

# **Strategic Communications Opportunities and Challenges**

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### China Outpaces US in Arms Supply to Pakistan

Nukhbat Malik  
[Source Link](#)

From rifles to combat aircraft and warships, China has become the dominant supplier of weapons to Pakistan, Bangladesh and Myanmar, according to the latest report by the Stockholm International Peace Research Institute (SIPRI). Titled "Trends in International Arms Transfer, 2017" the report reflects on the major change in the geopolitical sphere of South Asia. Weapons sales to Pakistan by the United States have dropped by 76 percent in the past five years, according to the report. China has become the biggest supplier of arms to India's archrival neighbor, providing 35 percent of its arms to Pakistan from 2013 to 2017.

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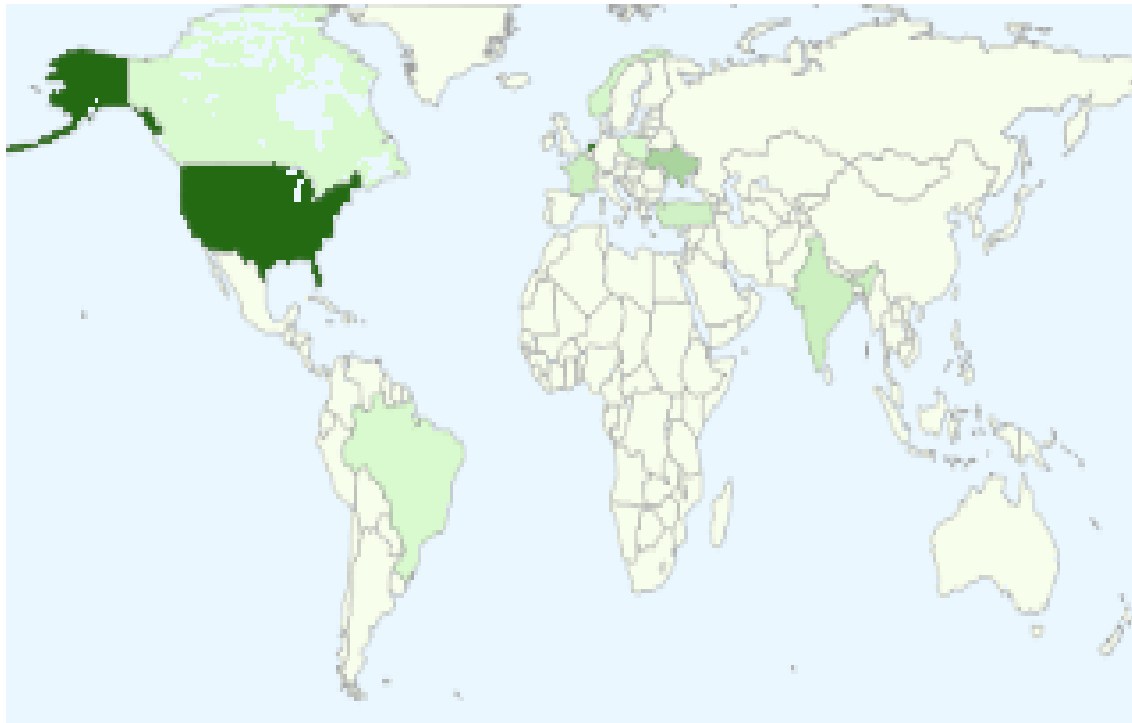
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Entry	Pageviews
United States	80997
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India	8119
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Norway	4023
Poland	3086
Brazil	2849
Canada	2205

# Preview

- Definition
- Evolution
- Process
- SC,PA,PD,IO – Relationship
- Public Diplomacy
- Examples of others
- India
- Googly
- Conclusion
- Q&A

# Definition

Strategic communication is a dynamic process with responsibility held by those at the highest levels of government-the President and senior government leaders...But to do so requires a commitment not yet seen, though some steps have been taken to improve the nation's capability. What is needed is a transformation supported by resources and strength of purpose that matches the nation's commitment to defense, intelligence, law enforcement, and homeland security.

[Defense Science Board Report]

“Strategic communication(s) refers to (a) the synchronization of words and deeds and how they will be perceived by selected audiences, as well as (b) programs and activities deliberately aimed at communicating and engaging with intended audiences, including those implemented by public affairs, public diplomacy, and information operations professionals.”

