



STRATEGIC COMMUNICATIONS AND MILITARY EFFECTIVENESS IN JOINT ENVIRONMENTS



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INTRODUCTION

INTRODUCTION (CONT)

Mexican-American War and Spanish American War



➤ **The world had witnessed large scale conflicts characterized by employment of large number of military forces and the involvement of nation-states**

SOURCE: Google Search Engine



INTRODUCTION (CONT)

➤ The World Wars I & II



British troops in a trench on the Western Front during World War I



The Second World War II allies landed roughly 156,000 troops in Normandy on June 6, 1944

SOURCE: Google Search Engine



INTRODUCTION (CONT)



- **The advent of the media in the battle field has added another dimension to the war efforts**



SOURCE: Google Search Engine



INTRODUCTION (CONT)

➤ War correspondents among combat troops



SOURCE: Google Search Engine

INTRODUCTION (CONT)

- **Gulf Wars made it possible**



THE FIRST GULF WAR 1990 - 1991

SOURCE: Google Search Engine



INTRODUCTION (CONT)

US Flag



SOURCE: Google Search Engine



INTRODUCTION (CONT)

IRAQ FLAG



SOURCE: Google Search Engine



INTRODUCTION (CONT)

➤ **The absence of similar arrangements in the Vietnam War however made it extremely difficult to convince the American people on why the country was fighting and ultimately led to the unceremonious exit of the US forces**



United States Marines at the forward command post in Hue, Vietnam, February 1968

SOURCE: DAPR PHOTO ARCHIVE

INTRODUCTION (CONT)

➤ **America was defeated in Vietnam and this is despite the fact that the US forces practically won every major battle in the campaign**



American troops and supply helicopters on Hill Timothy, Vietnam, April 1968

SOURCE: Google Search Engine

INTRODUCTION (CONT)

➤ **The emergence of 24-hour news reporting added impetus to the need for an effective media campaign in support of military operations**



Army spokesman calls for media support to end terrorism

SOURCE: DAPR PHOTO ALBUM

INTRODUCTION (CONT)

➤ **The new media, especially social media has further made this even more imperative, more than ever before**



SOURCE: Google Search Engine



INTRODUCTION (CONT)

➤ The Boko Haram Terrorists (BHT) uprising in the North East



SOURCE: DAPR PHOTO ARCHIVE

INTRODUCTION (CONT)

➤ **Banditry in the North West and North Central as well as the recent surge of violent attacks in the South East made it extremely difficult for security agencies to concentrate efforts on one front**

Banditry in Nigeria's North-West and North-Central



Militants from the Indigenous People of Biafra



SOURCE: DAPR PHOTO ARCHIVE



PURPOSE

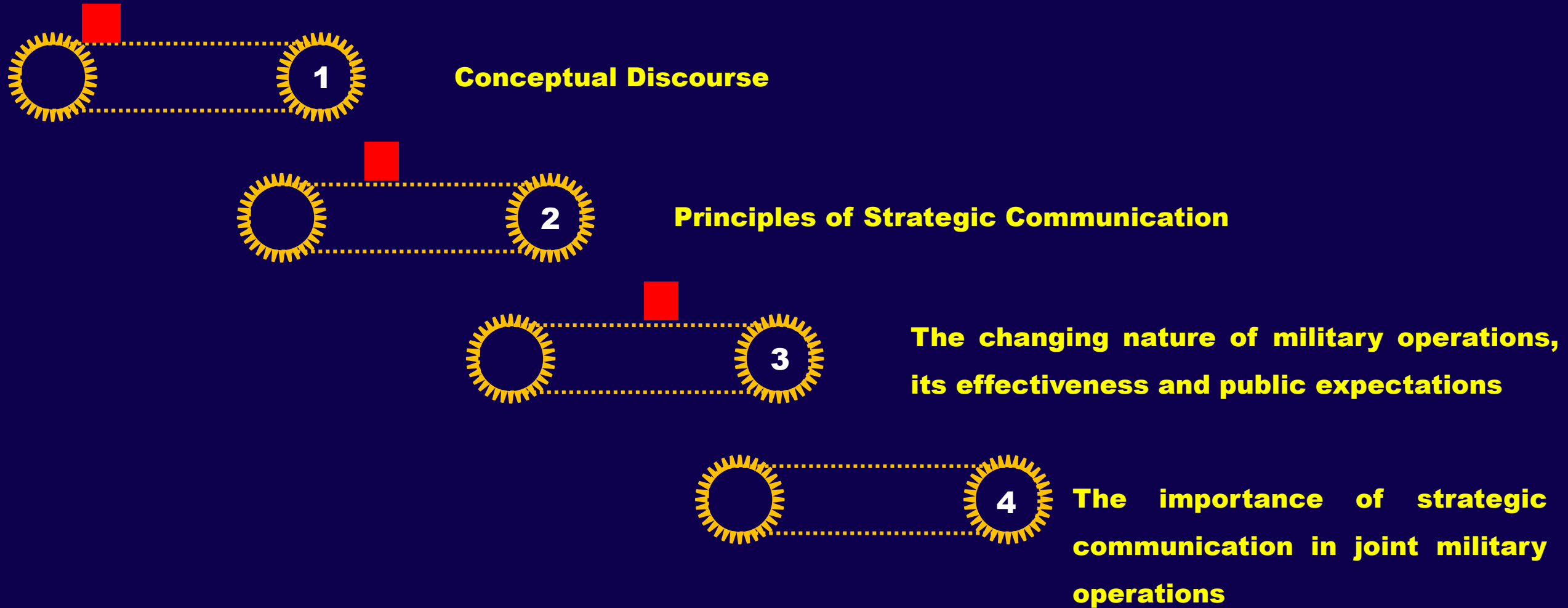
- **To proffer measures of enhancing strategic communication as a force multiplier in a quest to attain greater military effectiveness in joint environments**

