

OPERATING ENVIRONMENT 2018

**THE IMPLICATIONS FOR THE USE AND
DEVELOPMENT OF THE ARMED FORCES OF THE
CZECH REPUBLIC**

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INTRODUCTION

The aim of the study is to assess the trends of development of the operating environment and to provide an alternative view for the debate on the development of the capabilities of the armed forces. The study evaluates the conditions that affect the environment of possible conflicts. The aim is also to provide the knowledge for a wider professional public to obtain a more comprehensive picture of the conditions of use of the armed forces and other organisations involved in future conflicts.

The study provides a framework for thinking with the ambition to stimulate the interest of readers in understanding the trends of development and their impact. The purpose is to encourage a wider expert discussion on the future, and thus, to set conditions for a focused and conceptual development of the capabilities of the armed forces.

METHODOLOGY

The study was prepared using the results of research and analyses of the Centre for Security and Military Strategic Studies, University of Defence in Brno. Foreign and national strategy documents, studies and other analytical materials assessing the trends in security and operating environment were used to prepare the study.¹

The study evaluates the long-term trends of development of the operating environment. Nevertheless, the prediction of their further direction is difficult. An exact picture of the future may be affected by new trends or specific events, because the development of this environment is uncertain and highly dynamic.

For the purposes of this study, the *operating environment*² is defined as follows: The operating environment is part of the security environment. It is the space for the interests of military and non-military, international, transnational, national bodies and other actors of international affairs. The operating environment is composed of a combination of factors, conditions, circumstances and influences determining the manner of use of the armed forces and their capabilities, influencing the decisions of the commanders in the planning and conduct of military operations.³ In this study, the term operating environment is associated with the use of the armed forces and with the requirements for their building and training.

¹ Development, Concepts and Doctrine Centre. Future Operating Environment 2035. Shrivenham, Swindon. 2015. HQ SACT. Strategic Foresight Analysis 2015 Update Report. Norfolk Virginia USA, 2015. Vision of future warfare. Preparing for a renaissance in Strategic Warfare. Dostupné na: <https://goo.gl/Tx6RJM>; Bezpečnostní strategie České republiky. MZV ČR, 2015. ISBN 978-80-7441-005-5. Dostupné na: <https://goo.gl/kppAXu>; Obranná strategie České republiky. Ministerstvo obrany České republiky - VHÚ Praha, 2017, ISBN 978-80-7278-702-9. Dostupné na: <https://goo.gl/nxSRX7>; The Operational Environment and the Changing Character of Future Warfare. US Army TRADOC 2017. Dostupné na: <https://goo.gl/9nkheo>. United States Joint Forces Command. Joint Operating Environment 2010 (JOE). Suffolk, 2010.

² AAP-06 NATO GLOSSARY OF TERMS AND DEFINITIONS (ENGLISH AND FRENCH) defines operating environment as: „A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.“

³ Future operating environment 2035, ref. 1.

The main actors and elements that are the subject of the evaluation of the operating environment include: (1) the adversary; (2) the terrain and climate conditions; (3) the local population; (4) habitation and cultural environment; (5) technology; (6) information and informational environment.

THE STRATEGIC CONTEXT

The development in the operating environment is closely connected to the development in the security environment, with high levels of instability, uncertainty, complexity and interdependence of events and threats. There has been an apparent deterioration in the security environment in recent years and the nature of the threats arising therefrom is associated with a significant increase of risks for the western world. There are increasing tensions in various parts of the world that can expand in an unexpected way with positive, but more importantly negative effects on security, strategic and environmental interests and the overall prosperity of the Czech Republic.

Alliances and cooperation. Cooperation with the allies and partners under international organisations will remain a preferred method of international engagement of the Czech Republic. NATO will remain a crucial element of the defence system, which the Czech Republic will rely on in the future. The EU will aim to strengthen its strategic autonomy and integration in the area of common defence policy.

Globalisation and interconnectedness. Owing to the increasing globalisation, the Czech Republic will be interconnected with the world more than it is at present.⁴ The global environment will not provide sufficient time for planning and decisive response to suddenly appearing security threats. Still, the solution will require rapid intervention of the military force.