[White House 2010 National Framework for Strategic Communication]

# Why Strategic Communication?

In traditional international conflicts, the side with the stronger military force tended to win. In today's information age, it is often the party with the stronger story that wins. —Joseph S. Nye, Jr.

Americans today live in a media renaissance: Consumers have a breathtaking array of news and entertainment choices; individuals can turn themselves into news outlets on the Internet; cable and satellite television, along with satellite radio, supplement traditional broadcasting networks; and newspapers from around the world are available online. —The Washington Post

More than half of this battle is taking place in the battlefield of the media. We are in a media battle, a race for the hearts and minds of our Umma [community of Muslims]. —Ayman al-Zawahiri, al-Qaeda deputy

# PRINCIPLES OF STRATEGIC COMMUNICATION

## Leadership-Driven

Leaders must lead communication process

### Credible

Perception of truthfulness and respect

### Understanding

Deep comprehension of others

### Dialogue

Multi-faceted exchange of Ideas

### Pervasive

Every action sends a message

### Unity of Effort

Integrated and coordinated

### Results-Based

Tied to desired end state

### Responsive

Right audience, message, time, and place

### Continuous

Analysis, planning, execution, assessment



# US Strategic Communication Roadmap

- Report of the Defense Science Board Task Force on Strategic Communication; 2004
- QDR Strategic Communication Execution Roadmap; 2006
- U.S. National Strategy for Public Diplomacy and Strategic Communication; 2007
- DoD Principles of Strategic Communication; 2008
- DoD Strategic Communication Joint Integrating Concept; 2009
- DoD Report on Strategic Communication; 2009
- USG National Framework for Strategic Communication; 2010

# Strategic Communication Process

## Analyze

- Intelligence Preparation of the Environment
- Identify/understand audience(s)
- Identify information needs and tools
- Develop assessment methodology

## Outputs

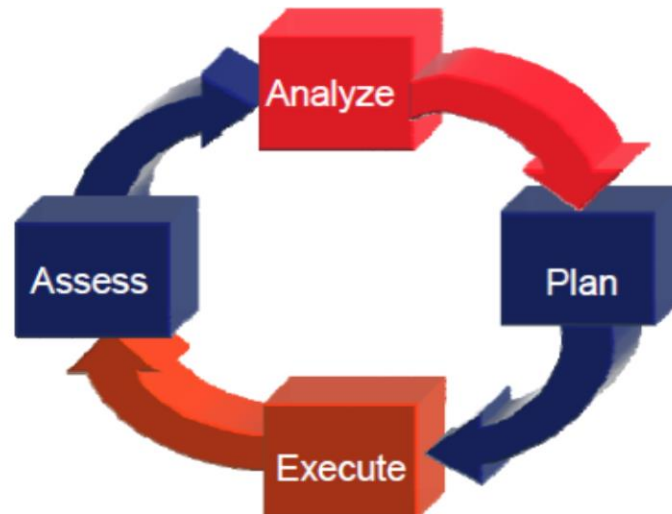
- Target Audience Analysis
- MOEs/MOPs

## Assess

- Qualitative/quantitative analysis
- Are we achieving our objectives/effects
- Are we using correct measurements
- Reassess plans/tasks
- Policy development

## Outputs

- MOEs/MOPs



## Plan

- Develop Strategy
- Strategy to Task
- Integrate kinetic/non-kinetic operations

## Outputs

- Communication strategy/plan
- Annex Y
- Synchronization Matrix

## Execute

- Kinetic Operations
- Non-Kinetic Operations

## Outputs

- FRAGOs
- Branches/Sequels
- Raw data (SITREPs, etc.)