AIM

- **The aim of this presentation is to discuss strategic communication and military effectiveness in joint environments with a view to make recommendations**

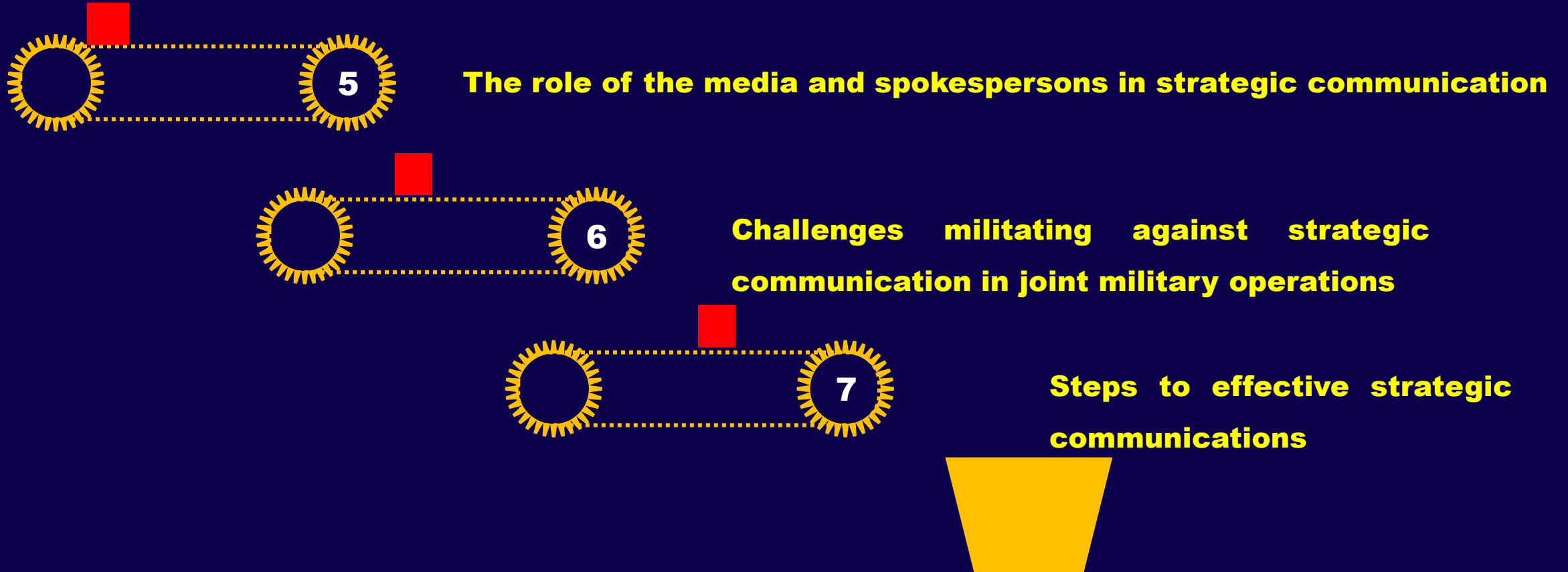


SCOPE





SCOPE





SCOPE

- **Conceptual Discourse**
- **Principles of Strategic Communication**
- **The changing nature of military operations, its effectiveness and public expectations**
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- **Steps to effective strategic communications**



