

MODULE 7 – OPERATIONAL ART AND CAMPAIGNING

INTRODUCTION

1. Module 7 forms the main thrust of the War Course. The purpose of Module 7 is to introduce participants to the challenges of delivering joint activity and effects at the operational level in a coherent, efficient and effective manner. It builds on the packages unfolded in the earlier modules and previous military planning that participants were introduced to at the AFCSC. The Decision Making and Military Planning Process features as a central theme throughout the module, with an opportunity for participants to practice its application during exercises. Participants are expected to be exposed to strategic level decision making which is further developed at the operational level, with both elements providing a firm grounding for campaigning.

2. The module focuses on the national approach to joint operational campaigning as enshrined in the AWCN Campaign Design Manual, AWCN Campaigning Aide Memoire and the Allied Joint Publications 3 and 5. Further insight on campaigning could also be obtained from the US Joint Publications 3 and 5-0. The approach is for DS to guide participants through the processes and techniques to be used and the outputs expected at each stage. Participants are then expected to apply the processes and techniques that

have been taught in order to expand their own analytical skills. The latter part of the module builds upon the planning aspects of campaign design and concentrates upon developing the participants' ability to apply the campaign management techniques required to execute an operation.

AIM

3. The aim of Module 7 is to develop participants' ability to evaluate military capability and its effective application at operational level in order to achieve strategic aims.

LEARNING OBJECTIVE

4. The Learning Objective of Module 7 (LO 7) is to develop competencies to formulate theatre strategies and campaign plans for the employment of military power in a joint, multi-agency, multi-dimensional and multi-national environment.

ENABLING OBJECTIVES AND KEY LEARNING POINTS

5. The Enabling Objectives (EOs) and Key Learning Points (KLPs) for Module 7 are contained in the table shown below:

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Enabling Objectives (EOs)	Key Learning Points (KLPs)
(a)	(b)
<p>EO 7.1 Discuss strategic and campaign planning considerations, operational capabilities and operating environments.</p>	<p>KLP 7.1.1 Identify Services’ operational capabilities, operating environments and their roles in joint operations.</p>
	<p>KLP 7.1.2 Discuss the planning considerations for military operations.</p>
	<p>KLP 7.1.3 Discuss the application of non-kinetic measures to achieve operational effects.</p>
	<p>KLP 7.1.4 Discuss contingency planning and the relevant framework.</p>
<p>EO 7.2 Discuss the employment of national crisis management architecture to achieve strategic objectives.</p>	<p>KLP 7.2.1 Explain the national approach to crisis response and management.</p>
	<p>KLP 7.2.2 Analyse the concept of joint operations and its application to achieve national defence objectives.</p>
	<p>KLP 7.2.3 Explain the reasons to protect civilians in conflict, effects of conflicts on the civil population and the strategic value of protecting civilians.</p>
	<p>KLP 7.2.4 Examine the Nigerian National Defence Doctrine.</p>
<p>EO 7.3 Apply operational art and operational design to deliver operational effects.</p>	<p>KLP 7.3.1 Discuss the levels of warfare and operational art.</p>
	<p>KLP 7.3.2 Discuss different approaches to operational art, campaign planning, wargaming and operational logistics (link to 7.4).</p>
	<p>KLP 7.3.3 Discuss the national approach to operational art, campaign planning and wargaming.</p>
(a)	(b)

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EO 7.4. Discuss and analyse the operational logistics considerations and plans in support of a campaign.	KLP 7.4.1 Discuss logistics considerations in operational design
	KLP 7.4.2 Develop logistics estimate in support of a campaign
	KLP 7.4.3 Develop a logistics plan in support of a campaign
EO 7.5 Demonstrate strategic planning, operational art, operational design and operational management.	KLP 7.5.1 Employ the operational design to develop strategic directives.
	KLP 7.5.2 Employ the operational estimate to develop a campaign plan.
	KLP 7.5.3 Employ the tactical estimate to develop a CONOPS.
EO 7.6 Evaluate military capability in achieving national strategic aim in a joint/multi-national/multi-agency environment.	KLP 7.6.1 Judge the effectiveness of military capability in line with operational design in a joint/multi-national/multi-agency environment.
	KLP 7.6.2 Appraise logistics delivery in support of operational plan in a joint/multi-national/multi-agency environment.
EO 7.7 Apply military strategic thinking and decision-making skills in a complex operational environment.	KLP 7.7.1 Apply strategic thinking in a complex operating environment.
	KLP 7.7.2 Apply military decision-making skills and operational management in a complex operating environment.