Approved by DEPSECDEF at  
DAWG – DEC 06

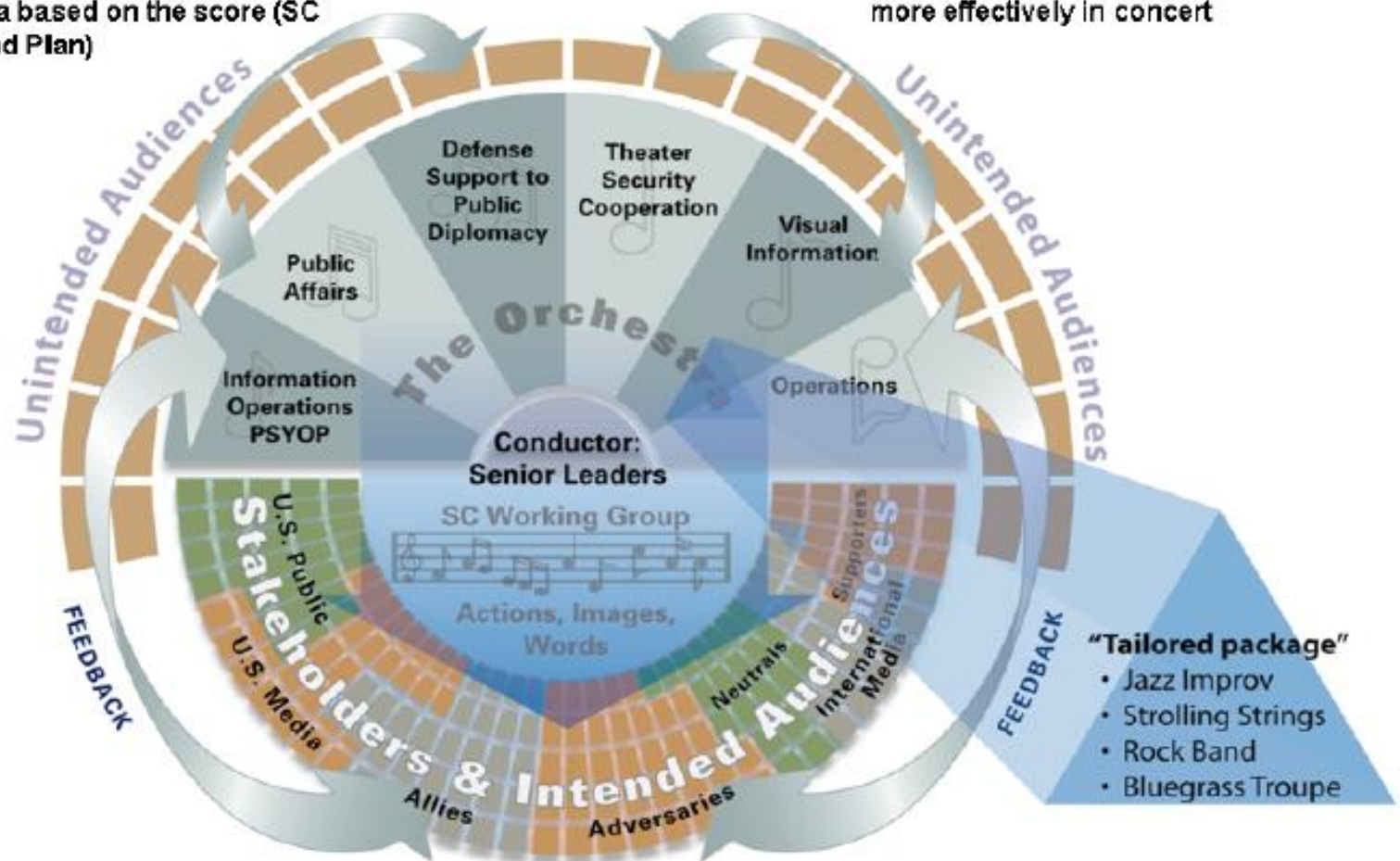
# Organisation for Strategic Communication



## SC is Like an Orchestra Producing Harmony

- **Conductor (Senior Leader)** coordinates and integrates the various elements of the orchestra based on the score (SC Guidance and Plan)

- All instruments retain their unique sound and specialty, but communicate more effectively in concert



The selection, timing, and emphasis of SC instruments help orchestrate the message to stakeholders consistent with a desired effect or commander's intent. The conductor must continuously adapt the score based on stakeholder feedback.

# **Relationship Between SC, IO, PD and PA**

# Roles and Responsibilities

- The Department of State carries out Public Diplomacy as an essential part of foreign policy.
- The Department of State distinguishes between Public Affairs, which includes outreach to domestic publics, and Public Diplomacy (PD) / which seeks to promote the national interest of the United States through understandingly engaging, informingly and influencing foreign publics/ and by promoting mutual understanding between the people of the United States and people from other nations around the world.
- The Department of Defense (DOD) is a key contributor to our communication and engagement efforts. The key elements of DOD involved include, but are not limited to: information operations (IO), defense support to public diplomacy (DSPD), public affairs (PA) , and civil affairs (CA) all working together to accomplish military objectives that support national objectives.
- Broadcasting Board of Governors The Broadcasting Board of Governors (BBG) is responsible for non-military, international broadcasting sponsored by the United States Government, including the Voice of America (VOA). Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), Radio and TV Marti, and the Middle East Broadcasting Networks (MBN)-Radio Sawa and Alhurra Television.