CONCEPTUAL DISCOURSE (CONT)

- **DEFINITION OF KEY TERMS**
- **CONFLICTS**
- **STRATEGIC COMMUNICATIONS**
- **MILITARY EFFECTIVENESS**



CONCEPTUAL DISCOURSE (CONT)

JOINT ENVIRONMENT



❖ **Nigerian Army, Nigerian Navy and the Nigerian Air Force, the Police and other security agencies in a joint environment**



SOURCE: DPR PHOTO ALBUM



CONCEPTUAL DISCOURSE (CONT)

JOINT ENVIRONMENT



• **Operation LAFIYA DOLE**

SOURCE: HQ TC OPLD PHOTO ALBUM



CONCEPTUAL DISCOURSE (CONT)

JOINT ENVIRONMENT



• **Operation DELTA SAFE**

SOURCE: JMCC PHOTO ALBUM

CONCEPTUAL DISCOURSE (CONT)

JOINT ENVIRONMENT



- **Operation SAFE HAVEN** SOURCE: OPSH MEDIA COORD PHOTO ALBUM



MILITARY OPERATIONS AND ITS EFFECTIVENESS



MILITARY OPERATIONS AND ITS EFFECTIVENESS

- **Luc Léveillé**
- **Martin Villeneuve**
- **Rhena Izzo**



MILITARY OPERATIONS AND ITS EFFECTIVENESS (CONT)

➤ **Biddle (2010) defined military effectiveness as “the ability to produce favourable military outcomes, including the outcomes of minor skirmishes at the tactical level of war and the outcomes of wars or even long-term politico-military competitions at the strategic or grand strategic levels of war**



