State Military Power

Physical and spiritual capability of state as a whole and ability to mobilize such capability in order to reach objectives in war and in addressing other problems. Military power is determined by economic, social, political, scientific and technical possibilities. Armed force's ability to carry out tasks given by political leadership - a direct expression of military power of the State.

### 31. Full Command

Right and responsibility of the superior commander to issue orders to subordinates. Full command covers every aspect of military operations organization and administration, combat training, logistics and exists only within national (state) armed forces. These powers can not be delegated, therefore no multinational coalition or NATO commander has full command over the Lithuanian operational forces that are assigned to him. In the Lithuanian Armed Forces only Chief of Defence has an authority of full command.

### 32. Mission Command

It embraces a flexible, pragmatic and decentralized mission execution in accordance with clearly formulated and understood superior commander's intent.





# X. ANNEXES

NATIONAL SECURITY STRATEGY MILITARY STRATEGY			
AJP 01 and other NATO doctrines*	LITHUANIAN MILITARY DOCTRINE		FIRST LEVEL OF PUBLICATIONS
	JOINT FORCES OPERATIONAL DOCTRINE		
Example	Administrative area	<ul style="list-style-type: none"> <li>• Manpower administration;</li> <li>• Management of detainees.</li> </ul>	SECOND LEVEL OF PUBLICATIONS
	Reconnaissance area	<ul style="list-style-type: none"> <li>• Intelligence procedures</li> </ul>	
	Operations area	<ul style="list-style-type: none"> <li>• Combat support</li> <li>• Electronics warfare</li> <li>• Peace support operations</li> <li>• Combat tactics</li> <li>• Special operations</li> <li>• Air defence operations</li> <li>• Maritime operations</li> <li>• Air deployment</li> </ul>	
	Logistics area	<ul style="list-style-type: none"> <li>• Operational logistics</li> </ul>	
	Planning area	<ul style="list-style-type: none"> <li>• Operations planning</li> </ul>	
	Communications and information systems area	<ul style="list-style-type: none"> <li>• CIS procedures</li> <li>• Usability</li> </ul>	
	Training area	<ul style="list-style-type: none"> <li>• Pre-mission training</li> <li>• Combat readiness evaluation</li> <li>• Lessons learned process</li> </ul>	
	CIMIC area	<ul style="list-style-type: none"> <li>• CIMIC operations</li> </ul>	
Dictionaries of military terminology			

\* NATO doctrinal documents can also be used at the second or third level of publication.

Annex 1. Hierarchy of Doctrinal Literature.

## Annex 2. CONCEPT DEVELOPMENT PRINCIPLES

Concept (in Latin Conceptum) – a notion or statement of an idea, expressing how something might be done or accomplished.

Development of concepts is a major aspect in the military capability development. The concept provides the key principles how military capability is planned to be developed.

While developing new concepts it is necessary to remember that, like other ideas, ideas of military concepts (ideas) are changing in the course of time. Their need for revision should not be related to the planner's lack of competence. Technologic and human factors may influence the necessity to make revision of the concept.

Development of concept is a natural part of the implementation process of the idea. This is a creative process while gathering information, analyzing and discussing, later a vision of planned capability development is created. While carrying out further planning process, even if concept is approved, it is often necessary to change it due to financial, technical or other circumstances.

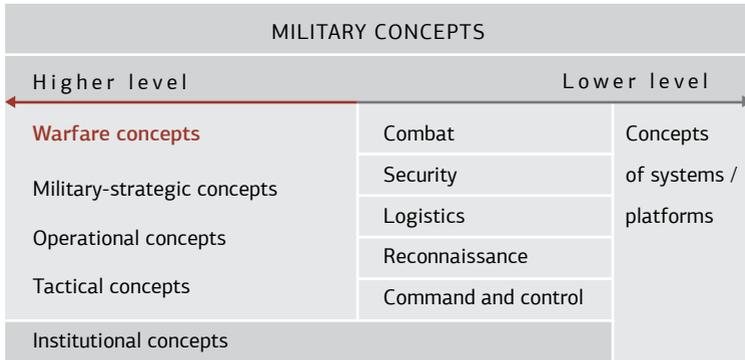
In hierarchy of concepts the levels differ in their details. The more advanced the concept is the more general guidelines are provided.

Division between the levels of concepts in practice is not always clear; therefore, while preparing a concept documents, they can be divided into several levels:

Warfare concepts define knowledge of warfare (lessons learned) and science in accordance with the specified parameters, i.e. armed forces warfare principles. Warfare concepts are drafted in accordance with functional trends of the developed capabilities.