# Roles and Responsibilities

- United States Agency for International Development The United States Agency for International Development (USAID) works to inform recipients and partners of U.S. humanitarian and development aid initiatives.
- Office of the Director for National Intelligence (ODNI) is responsible for coordinating the efforts of intelligence agencies to conduct research and analysis on foreign public opinion, communication modes and mechanisms, and violent extremist communication .
- National Counterterrorism Center coordinates, integrates, and synchronizes United States Government efforts to counter violent extremism and deny terrorists the next generation of recruits.
- Other departments and agencies with specific subject matter expertise and related communication and engagement capabilities may be asked to participate in communication and engagement strategy development and implementation as needed.

# Information Operations

**Information Operation (IO) are described as the integrated employment of:**

- **Electronic Warfare (EW)**
- **Computer Network Operation (CNO)**
- **Psychological Operations (PSYOP)**
- **Military Deception (MILDEC)**
- **Operation Security (OPSEC)**

**In concert with specified supporting and related capabilities, to influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting our own.**

- **Capability Supporting IO.** include information assurance (IA) physical security, physical attack , counterintelligence and combat camera. There are either directly or indirectly involved in the information environment and contribute to effective IO.
- **There are three related military capabilities:** public affairs (PA), civil military operations (CMO) and defence support to public diplomacy.



# Psychological Operations

Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning and ultimately the behavior of foreign government organisations, groups and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.

□ Missions (force multiplier and effective nonlethal weapon available to the Global Combatant Commander) :

- Advising the Supported commander through the targeting process regarding targeting restrictions, psychological actions and psychological enabling actions to be executed by military force.
- Influencing foreign populations by expressing information through selected conducts to influence attitudes and behavior and to obtain compliance or non-interference with friendly military operations.
- Providing public information to foreign populations to support humanitarian activities, ease suffering and restore or maintain civil order.
- Serving as the supported commander's voice to foreign populations by conveying the Joint Force Commanders intent.
- Countering adversary propaganda, misinformation, disinformation and opposing information to correctly portray friendly intent and actions, while denying other the ability to polarize public opinion and affect the political will of the United States and its multinational partners within an operation area.

# Defense Support to Diplomacy

## ➤ **Defense Support to Public Diplomacy**

- DOD is reviewing recourses and capabilities that might best be brought to bear in its support of Department of State efforts to advance USG public diplomacy as well as U.S. Embassies Information Programs and to support other agencies Public diplomacy that directly support DOD missions.
- DOD is committed to planning and conducting DOD activities to implement its security Cooperation Guidance.
- DOD is working through the COCOMs to collaboratively shape the operational environment in support in USG information objectives through activities that may include but are not limited to, Humanitarian Mine Action, Humanitarian Relief and Assistance, Counter Drug Activities, and activities supporting global counter terrorism.