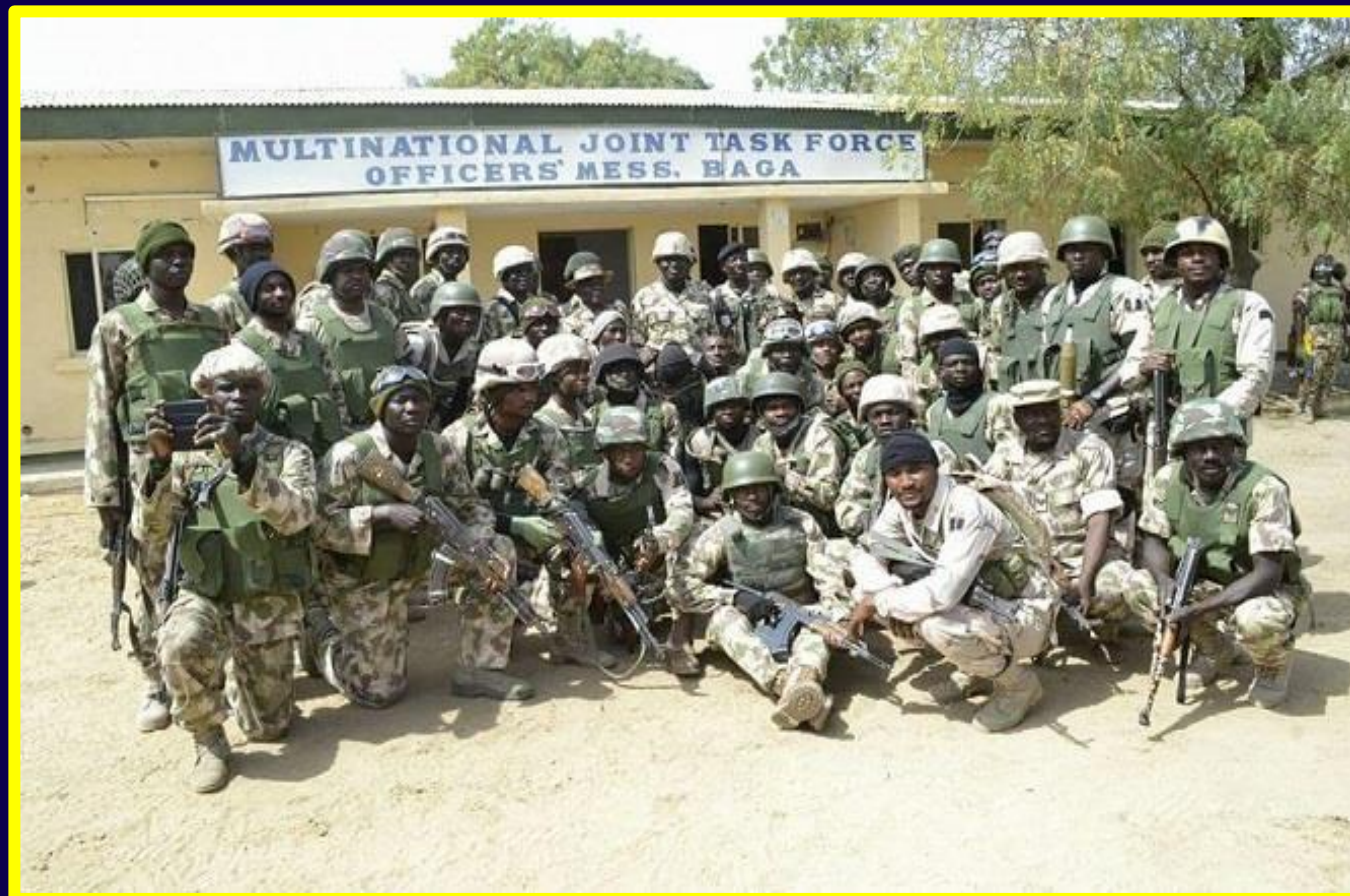
SOURCE: Google Search Engine



MILITARY OPERATIONS AND ITS EFFECTIVENESS (CONT)

TROOPS OF MNJTF IN GROUP PHOTOGRAPH

➤ **The Armed Forces of Nigeria (AFN) have been involved in various joint military operations across the country**



SOURCE: MNJTF PHOTO ALBUM



MILITARY OPERATIONS AND ITS EFFECTIVENESS (CONT)