SCOPE

6. The module will be delivered covering the following aspects:

- a. **Land, Maritime and Air Operations and Operating Environments.** The package on land, maritime and air operations and operating

environments is meant to achieve EO 7.1 with emphasis on KLP 7.1.1. The package aims to refresh participants on the various types of platforms and tactical operations in different domains that facilitate mission success. It would also introduce the land, maritime and air operating environments, which the participants are expected to oscillate between and employ relevant assets. The package will also espouse how the various domains fit into joint operations. The essential reading for this package is as follows:

- (1) Army Doctrine Publication – Land Operations, Chapters 3 and 4.
- (2) British Defence Doctrine, Chapter 2 Paragraphs 240 – 242.
- (3) Allied Joint Publication 3 – Allied Joint Doctrine for the Conduct of Operations.
- (4) Understanding Land Warfare, Chapters 1 and 2.
- (5) Composite Warfare - Pages 42, 66.

b. **Special Environment Operations and Planning Considerations**. The seminar is meant to achieve EO 7.1 with emphasis on KLP 7.1.2. It will take participants in detail through the nature of the various specialist environments with emphasis on Jungle, Amphibious, Desert and Aviation operations,

which the participants are expected to oscillate between during campaign planning. It will also provide insight into the planning considerations for the various specialist environment operations to enhance participants' understanding of different factors for a logical operational plan. However, the employment of Special Forces to achieve operational effects will be featured as part of the General Service Knowledge (GSK) package for this module. There is a dearth of reading materials available in the College for this seminar based on its specialist nature. However, the Infantry Pocketbook, Section 8 provides some basic insights for Jungle and Amphibious Operations. Also, Doctrine for Amphibious Operations Army Tactical Publications 8 (A), Chapters 1-3 provides an overview of Amphibious Operations. Furthermore, Army Doctrine Publication – Land Operations, Chapter 3 Paragraphs 0363 – 0365 provides a brief outline of Aviation Operations.

c. **Planning Consideration for CTCOIN and Stability Operations.** The seminar is meant to achieve EO 7.1 with emphasis on KLP 7.1.2. It will provide an enhanced understanding of peculiarities of CTCOIN and Stability Operations. It is intended to aid participants in strategic, operational and tactical

level planning for CTCOIN and Stability Operations. The essential reading for these seminars are as follows:

- (1) Army Doctrine Publication – Land Operations, Chapter 3 Paragraphs 0341 – 0350.
- (2) Army Field Manual Volume 1, Combined Arms Operations, Part 9 – Tactics for Stability Operations, Chapters 1 – 6.
- (3) British Military COIN Doctrine (Army Field Manual Vol 1 Part 10), Part B, Chapters 2 and 3.
- (4) Composite Warfare – Chapter 19.

d. **Operational Effects and Non-Kinetic Measures**. The lecture is meant to achieve EO 7.1 with emphasis on KLP 7.1.3. It will examine other means of achieving operational effects other than the application of combat power. This will draw the attention of participants to optimum use of resource and conservation of combat power during operational design and management.

e. **Contingency Planning**. The seminar is meant to achieve EO 7.1 with emphasis on KLP 7.1.4. It will explore the importance of contingency planning and also outline the relevant framework

currently applied by the NA. It is meant to inculcate in the participants the essence of contingency planning to address future security challenges. It is featured as part of the GSK package for this module. The essential reading for this seminar is JDP 5-00 Second Edition – Campaign Planning, Chapter 3, Section III.

f. **National Crisis Management and Joint Operations in the Armed Forces of Nigeria.** These lectures are meant to achieve EO 7.2 with emphasis on KLPs 7.2.1, 7.2.2 and 7.2.3. It is meant to explain the national approach to crisis response and management, as well as analyse the concept of joint operations and its application in the Armed Forces of Nigeria. It is also introduced in Module 2 in the Defence Crisis Management lecture. It will therefore, highlight the crisis response and management architecture to achieve national strategic objectives and the effects of conflicts on the civil population. Thus, it will examine the strategic value of protecting civilians, national crisis decision-making structure and the process that will lead to joint operations. The last part of the lecture will then focus on the Armed Forces of Nigeria’s approach to joint operations in order to sensitize the participants on the relevance of joint operations in contemporary security

environment. The model to be explained in this lecture could be similar to the UK approach, which is highlighted in the following essential readings:

- (1) JDP 01 – UK Joint Operations Doctrine, Chapter 1.
- (2) AWCN Campaigning Aide Memoire Pages 7-9.
- (3) AWCN Operational Design Manual – Preamble and Pages 16 – 18.

g. **Levels of Warfare and Operational Art.**

The lecture on Levels of Warfare and Operational Art is meant to achieve EO 7.3 with emphasis on KLP 7.3.1. It will explain the various levels of warfare and link them with status of command at each level. The lecture will also discuss the Operational Art and explain the planning that takes place at each level of warfare. It will further espouse the art of translating strategic intent into tactical actions which is the core of the Operational Art. The essential readings for this lecture are as follows:

- (1) Army Doctrine Publication – Land Operations, Chapter 1, Section 1.3.
- (2) JDP 01 Second Edition – Campaigning, Chapter 2, Section 1.

(3) British Defence Doctrine, Chapter 2 Paragraphs 226 – 233.

(4) Joint Publication 5-0 – Joint Planning, Chapter IV Section A.

(5) AJP-5 Allied Joint Doctrine for Operational-Level Planning, Chapter 2 Section II.

(6) Composite Warfare – Chapter 1, Pages 25 – 31.

h. **Operational Art and Campaigning – the US Approach.** The package on Operational Art and Campaigning is meant to achieve EO 7.3 with emphasis on KLP 7.3.2. It is aimed at introducing participants to United States (US) approach to crisis response, operational design, planning and management as well as the various tools employed like the estimate process and war gaming. It will also espouse the logistics considerations and planning to support a campaign plan. The objective is to expose participants and sharpen their skills to work seamlessly in a joint, multiagency, multinational and multidimensional environment, while also building their knowledge on the national approach to campaigning. The essential readings for this package are as follows:

- (1) Joint Publication 5-0 – Joint Planning, Chapters IV and V.
- (2) Joint Publication 3-0 – Joint Campaigns and Operations Chapters I and III.
- (3) USAWC Campaign Planning Handbook Academic Year 2017, Chapters 3 – 5.

i. **Operational Art and Campaigning – the UK**

Approach. The package on Operational Art and Campaigning is meant to achieve EO 7.3 with emphasis on KLP 7.3.2. It is aimed at introducing participants to the United Kingdom (UK) approach to crisis response, operational design, planning and management as well as the various tools employed like the estimate process and war gaming. It will also espouse the logistics considerations and planning to support a campaign plan. The objective is to expose participants and sharpen their skills to work seamlessly in a joint, multiagency, multinational and multidimensional environment, while also building their knowledge on the national approach to campaigning. The essential readings for this package is the AJP-5 Allied Joint Doctrine for Operational-Level Planning, Chapter 3.

j. **Conduct of the Operational Estimate.** The operational estimate package is meant to achieve EO

7.3 with emphasis on KLP 7.3.3. It will take participants through the national approach to operational design. It would afford participants the opportunity to go more in-depth into operational estimate and the various products, as well as the accompanying briefs. It would provide a step-by-step guide building on previous knowledge on the subject. Participants will also be expected to apply elements of strategic thinking taught on the course to conduct analysis to produce cogent and useful deductions for their plans. The essential readings for this package is the AWCN Campaigning Aide Memoire in addition to other relevant foreign publications.

k. **Conduct of Tactical Estimate.** The tactical estimate package is meant to achieve EO 7.3 with emphasis on KLP 7.3.3. It will enable participants to develop enhanced understanding on deriving tactical tasks from the operational design through the use of the tactical estimate. Building on previous knowledge on the subject, participants will be taken through a step-by-step process of problem solving and deriving a detailed plan for tactical execution. Participants will also be expected to apply elements of strategic thinking taught on the course to conduct analysis to produce cogent and useful deductions for their plans. The essential reading is packaged in AFM Volume 1,

Combined Arms Operations, Part 8, Command and Staff Procedure, 2007, Chapters 3 – 5.