The shift in the balance of power. The centre of gravity of global economic power has shifted from the United States and Europe toward Asia. There is a growing interest in the so-called global commons and the creation of capacities to control them by the great powers. The result is a change in the balance of power and the creation of a multi-polar world. The military power of the United States, compared with China, will become relatively lower. Other great powers, such as India and Brazil, will pursue strategic interests in resources outside their regions. The influence of Russia will increase significantly, and despite the issues associated with the demographic decline, poorly developed infrastructure, corruption and dictatorial regime, the effects of its foreign policy will be of global importance. Countries such as Germany, United Kingdom, France, Turkey, Australia, Canada, Indonesia, Japan and some other will gain importance in the context of their regions. Other countries, especially less developed ones, or even some non-state actors, will try to expand their influence by non-traditional ways (such as sponsorship of terrorism or cyber activities). Probably

⁴ Globalisation (from global, meaning whole world) is a long-term economic, cultural and political process, which expands, deepens and accelerates the movement of goods, people and ideas across the borders of countries and continents. International Monetary Fund (2000). "Globalization: Threats or Opportunity." Available on: <https://goo.gl/wxyEhD>

only the United States and China will become world superpowers, which will be able to set and change the world order in the longer term.

Demography. The number of people on the planet will increase from the current 7.2 billion to between 8.1 to 9.4 billion.⁵ The population growth will be lower, in particular, in advanced countries, while some of them may even encounter decline. In the emerging and less developed countries the population will grow much faster and the increasing urbanisation will lead to instability and imbalances in the composition of the population in terms of age and gender. This will result in political and social tensions, particularly with the young population in the territories of the Middle East, Central Asia and sub-Saharan Africa, which will become a storehouse of strongly discontented young men, more susceptible to radicalisation.

Urbanisation. In 2030 and later, most of the world's population will live in cities. Some cities are already or will become huge conurbations, inhabited by several tens of millions of people. These "megacities" are often located on or nearby coasts. The largest development of urbanisation will take place in Asia. The developed cities will be very modern, with a well-functioning infrastructure and institutions, and will have access to resources. However, the huge number of people in these cities will create the conditions for the existence of crime, traffic problems, strong environmental pollution, gentrification⁶ and other negative phenomena. The declining or underdeveloped large cities and towns will become a source of instability and security problems. Weak governments and inadequate institutions and services may be the cause of the growth of violent and criminal activities, which will become typical symptoms of decline. Activities and initiatives of the western countries can contribute to the improvement of the conditions by local governments.

Climate change. The consequence of the climate change will be the increasing level of the seas and oceans. Extreme weather phenomena are likely to be more frequent and last longer. They will result in the loss of human lives, injuries, incidence of diseases and high material damage. Their secondary manifestation will be the growing migration, social unrest, instability and conflicts, the effects of which may affect the interests of the Czech Republic. The armed forces will be more often involved in the assistance and support activities, such as the delivery of humanitarian aid.

The lack of resources. The requirements for the availability of natural resources in the future will likely increase. The increasing costs associated with these requirements can lead to intolerance and inequality between countries and communities. The climate changes can lead to a lack of potable water and basic raw materials and thereby contribute to the limited supplies of food.⁷ The fact that many countries share the same water resources may result in local regulation. The result will be limited crops, famine, ongoing migration and possibly also the emergence of intrastate or international conflicts. The scarcity of fossil fuels, precious metals and

⁵ UN Department for Economic and Social Affairs, (2012); UN World Population Prospects, (2012).

⁶ Gentrification is a term for the local socio-cultural changes that result from richer people buying property for living in previously less prosperous communities. Gentrification is associated with an increasing average income and decreasing average size of a family in the community, which may lead to the exclusion of the low-income population (because of the increased costs of living, higher prices of houses, and higher taxes on property).

⁷ Oxford Research Group. (2011), Competition Over Resources; Drivers of Insecurity and the Global South. Available on: <https://goo.gl/Vh5LL6>.

materials necessary for the production of hi-tech products may occur. Dealing with these shortcomings will require the development of new technologies and discovering, mining, treatment and transport of resources often in conflicting, dangerous and very remote areas. The requirements for the protection of supply and transport connections in this respect can trigger international conflicts.