## ➤ **Military Diplomacy**

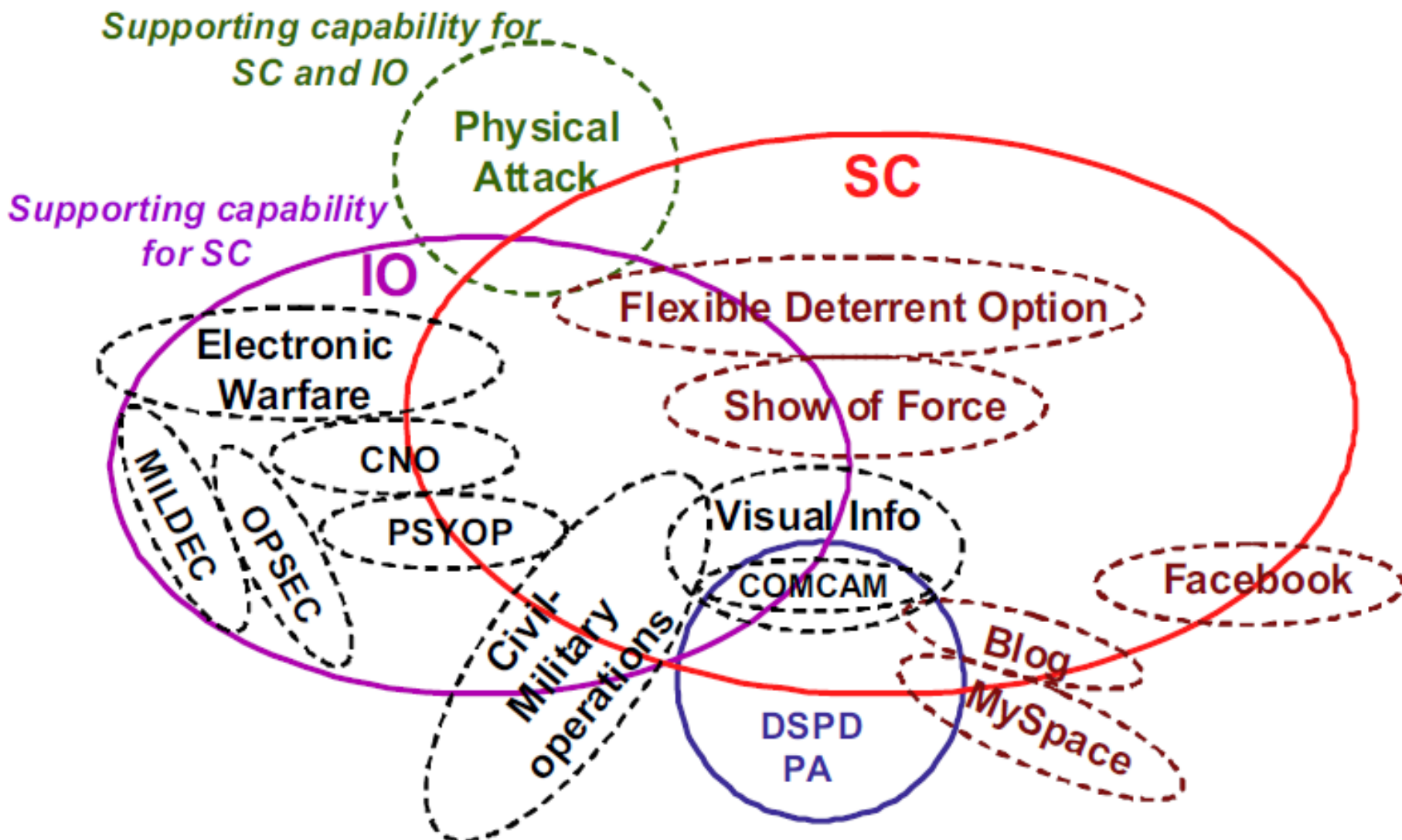
- The activities and measures U.S. military leaders take to engage military, defence and government officials of another country to communicate U.S. Government policies and message and build defence and coalition relationship.

# Psychological Operations Group

- One Active Component PSYOP Group (approx. 1300 Personnel with elements deployed Globally)
- Two Reserve Component PSYOP Group (approx, 2600 Personnel with elements deployed in Iraq, Afghanistan and Balkans)
- One Special Operations Wing (six aircraft and USG,s sole capability to rapidly broadcast deeply into denied areas)

	Target	Effect	Dimension	Primary Capabilities
SC	Key audiences (friendly, neutral, adversarial)	Understand and engage	Cognitive (people)	PA, PSYOP, MD, DSPD, VI
IO	Adversarial human and automated decision- making	Influence, disrupt, corrupt, or usurp	Cognitive, informational, physical (people, processes, systems)	EW, CNO, OPSEC, MILDEC, PSYOP

# Strategic Communication Relationships



- Core & Related capabilities for IO
- Supporting capabilities for SC

- Supporting capabilities for SC
- Related capabilities for IO

# Public Diplomacy

“We must harness American power to reinvigorate American diplomacy. Tough minded diplomacy, backed by the whole range of instruments of American power—political, economic and military.”

- US President Barack Obama



# The importance of public diplomacy

- Diplomatic engagement with people
- **Winning hearts and minds, building relations**
- Managing policy networks
- Caring for and expanding networks
- A metaphor for the **democratization of diplomacy**
- **„polylateral diplomacy“**

„Diplomacy is no longer a stiff waltz among states alone, but a jazzy dance of colourful coalitions – and public diplomacy is at the heart of its current rebooting“ – Jan Melissen, Oxford Handbook of Modern Diplomacy.

