

STRATEGIC COMMUNICATION AS TOOL FOR MANAGEMENT OF NATIONAL SECURITY

Presentation

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INTRODUCTION

GENERAL MEANING OF COMMUNICATION

The routine official and unofficial exchange of information between individuals, groups or organizations, over long or short distances, using various appropriate means, constitute communication.

MILITARY COMMUNICATION

Military communications or military signals encompass different types and methods of communication between military units or between members of the armed forces spanning from pre-historic periods to the present time.

MEANING OF STRATEGIC COMMUNICATION

- *In a general sense, strategic communication means communicating a concept, a process or data that satisfies a long term (strategic) goal of an organization by allowing facilitation of advanced planning.*
- *Such communication aims to coordinate actions and activities of operationally significant commercial, non-commercial and military or combat and logistics subunits. Strategic communication can also be used for political warfare.*

NON-STATE ACTORS AND STRATEGIC COMMUNICATION

- *Non-state actors have also identified the many opportunities offered by the evolving trends in strategic communication.*
- *They are therefore, increasingly competing with the State and security agencies in utilizing the strategic information space to own advantages.*

AIM

To enhance participants' skills in the use of strategic communication as vital tool for the management of national security.

SCOPE

- *Concept and principles of strategic communication.*
- *Changing nature of military operations, its effectiveness and resultant public expectations.*
- *Role of the media and hostile use of strategic communication by adversaries.*
- *Importance of effective strategic communication at strategic and operational levels of operation.*
- *Achieving effective strategic communication in national security management.*
- *Conclusion.*

CONCEPT AND PRINCIPLES OF STRATEGIC COMMUNICATION

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- *'Strategic communications is the purposeful use of communication by an organization to fulfill its mission. In other words, it is communicating the strategic objectives of an organization to its various stakeholders.'*

Kirk Hallahan

- *In the security sense, this will mean using communication to influence a target audience in line with or support for own objectives.*

STRATEGIC COMMUNICATION - NATO

'The coordinated and appropriate use of NATO communications activities and capabilities – Public Diplomacy, Military Public Affairs, Information Operations and Psychological Operations, as appropriate – in support of Alliance policies, operations and activities, and in order to advance NATO's aims.'

NATO Policy on Strategic Communication

STRATEGIC COMMUNICATION - USA

‘Focused United States Government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States Government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.’

US government

ADOPTED DEFINITION

Communications which are intentionally designed to influence or change behavior of a target audience, motivate them to action or build desirable relationships with them that will enhance the long term objectives of the communicator, are termed strategic communications.

PRINCIPLES OF STRATEGIC COMMUNICATION

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- *Requires the use of coordinated programs, plans, themes and messages.*
- *When used by States or security agencies, would require to be synchronized with the actions of other instruments of national power for effect.*
- *Thrives on credibility, requiring perception of truthfulness and respect between all the parties.*
- *Requires deep understanding of the audience and circumstances of the communication environment.*

ADDITIONAL PRINCIPLES -

- *Requires dialogue.*
- *Responsive.*
- *Result based.*
- *Continuous.*

ELEMENTS OF STRATEGIC COMMUNICATION

- *Who are we talking to? – Audience.*
- *What do we want to say to them and for what purposes? – Messages.*
- *Who should say it? – Speakers.*
- *How should we say it? – medium.*
- *When should we talk to them? – Time.*