Corruption and crime. Corruption undermines proper functioning of the government, disrupts its credibility, legitimacy and accountability. It can cause and maintain instability and contribute to global inequality. By 2030, criminal entities will increasingly use alternative currencies, which will facilitate anonymous financing of terrorist organizations. It will be much more difficult than today for the governments to freeze funds from the transnational criminal offences or sanction dangerous (rogue) regimes. The enforcement of legislation against corruption will be difficult, particularly in post-conflict countries. Drug, arm and human trafficking will remain a global security problem.

Actors. In 2030, there will be a broad spectrum of influential and powerful actors who will often become a challenge for the states in many respects. These actors can include small movements as well as large, well-interconnected collectives. They will have a particularly significant effect in developing countries. While the state will continue to be the dominant actor in international affairs, large multinational corporations, non-governmental organizations and international organizations will become more prominent and influential.

- State actors. The national state will remain the central actor in the international environment for the next 15-20 years. Adaptable states are likely to be more successful and will increasingly have to cooperate with many constantly influencing non-state actors, international organizations and even individuals with extreme influence. There will be growing competition between the states in terms of access to and influence over the increasingly limited resources. In the coming years, a traditional conflict between states cannot be ruled out, yet, terrorist attacks sponsored by the state, proxy wars and cyber attacks are far more likely.
- Non-state actors. By 2030 and afterwards, some non-state actors (multinational corporations, non-governmental organizations and municipal authorities) are likely to exercise greater influence with a greater impact on global issues than today. Cooperation between state and non-state actors will be usually necessary; three-way involvement of soldiers, non-governmental organizations and multinational companies will become increasingly important. In view of the trends of more intensive and more complex urbanisation, the involvement of municipal authorities is particularly important for the conduct of military operations in cities. Extremist non-state actors, often led by ideological and criminal motives, will be certainly able to use information technologies in a larger scale with the potential to impair significantly the communication and economic links. They will have the ability to use a wide range of military capabilities (even if on a limited scale) and new techniques to exploit our weaknesses and interfere in our protection and defence systems. In some cases, they may achieve a mass effect not seen before, with significant economic, social and institutional impact. Also, relations between non-state actors, extremist actors and influential criminal organizations may develop.

Technologies. Technologies will be a key driver of changes in some areas with respect to the pace of development and the increasing availability. The access to technologies will also likely provide opportunities to offset some sources of tension in the future. The globalisation of technologies will lead to more extensive distribution of cheap equipment or to reducing its costs. This will allow access to relatively sophisticated weapons for a higher number of actors. The previous technological advantages enjoyed by the armed forces of the developed countries will continue to be reduced for a number of reasons. A number of western countries will be overtaken economically, especially in the quantity and quality of products. It will not be possible for the western countries to rely on expensive top-level platforms; these will become much more expensive, causing it impossible to ensure the required quantity.

THE IMPLICATIONS FOR THE CZECH REPUBLIC

In the future, the armed forces have and will continue to have the essential importance in ensuring the defence of the state and the security of its citizens. For the armed forces to pursue and promote the policy of national security policy, prosperity and the interests of the state through hard as well as soft powers, they must be able to fulfil the following, interconnected tasks:

- to prepare for the defence of the Czech Republic and defend it against external attack;
- to participate in the collective defence of the territory of the NATO allies;
- to participate in the activities contributing to peace and security, in particular by participating in the peace-making and peace-keeping operations and rescue and relief operations;⁸
- to implement activities in the framework of the cooperative security (creating the institutional framework and the training of the armed forces of partner and failed states).

By fulfilling these tasks, the Czech Republic will contribute to the shaping of the security environment and strengthening its stability, creating deterrence potential within the framework of collective defence and dealing with crisis situations across the range of operations within the defined geographical area. The way in which the Czech Republic uses the military power tool may change and this will require new approaches and capabilities with securing adequate resources.