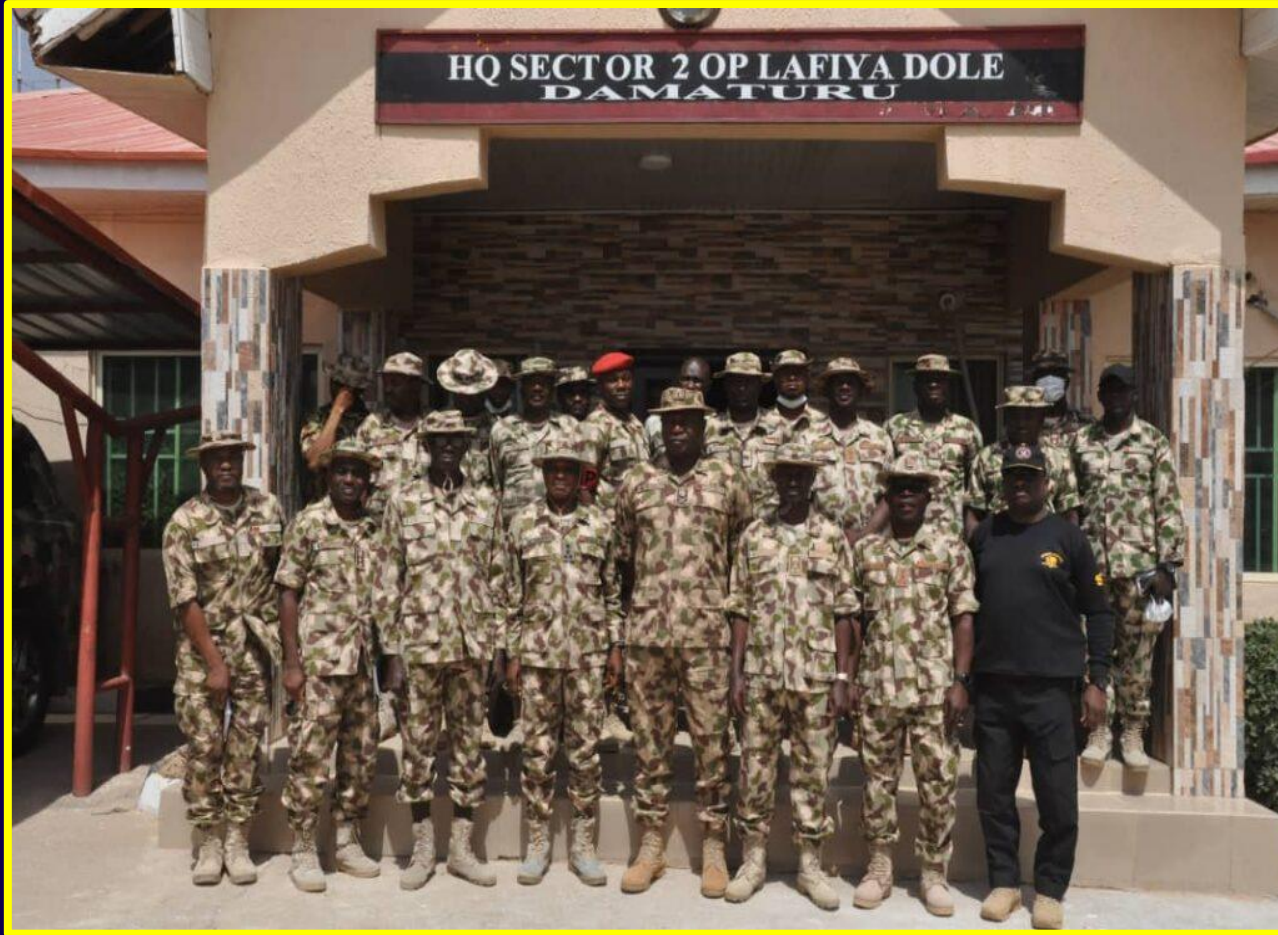
SOURCE: JMCC PHOTO ALBUM

Operation Delta Safe



MILITARY OPERATIONS AND ITS EFFECTIVENESS (CONT)

CDS & SVC CHIEFS VISITS TO OPLD AOR



SOURCE: HQ TC OPLD PHOTO ALBUM





MILITARY OPERATIONS AND ITS EFFECTIVENESS (CONT)



SOURCE: DAPR PHOTO ALBUM

OPERATION WHIRL STRIKE



MILITARY OPERATIONS AND ITS EFFECTIVENESS (CONT)



SOURCE: DAPR PHOTO ALBUM

OPERATION SAFE HAVEN



MILITARY OPERATIONS AND ITS EFFECTIVENESS (CONT)



SOURCE: DAPR PHOTO ALBUM

OPERATIONS HADARIN DAJI



**RELATIONSHIP BETWEEN CONFLICTS,
JOINT ENVIRONMENT AND STRATEGIC
COMMUNICATION**



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)

- **The security environment in Nigeria is very complex and full of security challenges that constitute threats to vital national interests beyond which could be handled by a single service, or security agency**



SOURCE: DAPR PHOTO ALBUM



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)



SOURCE: Google Search Engine

BANDITRY



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)



SOURCE: DAPR PHOTO ALBUM

KIDNAPPERS



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)



Fighters with the Movement for the Emancipation of the Niger Delta (Militancy)

SOURCE: DAPR PHOTO ALBUM



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)



SOURCE: DAPR PHOTO ALBUM

TERRORISM



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)



SOURCE: DAPR PHOTO ALBUM

Militants from the Indigenous People of Biafra



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)



SOURCE: DAPR PHOTO ALBUM

Herders-farmers conflicts



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)



SOURCE: DAPR PHOTO ALBUM

Religious Extremism



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)



SOURCE: DAPR PHOTO ALBUM

Ethno-Religious Conflicts



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)

- This usually requires the deployment of security agencies including the AFN



JSTF combined forces – soldier, MOPOL and seaman search a vehicle at Maiduguri

SOURCE: DAPR PHOTO ALBUM



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)

➤ **How do you map out communication process with the host community during a joint internal security operation?**



SOURCE: DAPR PHOTO ALBUM



RELATIONSHIP BETWEEN CONFLICTS, JOINT ENVIRONMENT AND STRATEGIC COMMUNICATION (CONT)

❖ Information and Communication Technology



SOURCE: Google Search Engine



SCOPE

- **Conceptual Discourse**
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PRINCIPLES OF STRATEGIC COMMUNICATION (CONT)

- **Vital Components**
- **Information Operations**
- **Psychological Operations**
- **Public Diplomacy**
- **Public Affairs, or Public Relations**



PRINCIPLES OF STRATEGIC COMMUNICATION (CONT)