1. **Operational Logistics.** The package is meant to achieve EO 7.4 with emphasis on KLPs 7.4.1, 7.4.2 and 7.4.3. The operational logistics package will expose participants to logistics planning process in order to develop requisite logistics concept to support a campaign plan for operations at operational and tactical levels. This is aimed at bringing out the importance of a coherent and feasible logistics plan as key enabler for successful operational outcomes. The essential reading for this package is Joint Doctrine Publication 4-00 – Logistics for Joint Operations, Chapter 4.

m. **Hands-on for Operational Estimate.** The Hands-on for Operational Estimate which will run concurrently with the ‘Conduct of Operational Estimate’ package is meant to achieve EO 7.5 with emphasis on KLPs 7.5.1 and 7.5.2. It will give the participants adequate opportunity to work individually to put to practice the operational design to produce a CDS Planning Directive as well as steps of the operational estimate process. It is a tutorial exercise to be guided by the DS. Participants will be expected to display their outputs while also working

to populate the requisite templates and produce relevant briefs and orders.

n. **Hands-on for Tactical Estimate.** The Hands-on for Tactical Estimate which will run concurrently with the ‘Conduct of Tactical Estimate’ package is meant to achieve EO 7.5 with emphasis on KLP 7.5.3. It will give the participants adequate opportunity to work individually to put to practice the steps of the tactical estimate process. It is a tutorial exercise to be guided by the DS. Participants will be expected to display their outputs while also working to populate the requisite templates and produce relevant briefs and orders.

o. **Estimate Exercise.** The estimate exercise is meant to achieve EO 7.5 with emphasis on KLPs 7.5.1, 7.5.2 and 7.5.3. It is assessed, and participants are expected to display an understanding of the LO. Participants will be tested on how to produce the operational and tactical estimates and the needed attachments.

p. **Operational Theatre Visit and Presentation.** The operational theatre visit is a 5-day tour of selected ongoing operations of the AFN. The visit is meant to achieve EO 7.6 with emphasis on KLPs 7.6.1 and 7.6.2. It would give participants opportunity to see the operation plan and carry out an assessment of the

plan. The participants are expected to review the plan and make a presentation on how to improve on the operation with a view to facilitating swift success and proffering an enduring exit strategy. The exercise would be run concurrently with the 'Estimate Exercise' package to enable the participants benefit from real life scenarios in the theatre. The package would also include wargaming of COAs.

q. **Final Exercise**. The final Exercise (STAR RIDE) is meant to achieve EO 7.7 with emphasis on KLPs 7.7.1 and 7.7.2. It will incorporate the lessons learnt from all the modules as well as the application of strategic thinking skills. The exercise is intended to practice participants on all aspects of operational design and management. The participants are expected to respond appropriately to all injects to bring out the various aspects of the LOs of the course. It is an assessed exercise to succinctly reflect the course objective. Wargaming workshops and Future Wars seminar would be conducted prior to the final exercise. These are expected to give participants additional tools to aid campaign planning and a broader perspective into contemporary operations.

r. **JOPEX**. A 2-week tri-Service Joint Operations Planning Exercise (JOPEX) involving the Army, Naval and Air Force War Colleges would cap

the exercises for the module. It is meant to consolidate the course objective.

ASSESSMENT

7. The assessment of the participants' understanding of the packages in Module 7 will be done through exercises and presentations as follows:

a. **Exercises**. The exercises for this module include hands-on, tutorial and scoring exercises as well as the final exercise. The exercises will entail the use of maps, templates, communication skills and briefs, while also testing participants' command and staff abilities. The requirement for each exercise will be provided through the issue of 'whites' to participants.

b. **Presentations**. The presentations for the module will cover the outputs from the planning process during exercises, operational theatre visit and the final exercise. It will involve the use of blown out maps, sketches and power point. It is expected to showcase the strategic thinking, analytical and communications skills developed in the participants across the modules.

LEARNING OUTCOMES

8. At the end of the module, participants will be able to:

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- a. Effectively employ land, maritime and air assets in joint operating environments.
- b. Analyze planning considerations for special environments.
- c. Evaluate the peculiarities of CTCOIN and Stability Operations for enhanced strategic, operational and tactical level planning.
- d. Appraise means to achieve operational effects other than the application of combat power.
- e. Develop contingency plan to address security challenges.
- f. Analyze the whole-of-society approach to crisis management architecture to achieve national strategic objectives.
- g. Appraise levels of warfare, operational art and joint operations.
- h. Translate strategic intent into tactical actions.
- i. Develop logistics plans in support of a campaign.
- j. Employ operational design to develop strategic directives, leading to a campaign plan and CONOPS.

READING LIST

9. The reading list consists of essential, desirable and supplementary readings. Participants are expected to immerse themselves into these materials prior to the

commencement of any package/lesson/lecture/seminar as discussions will be participants-driven and DS directed. The inputs from participants are vital based on the Socratic approach to be adopted for this module.