THE PRINCIPAL VARIABLES IN THE OPERATING ENVIRONMENT

Adversary. The potential adversary will be the traditional armed forces, irregular forces, non-governmental paramilitary organizations, criminal and terrorist organizations, individual religious fanatics, or other actors, such as the so-called

⁸ *Obranná strategie České republiky*. Ministerstvo obrany České republiky - VĚÚ Praha, 2017, s. 1. ISBN 978-80-7278-702-9. Dostupné z: <https://goo.gl/8FoLLL>

“green men”. They will take advantage of the benefits provided by the information and communication technologies and new relatively easily accessible weapons systems. The adversary will be often armed with advanced systems and equipment of the same type and origin as the armed forces of the developed countries. The main feature of the adversary will not be only their ability to conduct the traditional conventional operations on a large scale, but in many cases the ambiguity and vagueness, significant asymmetry and irregularities in their activities. It can be assumed that in some cases the adversary will be able to undertake operations on the same or even higher technological level than the Alliance.

The adversary who will not have sufficient combat potential to compete with the armed forces of the developed countries will continue to use the unconventional and irregular ways of waging war. An **asymmetric opponent** will try to prolong the conflict, avoid decisive contacts, bring the conflict to the urbanised areas and strive to change the nature of the conflict. The aim of the adversary is the gradual establishment of aversion among the local population and prolonging of the conflict at the cost of loss of human lives and other values. The adversary will use terrorist activities for the destruction of the battlefield and disruption of the planned operations and will interfere in the communication and information systems. In order to achieve their objectives, they will use all available resources and information to restrict or impair the entry of other armed forces in the area of the battlefield. They will permanently attack the armed forces and accurately destroy selected important objects using irregular methods and means.

The types of likely adversaries can be classified as:

- regular armed forces with a stable and known organisational structure, acting in accordance with the accepted doctrinal principles and rules and respecting the standards of international law;
- regular armed forces with variable and often less known organisational structure that operate outside of the adopted doctrinal principles and rules and not respecting the standards of international law (e.g., military forces of the so-called Islamic State);
- paramilitary organizations and formations of militia and home defence associations with ad hoc organisational structure, generally only with lighter weapons and a low level of respect for the generally accepted legal standards;
- guerrilla units fighting against the local government and its potential allies, not respecting almost any legal standards - these units will be well-trained with probable weaponry and technologies of the light type;
- terrorist and criminal organizations at both national and transnational or global levels that do not respect any legal standards and use the hi-tech weaponry of lighter to medium type;
- private paramilitary forces - a new type of actor that can operate at any stages of the armed conflict. These companies will provide trained soldiers armed with the latest equipment of various types. These paramilitary forces can be contracted from civilian companies by any of the parties in the conflict. The most recent

conflicts confirm the increasing participation of the actors of this type in the conflicts.

The terrain and climate conditions. The armed forces with their weapons systems will operate in all types of terrain and in different climate conditions. Most often, the environment will differ from what is typical in Central Europe: desert and steppe areas, sea coast areas, areas with dense tropical vegetation and spacious mountainous terrain. The majority of military operations will be conducted either in a difficult terrain with extreme climate conditions or in the environment with a high population and settlement density. The density and complexity of infrastructure may reduce the effectiveness of the use of weapons with advanced technology, use of communication systems, obtaining intelligence and effectiveness of surveillance and reconnaissance systems. Demanding climate conditions in combination with the long duration of operations in rough terrain and in built-up areas may reduce the effectiveness even of the most modern weapons systems. The continuing trend of urbanisation, in particular, in coastal areas and the increasing diversity of actors will complicate the detection, identification and monitoring of regular or irregular forces, suspects and material. For selective and accurate destruction or neutralising the targets with the exclusion of side effects not only in the built-up areas, high precision weapons will be used primarily to limit collateral damage.

Local population. The local population will be always engaged in the conflict. Military operations will usually take place in an area involving activities of various governmental and non-governmental organisations, companies and media. In this respect, the growing role of civil military cooperation and information operations will be irreplaceable, in particular, in obtaining information and exercising psychological effects on the local population and other actors. In combat operations, it will be necessary to address not only the protection, defence and security of own troops, but also of the civilian population. This will make the preparation and conduct of military operations and the use of force more difficult. The appropriate use of modern high precision weapons (HPW) will minimise collateral damage, which will have a significant impact on public opinion on both sides of the conflict.