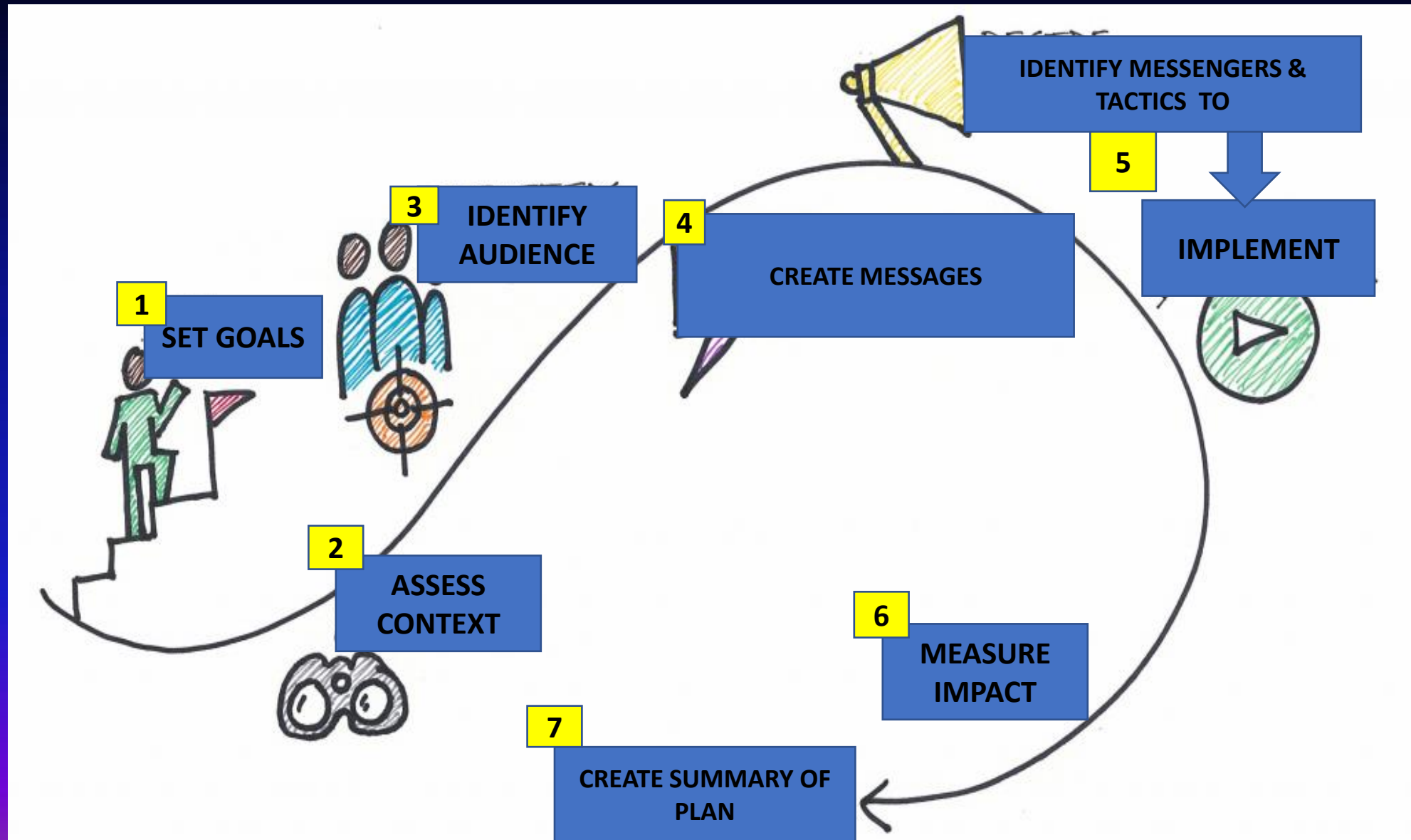
ELEMENTS OF STRATEGIC COMMUNICATION

- *Audience.*
- *Message(s).*
- *Speakers.*
- *Channel.*
- *Time ('kairos').*

STRATEGIC COMMUNICATION PLANNING PROCESS

- *Establish your goal and objectives.*
- *Assess the context for your efforts.*
- *Identify your target audience(s).*
- *Make your message(s) matter.*
- *Identify messengers and tactics for communicating your messages.*
- *Measure your impact.*
- *Create a summary of your plan.*