❖ **The US Department of Defence created a list of principles (Hastings, 2008) that became universally acceptable**



SOURCE: Google Search Engine



PRINCIPLES OF STRATEGIC COMMUNICATION (CONT)

- **DELIBERATE MESSAGE AND COMMUNICATION DESIGN**
- **USING THE RIGHT PLATFORM**
- **CALCULATED TIMING**
- **AUDIENCE SELECTION AND ANALYSIS**
- **DESIRED IMPACT**



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THE CHANGING NATURE OF MILITARY OPERATIONS, ITS EFFECTIVENESS AND PUBLIC EXPECTATIONS (CONT)

➤ **Armed Forces of Nigeria (AFN) are involved in one form of joint internal security operations**



SOURCE: DAPR PHOTO ALBUM



THE CHANGING NATURE OF MILITARY OPERATIONS, ITS EFFECTIVENESS AND PUBLIC EXPECTATIONS



36 States of the Federation

THE CHANGING NATURE OF MILITARY OPERATIONS, ITS EFFECTIVENESS AND PUBLIC EXPECTATIONS



United States campaign in Vietnam



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THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)

The logo for 24/7 NEWS. The numbers '24/7' are in white, set against a red oval background. Below this, the word 'NEWS' is written in a large, bold, blue, sans-serif font.

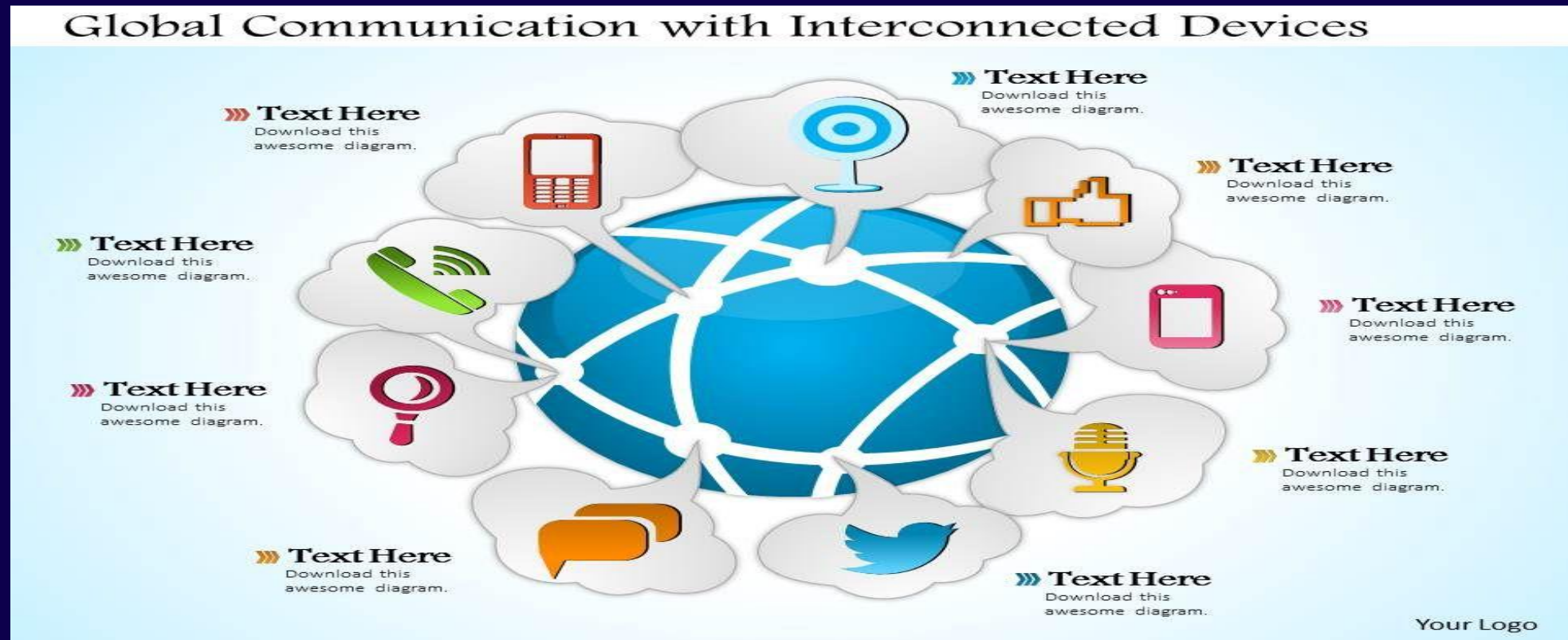
❖ 24/7 News Cycle

THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)