# Public diplomacy as an official policy translating soft power resources into

Hard power versus soft power			
	Hard power – sticks and carrots		
Type	Military	Economic	Soft power
Behaviours	Coercion, deterrence	Inducement, coercion	Attraction, agenda-setting, co-optation
Resources	Force, threats	Sanctions, payments	Values, culture, policies, institutions
Government policies	Coercive diplomacy, war, alliance	Aid, bribes	Public diplomacy, bilateral and multilateral diplomacy

J.S. Nye Jr: Smart power means learning better how to combine or balance hard and soft power.

→ Not only PR, but also the projection of power.

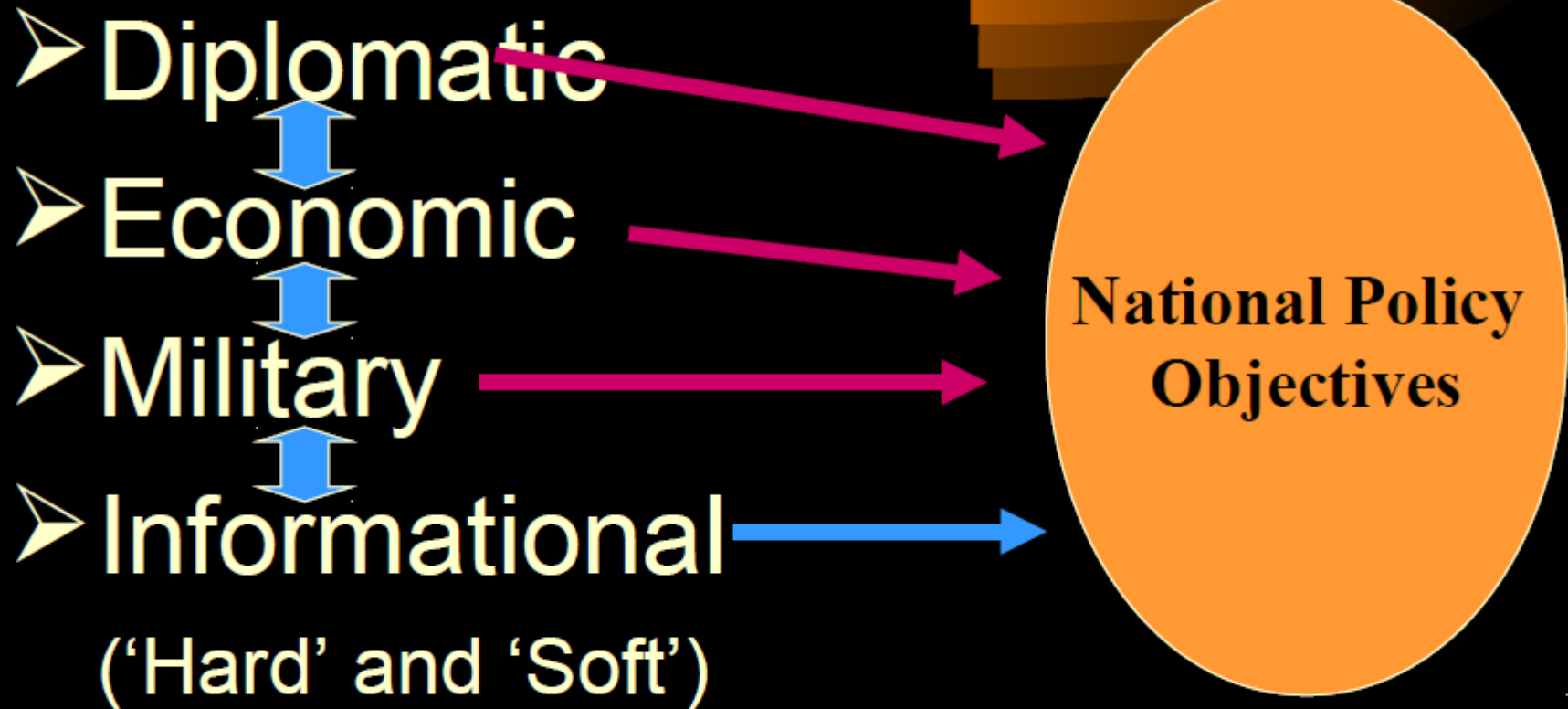


# Public Diplomacy Definition

- The efforts by a country's government to communicate and interact openly and directly with foreign audiences – academics, NGOs, businesses, institutions, and even the general public – to deepen mutual understanding and to promote/protect its national interests.
- The aims of a country's Public Diplomacy activities are to:
  - 1) influence how foreign citizens perceive that country, correcting misperceptions about its policies and values, battling stereotypes, etc;
  - 2) promote greater *mutual understanding*, i.e., Americans must also understand other peoples;
  - 3) (perhaps) impact official relations with the foreign government in a way that serves the country's national interests.



