Focus and convergence through a Comprehensive Approach:
But which among the many?

Cecilia Hull Wiklund
16th ICCRTS, Québec
A new type of C2 approach

• C2 of all participants in multifunctional environments is not possible
• Rather, focus and convergence will need to arise from a mere *willingness* to work together…
• …based on an understanding of interdependencies and a mutual perception of the benefit of working together
The Comprehensive Approach (CA)
Why a Comprehensive Approach?

- Humanitarian Programs
- Political Programs (Diplomacy)
- Development Programs
- Military Action
- Intervention Mandate
- Level of Security
Why is CA a C2 issue?

Analysis → Planning → Implementation → Monitoring/Evaluation

Humanitarian Programs

Political Programs (Diplomacy)

Development Programs

Military Action

Intervention Mandate

time
Different types of CA

• Many challenges to “working together”
• Several types of Comprehensive Approaches have arisen, depending on circumstances and context
• Two main interpretations of how CA should be implemented:
  • System awareness
  • Coherent policy and action
Two main interpretations:

<table>
<thead>
<tr>
<th>CA as system awareness</th>
<th>CA as coherent policy and action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mindset, culture, attitude</td>
<td>Structure or process</td>
</tr>
<tr>
<td>Understanding ourselves as part of a system</td>
<td>Acting to promote coherency</td>
</tr>
<tr>
<td>Something that an actor <em>has</em></td>
<td>Something that actors <em>share</em></td>
</tr>
<tr>
<td>Too fuzzy?</td>
<td>Too rigid?</td>
</tr>
</tbody>
</table>
Example: UN’s Integrated Missions

• Integrated Missions:
  • **Process** (Integrated Missions Planning Process)
  • **Structure** (Integrated Chain of Command)
But which CA?...

- Which type of CA that can be applied depends on how much control can be asserted over the system within which a Comprehensive Approach is to be implemented.
Examples of implementation

- **National level** (within states & governments)
- **Intra-agency level** (within one organisation)
- **Inter-agency level** (between several actors and organisations)

- PRTs in Afghanistan
- UN's Integrated Missions
- EU Civil Military Coordination Concept
- Kosovo? Haiti? Afghanistan?
- NATO CA?
In sum..

• A Comprehensive Approach is needed throughout the entire C2 process of analysis, planning, implementation and monitoring and evaluation

• Several types of Comprehensive Approaches can be applied to each step

• Which one is applicable depends on how much “control” can be asserted over the system you are acting in
Questions?