Habitation and cultural environment. As a result of military operations, serious or irreversible damage to the environment and the destruction of cultural and religious values of material or intangible nature may occur. This can be caused by the activities performed by the troops or by the adversary. Therefore, it is important to preserve the environment to the maximum extent possible and to protect the cultural heritage in the area of the conducted operations. The use of HPW will have a decisive role in terms of exclusion or minimising collateral damage and losses (destruction of historical monuments, contamination of the area). In the future operations, there will be focus on observing the international law and democratic values with the aim of strengthening the position of the armed forces in relation to the task of promoting international law (UN mandate).

Prospective technologies. The operational capabilities of the armed forces of the developed countries will be increasingly based on the use of state of the art technologies. The basis will be in information and communication technologies which will connect the weapons systems into a single system. The goal of the modernisation of the armed forces is getting higher operational efficiency, in particular, the

accuracy of targeting the opponent and the protection of own forces. The used equipment and armament will ensure high combat effectiveness of individuals as well as weapons systems. Further development of unmanned weapons systems, non-lethal weapons and nanotechnology can be expected. The multinational nature of the operations places increasing demands on the interoperability and compatibility of weapons and other systems even at the lowest levels of activities.

Information and information environment. Properly managed information has the role of a separate factor and it is becoming one of the key aspects in the conflict. The information environment provides an additional dimension for military operations and can be in the focus of a future conflict. The importance of systems responsible for the collection, processing, use, protection, and management of information and its use will be growing. There will be informational interconnection of the systems of command and control with the systems of HPW guidance under the concept of Federated Mission Networking (FMN). Elements of communication and information systems (CIS) will become part of the weapons systems. The degree of implementation and use of CIS will fundamentally affect the decision-making processes and the pace of conducting the operations. For HPW, this area will be important, in particular, for targeting. The advanced distribution and access to new technologies could also facilitate the misuse of these resources. For this reason, sensitive information is a very valuable asset shared by units of armed forces and as such it must be protected. The quality and speed of the collection, processing (analysis, dissemination) and sharing (forwarding to various control entities) of information may be threatened by the number of available information and intelligence products and can lead to overloading the system.

THE IMPLICATIONS FOR THE ARMED FORCES OF THE CZECH REPUBLIC

The operating environment is characterised by elements of chaos, insecurity, unpredictability, misinformation, mistaken beliefs, and asymmetry with significant implications for the use and the capabilities of the armed forces.

General requirements for the armed forces. The armed forces must be capable of joint interoperable activities across the whole range of usually multinational operations. Critical prerequisites for a successful action are properly managed information, speed of deployment and long-term sustainability in the area of operation. The armed forces must be able to adapt quickly to the developments in operation. They must be able to interact with the civilian representatives, non-governmental organisations and other agencies in the joint operating area. The activity of the armed forces requires a higher degree of special support skills in the areas of mechanical engineering, connectivity, radiological, biological and chemical defence, special operations, civil-military cooperation, logistics, and health security (e.g. in the framework of the reach-back concept).

The growth of the political demand for prepared and operational armed forces. In an uncertain environment, the existence and activities of state and non-state actors can be almost certainly expected, with the aim of directly attacking the values shared by the Alliance and their member states or to undermine their political and

economic stability.⁹ The armed forces will be an essential tool for ensuring the defence of the state and the security of its citizens.

A wide range of potential tasks and roles. The multi-dimensional concept of security requires that the armed forces of the state contribute to a credible deterrence and are adequately prepared to conduct the traditional conventional combat as well as non-conventional forms of warfare. In cooperation with allies, they will have to cope with diverse operational tasks, assist in dealing with crisis situations in the world and also in the territory of the state and be able to contribute to preserving, strengthening and peace-building, to provide assistance in the event of disasters as well as in humanitarian operations.

Balance of forces. The armed forces must be able to carry out tasks of the territorial defence and also of the expedition nature. There will be a number of smaller long-term operations in significant distances from the territory of the Czech Republic conducted at the same time. The forces will have to operate in various spaces, terrains and climates and in different cultural and religious environments.