System concepts define visions of different military platforms or systems. This may be a certain technology, training programs, structure, and infrastructure, such as, fire support system in the future. Although conceptions of this type define sufficiently narrow field of military activity, the concept style should be maintained.

Concepts do not contain references to the existing doctrines, structures and weapons. They also should not include information on how to develop



Annex 2. Concept hierarchy

military capability, or to what forces it should depend and what equipment should be used. Definitions in capability concept can be like this: "to ensure complete air defence over the entire territory of Lithuania," "be able to destroy enemy's armoured equipment up to 2000 meters distance," "ensure transportation of soldiers in tactical distance".

In order to approve the concept the document should be drafted which usually includes the following main parts:

1. The goal of concept;
2. Implementation terms, assumptions and potential risks;
3. Statement of military problem;
4. Brief overview of the idea;
5. Integration according essential capability elements;
6. Capability requirements.

### Annex 3. Doctrinal cycle.

Doctrinal cycle defines doctrine drafting and development principles.

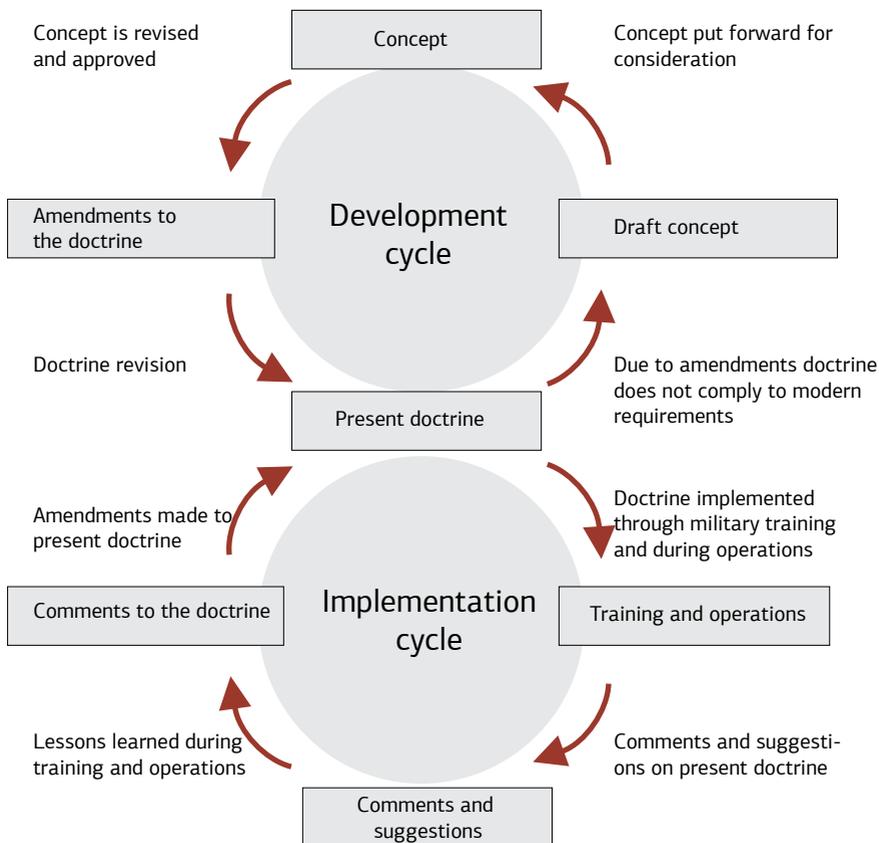
Normally doctrines are revised every three years. If changes in the strategic environment, warfare provisions, or shortcomings in the doctrine occur, amendments in the doctrine can be made.

Doctrinal cycle includes doctrine development and implementation cycles.

Doctrine development cycle is a methodical process of doctrine change. Once the necessary doctrinal changes due to political, military or technological changes are defined, new draft-concept should be developed. This initial document is subject to assessment taking into consideration after-effects of its implementation. After project approval it becomes a concept.

Provisions defined in the concept are included into the document of comments. Comments are approved, included into the revised edition of the doctrine, and the doctrine is approved.

Doctrine implementation cycle includes practical use of the doctrine. Principles of doctrine provide basis for preparation and conduct of military operations. Once the shortcomings of doctrine principles are defined, document of doctrine comments and recommendations is drafted. After applying experience gaining process, the document of doctrine comments is drafted. The document contains the information required to make amendments in the doctrine, and if necessary, to develop concepts.



Annex. 3 Doctrinal cycle

Foto's from MOD archive

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