10. **Essential Reading.**

- a. Army Doctrine Publication – Land Operations.
- b. British Defence Doctrine.
- c. JDP 4-00 – Logistics for Joint Operations.
- d. AFM Volume 1, Combined Arms Operations, Part 8, Command and Staff Procedure, 2007.
- e. AFM Volume 1, Combined Arms Operations, Part 1, Formation Tactics, 2007.
- f. AFM Volume 1, Combined Arms Operations, Part 6, Combat Service Support (CSS), 2007.
- g. British Military COIN Doctrine (AFM Vol 1 Part 10), Part B, Chapters 2 and 3.
- h. NA ORBAT 2016.
- i. NA TOE.
- m. Allied Joint Doctrine for the Planning of Operations, Edition A Version 2, May 2019.
- j. JP 5-0.
- k. JP 3-0 Campaigns and Operations.
- l. Infantry Pocketbook.
- m. Composite Warfare.

- n. Allied Joint Publication 3 – Allied Joint Doctrine for the Conduct of Operation.
- o. Understanding Land Warfare, Chapters 1 and 2.

11. **Desirable Reading.**

- a. JDP 0-01.
- b. Land Aide Memoire.
- c. Tactical Estimate Process Reader.
- d. ADP Land Operations.
- e. OLPP Aide Memoire.
- f. NA Precis on Military Operations Other Than War (Volumes 1 – 5).

12. **Supplementary Reading.**

- a. Land Component Handbook (SOHB).
- b. Glossary of Terms-JDP 0-01.1.
- c. Land Component Handbook (Acronyms, Abbreviations, Glossary of Terms and Symbology).

GENERAL SERVICE KNOWLEDGE PACKAGE

13. The GSK package for Module 7 are as follows:
- a. Employment of Special Forces to Achieve Operational Effects.

- b. Contingency Planning.
- c. Civilians in Conflict.

LECTURES AND EXERCISES FOR MODULE 7

14. The lectures, seminars and exercises for Module 7 are outlined below:

a. **25 Jun 24.**

- (1) Introduction to Module 7.
- (2) Land Operations and Operating Environment.
- (3) Maritime Operations and Operating Environment.
- (4) Planning Considerations for CTCOIN Operations.

b. **26 Jun 24.**

- (1) Air Operations and Operating Environment.
- (2) Special Environment Operations and Planning Considerations.
- (3) Planning Considerations for Stability Operations.
- (4) Contingency Planning.

c. **27 Jun 24.**

- (1) Levels of Warfare and Operational Art.

- (2) Evolution and Concept of Joint Operations.
- d. **1 Jul 24.**
 - (1) Operational Effects and Non-Kinetic Measures.
 - (2) Selection of Weapons Ammunition and Munitions in Urban Environment.
 - (3) Cyberspace and Contemporary Military Operations.
- e. **2 Jul 24.**
 - (1) Protection of Civilians.
- f. **3 Jul 24.** Future Wars Seminar
- g. **4 Jul 24.**
 - (1) Employment of Special Forces to Achieve Operational Effects.
 - (2) Critical Thinking and the Military Decision Making Process.
Future Wars Seminar.
- h. **8 - 10 Jul 24.** Operational Art and Campaigning – The US Approach.
- i. **11 Jul 24.** Wargaming Workshop.
- j. **15 - 17 Jul 24.** Joint Operational Planning Course – The UK Approach.

- k. **18 - 19 Jul 24.** Operational Logistics Package – The UK Approach.
- l. **22 Jul 24.**
- (1) Military Logistics Support.
 - (2) NA Logistics Support System.
 - (3) Joint Logistics Planning.
- m. **23 Jul 24.**
- (1) Operational Level Logistics Support in the NA.
 - (2) Theatre/Operational Logistics Support in the NA: Current Operations in Perspective.
 - (3) Civilians Logistics Support in Contemporary Military Operations.
- n. **24 -26 Jul 24.** Joint Logistics Planning and Operational Logistics Package.
- o. **29 Jul – 8 Aug 24.** Conduct of Operational/ Tactical Estimate/Ex Hands-on/Simulation Ex.
- p. **9 Aug 24.** PCD for Module 7.
- q. **12 - 23 Aug 24.** JOPEX.
- r. **26 Aug – 6 Sep 24.** Estimate Exercise/Operational Theatre Visit.

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s. **19 – 25 Sep 24**. Final Exercise
(Ex STAR RIDE).

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