Accuracy and efficiency. Precise and effective use of the armed forces is important not only from the point of view of the elimination of the opponent, but also in order to reduce the negative attitude of the civilian population participating in the conflict and the public of the Czech Republic. The requirements for legitimacy and legality of forces remain permanently valid and even accidental and unintentional collateral damage is ethically unacceptable.

Multifunctionality of the armed forces and versatility of their use. The tasks the armed forces will be faced with, will require a high degree of versatility. It will be necessary to create capabilities for the military operations suitable for assembling modular structures of forces according to specific environmental conditions and performed tasks.

Timeliness of response and short response time. Effective intelligence will make it possible to anticipate the emergence of a crisis situation and create the conditions for its prevention or stopping its escalation. However, timely application of military tools in the initial stages of the crisis situation requires much higher levels of awareness and preparedness of the armed forces and the elimination of the obstacles restricting the speed of deployment (political decision making, transportation, freedom of movement and operation in the global spaces). There will be growing demands on ensuring a timely deployment in the operation area.

The growing importance of the human factor. Comprehensively prepared staff is the basis for the successful operation of the armed forces. Even commanders at the lowest levels of command will assume more responsibility for completing the tasks. Their decisions may have strategic implications. The complex environment and activity in the whole range of operations place higher demands on preparation and a specific focus of training. This is related to an increased use of synthetic environment, enabling complex training for potential tasks, the framework of which can be difficult to create in practice.

⁹ Joint Operating Environment 2010, ref.1, s. 60

Sustainability. The distance of operations from the territory of the country, limited support from the host country and the need for continuous logistical support require an effective international cooperation, support from the private sector and strengthening of the forces and means of operational logistics. It is crucial to ensure and to protect communication lines, availability of resources and security of supplies for the armed forces by the industry.

Existence of protective systems and components in military equipment. The requirements for a high combat effectiveness of weapons systems of units and individuals will go hand in hand with the provision of an adequate level of protection. The equipment of the armed forces with protective systems and components will require cooperation and involvement of a range of various military and non-military science, research and development institutions, which will contribute to the creation of the required capabilities in the area of protection.

Readiness of reserves. The relatively small professional forces require adequate levels of prepared reserves to perform, support and maintain long-term operations. It is necessary to have a sufficient number of officers for commanding the deployment of the armed forces.

Multidimensional battlefield. The development of the operating environment also affects the course of the combat activities, which reflects the non-linearity, deployment of small mobile units in a large area, use of highly precise weapons systems, deployment of autonomous unmanned systems and obtaining an overview of the situation in real time.

In terms of tactics, further retreat from conducting defence and offensive operations in a linear manner can be expected. The effort to control the biggest number of relevant objects in the largest area with well-equipped and armed small groups of fighters will become dominant. To achieve the initial success, concentrated strengths of all components of the armed forces will be prepared, to be used later in post-conflict situations. At the final stages of the operation, military presence will be minimised and priority will be in the constant readiness of reserves at the tactical, operating, but also strategic levels of command.

Combat operations will be conducted in all domains (ground, air, water, space, cyber domain). A large number of small mobile groups will be deployed in a large area. All kinds of manoeuvres and combat activities (ambush, outflank, infiltration, foray, etc.) will gain more importance. There will be increasing importance of irregular and illegitimate activities used by special forces and the centralisation of the battle groups for the implementation of the operation and their subsequent dispersion in the area of operation.

It is necessary to create new innovative concepts for the future battlefields - concept for the use of high precision weapons, unmanned and autonomous systems.

The conduct of the combat activity will be entirely dependent on the communication data technology and systems capable of processing and transmitting the information, background and analyses in real time within the FMN concept.

The planning and conduct of operations will have a long-term cyclical nature. The planning and preparation of operations will require a comprehensive approach with

necessary coordination between all the components of the joint forces and the involvement of the international governmental and non-governmental bodies and organisations. There is a growing importance not only of the compatibility of computer technology and software, but also the alignment of the planning processes and procedures (standards) regardless of language and national barriers.