STRATEGIC COMMUNICATION PLANNING PROCESS



***CHANGING NATURE OF MILITARY
OPERATIONS AND
RESULTANT PUBLIC EXPECTATIONS***

QUESTIONS ON OPERATING ENVIRONMENT

- *What are you fighting over? – Why of war?.*
- ❖ *Plunder, religion, resources, ideology and safeguarding ones territory or values.*
- *Who will do the fighting? – Adversary to engage.*
- ❖ *Presently, against non-state actors, opponent no longer transparent, operating in a 'grey zone'.*
- *With what will you fight? – Ways and means to fight.*
- ❖ *increasing use of technology and media on the battlefield. Satellites, drones and other new technologies play increasing roles. Information now used in strategic roles to prepare potential battle fields.*

FACTORS IN FUTURE WARS

As the character of war continues to undergo fundamental changes, defence forces need to develop and sustain new forms of maneuver, mass, and mutual support. The speed of implementing changes will be the key determining factor in future wars.

GENERATIONS OF WARFARE

- *Changing face of war was categorised into 4 “generations of warfare” by William Lind and his group in 1989.*
- *The first, second and third generations of warfare were to do with conventional conflicts between large armies.*
- *The fourth generation warfare (4GW) is characterized by an increasing role of non-state actors in an asymmetrical conflict with conventional forces.*

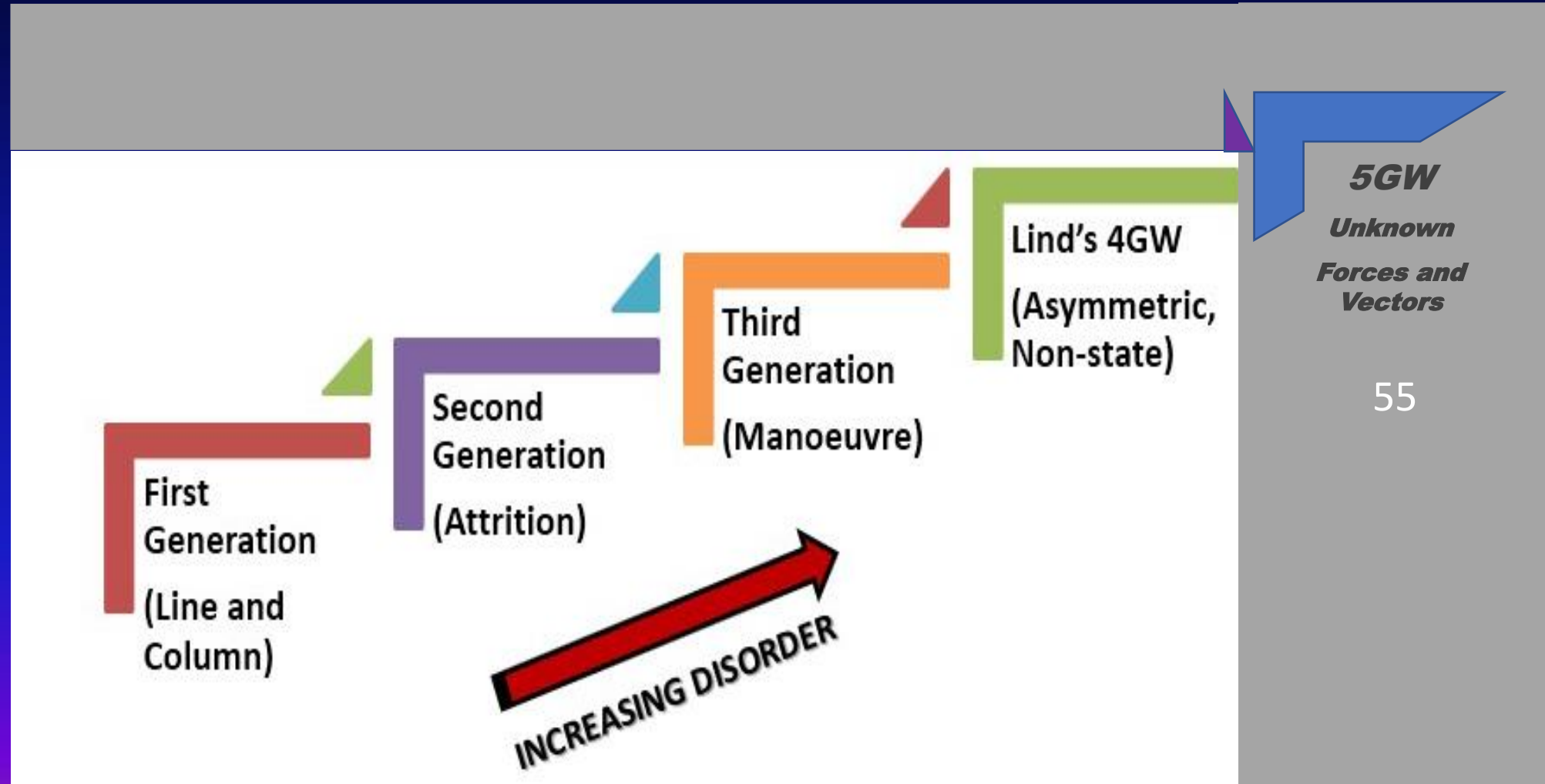
FOURTH GENERATION WARFARE - (4GW)