❖ Social Media

THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)



❖ Global Interconnectedness of Audiences

THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)

➤ **It unites and sustains cohesion in the attainment of the mission objectives of the service or military**



THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)

➤ **It is also essential to note that strategic communication is very vital in the attainment of success in any given joint military operation**



THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS

- **Without it, Commanders may win tactical engagements, but lose the battle as a whole**



Commander Delta Safe, Rear Admiral Apochi leads Commander NNS Delta and Services Commanders on Armed Tour of AOR.

THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)

➤ **The importance of strategic communication in today's military and security activities cannot be over-emphasized**





THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)

➤ It also helps in making the desired impact or influencing behaviour and attitude towards such an organisation



THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)

- **Humanitarian Activities**



Humanitarian aid in Nigeria's North-East

THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)

- **Aid to Civil Authority**





THE IMPORTANCE OF STRATEGIC COMMUNICATION IN JOINT OPERATIONS (CONT)

- **Disaster Management**





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THE ROLE OF THE MEDIA AND SPOKESPERSONS IN STRATEGIC COMMUNICATION



- The role and importance of the media



SCOPE

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CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION

- ❖ **Lack of vision and strategic foundation**
- ❖ **Ill-defined specific goal and objectives**
- ❖ **Inability to identify stakeholders**
- ❖ **Target audience**
- ❖ **Poorly defined content**

CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION (CONT)

- ❖ **Inappropriate communication channels selection**
- ❖ **Absence of a well-developed implementation plan**
- ❖ **Key performance indicators**



CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION (CONT)

- **Lack of Vision and Strategic Foundation.**
Strategic communication needs a clearly identified vision and a well-articulated plan to materialize



CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION (CONT)

- **Ill-defined Specific Goal and Objectives.**
- Goals and objectives form the benchmarks, targets or scales that enable the attainment of the vision**

CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION (CONT)

➤ **Inability to Identify Stakeholders and Target Audience. Strategic communication could only be effective if the content is delivered to the right audience, through the right medium and by the right stakeholders**





CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION (CONT)

- **Poorly Defined Content. Most times we tend to think that a beautifully crafted message would provide the needed result**



CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION (CONT)

- **Inappropriate Communication Channels Selection. Communication channel is sometimes as important as the message itself if not even more**

CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION (CONT)

- **Absence of a Well-developed Implementation Plan.**
Strategic communication is like any other strategy of plan of action. It must be accompanied with a well-developed implementation plan

CHALLENGES MILITATING AGAINST EFFECTIVE STRATEGIC COMMUNICATION (CONT)

- **Lack of Key Performance Indicators. Many plans failed not because they were not good enough in their own rights, but because there were no key performance indicators to follow their progress**



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STEPS TO EFFECTIVE STRATEGIC COMMUNICATION

- **The steps to effective strategic communications vary with institutions and objective to be achieved**



DEVELOPING A VISION AND STRATEGIC FOUNDATION

❖ **Donal Keane (2013),**
“Strategy represents a collection of ideas, preferences and methods, which explain the activity and give it purpose by connecting it to a desired effect or stated goal (vision)”





DEFINING SPECIFIC GOAL AND OBJECTIVES



IDENTIFY STAKEHOLDERS AND TARGET AUDIENCE

❖ **Nigeria, strategic communication stakeholders include ministries, departments, agencies, non-governmental organisations (NGOs), private companies, international community and the target communities**



Strategic Communication Stakeholders



DEFINE THE CONTENT



SELECTING APPROPRIATE COMMUNICATION CHANNELS



DEVELOPING IMPLEMENTATION PLAN



DEVELOP KEY PERFORMANCE INDICATORS



CONCLUSION



RECOMMENDATION




RECOMMENDATION

- **Place strategic communications at the centre of all joint military operations**
- **Consistently review communication strategy at all levels**
- **Ensure commanders and staff officers accept their crucial role in strategic communication**
- **Harmonise strategic communication efforts as a vital prerequisite for effectiveness**
- **Formulate clear communication strategy for the AFN to suit current operational realities**



**THANK YOU FOR
YOUR RAPT
ATTENTION**

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