The advances in information systems, means of collaboration, awareness of the situation, space systems and military hardware will allow planning and conducting military operations at a higher pace. Information operations will be useful to an increasing extent because the extensive use of and reliance on the information and related processes and systems will create vulnerabilities and opportunities both for our own armed forces as well as for the opponent.

The adopted concepts and practical management of activities in the FMN environment will enable the response and decision to address the situation almost in real time. The responsibility will shift to the tactical level and within its framework to the lowest level of command; operational and effective command and control will become a decisive factor for the success of the combat activity.

In view of the anticipated use of a large number of small, well-equipped and armed units operating in a large area, there is a strong likelihood that within one operation, these units will be performing different types of combat and non-combat activities at the same time. It is practical to expect that at the same time these groups will conduct high intensity combat at one place and perform stabilising or covering operation to secure peace or humanitarian aid tasks at another place. This will lead to the complexities of the control and command at various stages of the operation.

The activities of the units will reveal great differences between the armed forces, not only because of the various professional preparedness of the soldiers. They will result, in particular, from technological diversity of used weapons and communications systems. In some situations, it will be necessary to retain the ability to operate without advanced technologies. Intelligence activities will have much greater importance for the operation of the units. Not only in the quality of the collection of information, but mainly in its transmission to all actors on the battlefield in real time using smart communication systems based on satellite and digital data communications.

In the stabilisation phase of the operations, the focus will be on minimising the side effects of the use of the weapons systems. Based on obtaining accurate background for selective identification of targets, the subsequent use of the precision weapons systems will be highly effective. This will be manifested mainly in the built-up areas where there is an attempt to reduce incidental damages and losses to property and lives of the civilian population. At this stage of the operations, there will be reduced requirement for the application of the field support forces or “specialist” police forces and provincial reconstruction teams.

The armed forces will be involved in ensuring the post-war (post-conflict) arrangement in the respective area, which will provide gradual transition from a post-war situation to a normal civil functioning. The transition from combat to stabilisation activities will require the involvement in the building of institutions and the preparation of the armed forces (capacity building). In the period between finishing

the combat operations and the restoration of civil control, many civil tasks will require the support of military forces.

Future operations will be conducted almost always as multinational operations. With respect to the maximum effect achieved in the conduct of combat activities, already the planning and launching of the operation will place tough demands on the fastest possible formation of the structure and use of forces with the emphasis on interoperability and compatibility of all units in terms of technical armament provision and in terms of equipment with communication means.

It is necessary to align the principles of tactics and conducting combat activities of all units and nations involved. This requirement is hindered by differences between the developed and other countries, not only in terms of equipment and armament, but also from the point of view of the low level of interoperability in the doctrinal area.

CONCLUSION

Predicting the future, especially distant future, is a complex task, but global trends of development in the operating environment, as described in this document, express the dynamics and shaping of the future aspects of society and international developments, including security policy and ways of waging war. The analysis of the operating environment shows that these trends are relentless and bring along rapid and often uncomfortable changes, forcing us to reassess many aspects of strategies, policies and everyday life. There are lessons to be learned from this analysis. The first and most important lesson is to understand and to accept internally the idea that the existing capacities of the armed forces and the way of their preparation, doctrines, material, but also the staff are not likely to be sufficient to fulfil the requirements for the armed forces in the short term and certainly will not be sufficient in the long term unless they are reviewed or revised.

With this in mind and understanding the transformation impact of technologies and the increasing speed of human interaction, the analysis of the operating environment shows that individual trends intensify and are often faster than the progress of the human. The distance between our own capabilities and efficiency of our opponents recedes, disappears or gets into a position where the capacities and technologies are relatively even among the actors and the real advantage is only the art of managing a range of interconnected processes and activities in all known domains.

For the armed forces, the result of their efforts in the future will depend to a large extent on the immediate decisions that are made today in the field of strategy and policy, concepts, innovation, adaptation and the ability to be a useful and fully integrated actor of the security structures of which we are a member. Although the future that this document suggests is not certain, the apparent trends show that the nature of warfare is changing. For the armed forces to be successful, it will be necessary to learn lessons from this situation.

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