- *Include any war in which one of the major participants is a violent non-state actor.*
- *Characterized by blurring of the lines between war and politics, combatants and civilians.*
- *Signifies the nation states' loss of their near-monopoly on combat forces.*
- *Return to modes of conflict prevalent in earlier times.*

FIFTH GENERATION WARFARE - (5GW)

- *Ambiguity of the opposing force.*
- *Ambiguity of the attack vector.*
- *Countries try to take each other down through digital operations rather than through military conflicts.*
- *Essentially wars of information and perception.*
- *Targets commercial, financial, economic, digital and energy resources of the adversary.*
- *Cyber attacks and manipulations are rampant.*
- *Social engineering and disinformation plague the internet.*

GENERATIONS OF WARFARE FROM ORDER TO DISORDER



OPERATING ENVIRONMENT AND PUBLIC EXPECTATIONS

CONTEMPORARY OPERATING ENVIRONMENT

'Recent experiences have shown that counter insurgency and internal security operations mostly take place in populated areas, thereby directly affecting the populations which the operations are intended to protect. Public cooperation and support for the military have therefore become essential requirements for success in such operations.'

Air Marshal SB Abubakar

EFFECTS OF CONFLICT ON ENVIRONMENT

- ***Collapse of government authority and control of the area.***
- ***Displacement of civilian population.***
- ***Collapse of economy and infrastructure.***
- ***Attendant human suffering and humanitarian challenges.***

EFFECTS OF WAR ON ENVIRONMENT



CONTEMPORARY OPERATING ENVIRONMENT

'Attending to these critical challenges affecting the population in the area of operation is not only a social responsibility, it is sometimes a condition precedent for the attainment of the commander's intention and the overall end state of the operation.'

Col AB Brown

(former Civil Affairs officer in the British Army),

MULTI - AGENCY ACTORS



International Organisations (IOs)

UNITED NATIONS ORGANISATION



LOCAL AND INTERNATIONAL MEDIA

HOST NATION MDAs

PUBLIC EXPECTATIONS

- *The State to act to contain and end the conflict.*
- *The State to coordinate the provision of humanitarian services aimed at mitigating the suffering of the population of the area.*
- *Security agencies to conduct operations in line with international humanitarian law and respect for human rights.*
- *Unfortunately, most of these expectations are hardly fully met given that state authority and control over the conflict area may already be compromised.*

***ROLE OF THE MEDIA IN
OPERATIONS AND USE OF
STRATEGIC COMMUNICATION
BY ADVERSARIES***

ROLE OF THE MEDIA IN MILITARY OPERATIONS

- *key vehicle and platform for conveying messages to your target audience.*
- *Platform for agenda setting.*
- *Medium for countering the disinformation and misinformation of adversaries.*
- *Avenue for drumming up support and cooperation for the force and state.*

ROLE OF THE MEDIA IN MILITARY OPERATIONS - CONTD

- *Medium to earn and sustain the trust and support of the population especially in areas affected by conflicts or operation.*
- *Used to ensure the alignment of the strategic message with the overall end state of any on-going or planned operations.*
- *Helps to ensure consistency in the underlining themes of the messages sent out by own force.*

ADVERSARIAL USE OF STRATEGIC COMMUNICATION

- *Negative campaign against the state, its leadership and governance efforts.*
- *Misinformation to create and sustain fear among the population or dampen the morale of the security forces.*
- *Disinformation to undermine the successes of state security forces.*

- *Negative campaign against the military to portray it as anti-population and violators of human rights in the conduct of operations.*
- *Ideological campaign to win converts and enhance their support base among the population and some allies.*

***IMPORTANCE OF EFFECTIVE
STRATEGIC COMMUNICATION AT
STRATEGIC AND OPERATIONAL
LEVELS OF OPERATION***

COMMUNICATION AT STRATEGIC AND OPERATIONAL LEVELS

- *At the tactical level, planning is ad-hoc, subject to frequent changes as operatives may face do or die situations.*
- *Also at the political level, actors may be detached from the realities of operations and may not relate well with lower levels of planning and command.*
- *Therefore, bulk of focused estimates are conducted at the strategic and operational levels.*

POINTS TO NOTE AT STRATEGIC LEVEL

- *Strategic communication starts with shaping the environment even prior to deployments.*
- *Select and set appropriate strategic goals and objectives during initial estimates and endeavor to be consistent with narratives.*
- *Proactive release of accurate information from the appropriate quarters puts the military and security operations in context.*
- *With the public, individual members of the force represent the entire force.*
- *The advice and guidance of specialist communication or information officers in framing messages is imperative.*

POINTS TO NOTE AT OPERATIONAL LEVEL

- *Ensure appropriate management of information that could adversely affect national security, personnel safety or invade individual privacy.*
- *Preempt and avoid unnecessary conflicts with the public through CIMIC training and sensitization.*
- *Respect for freedom of the press must be balanced against own operations security.*

POINTS TO NOTE AT OPERATIONAL LEVEL - CONTD

- ***Avoid providing video/audio evidence that might support the negative claims of the adversary.***
- ***Include communication planning in all phases of the mission to meet military requirement to communicate.***
- ***Utilize the advice and guidance of specialist communication or information officers in framing all narratives.***

***EFFECTIVE STRATEGIC
COMMUNICATION AND NATIONAL
SECURITY MANAGEMENT***

NATIONAL SECURITY

- *National security/national defence is the security and defence of a sovereign State, including its citizens, economy and institutions.*
- *Usually, governments rely on a range of overt and covert measures, including political, economic, military and diplomatic, to safeguard the security of the State and its citizens.*

CHALLENGES OF STRATEGIC COMMUNICATION

- *Different and often conflicting messages from the government and its different security agencies.*
- *Unhealthy competition among the media arms of the armed Services and security agencies.*
- *Communication efforts that are not truly strategic as they lack consistency and do not focus on any clear mission or vision.*

CHALLENGES OF STRATEGIC COMMUNICATION - CONTD

- *Absence of synergy and partnership between the security agencies and other organs and agencies of government with complementary roles.*
- *Lack of reliable partnership with local and international traditional and social media operators and influencers whose platforms are trusted by the population.*
- *Lack of experienced media personnel to lead and run the strategic media efforts of the security agencies and the state.*

GUIDE FOR EFFECTIVE STRATEGIC COMMUNICATION

- *Ensure that only messages authorized by designated approving authority are released.*
- *Always ensure the integrity and consistency of messages, themes, images, operations and actions authorized for release.*
- *Follow up to ensure corrective actions for erroneous information already put out.*
- *Seek the guidance and advice of experts on key issues of strategic communication.*

GUIDE FOR EFFECTIVE STRATEGIC COMMUNICATION

- *Cross check communication efforts of own unit against guiding principles.*
- *Periodically review unit's strategic communication efforts to identify flaws for correction.*
- *Always include communication planning in all phases of the mission.*
- *Always work towards proactive release of processed accurate information.*
- *Balance respect for freedom of the press against own operations security.*

CONCLUSION

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INTERACTIVE SESSION