# Instruments of International Relations (the DIME framework)



# *Diplomatic & Informational*

## *‘Traditional’ Diplomacy*

- Government elite to foreign government elite
- Professional civil services
- Secrecy justified in terms of not alerting rival /adversary diplomatic alliances
- Less accountable to public criticism
- ‘secret diplomacy leads to war’

## *Public Diplomacy*

- Government to foreign publics (elite vs. mass)
- Professional media practitioners
- Publicity justified in terms of democratic accountability/open government
- Open to public scrutiny, thus bound by telling ‘the truth’
- Public diplomacy ‘leads to greater mutual understanding and peace’



# The Information Dimension:

## The Global Information 'space' (or battlefield)

### Features: -

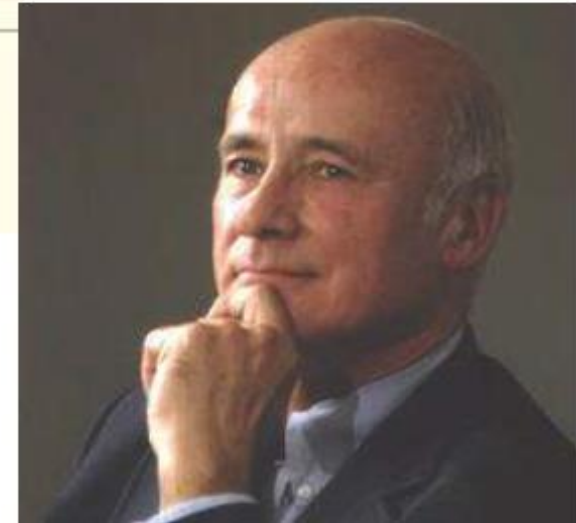
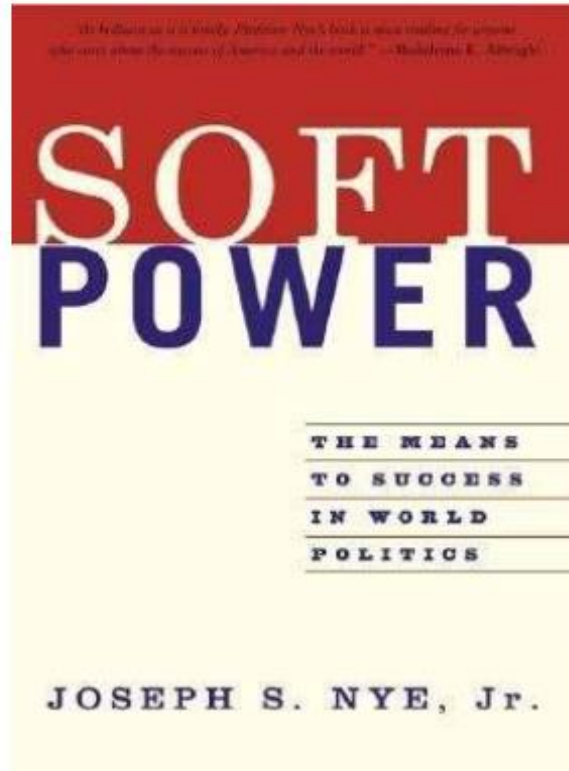
- Propaganda vs counter propaganda
- Hard Power vs Soft Power
- Public Diplomacy and cultural diplomacy
- International broadcasting
- News management
- Educational and cultural exchanges

# *Hard Power*

- HARD = actual use of military force, economic sanctions, coercive diplomacy etc
- 'Hard power is the ability to get others to do what they otherwise would not do through threats or rewards. Whether by economic carrots or military sticks, the ability to coax or coerce has long been the central element of power.' (Keohane & Nye)

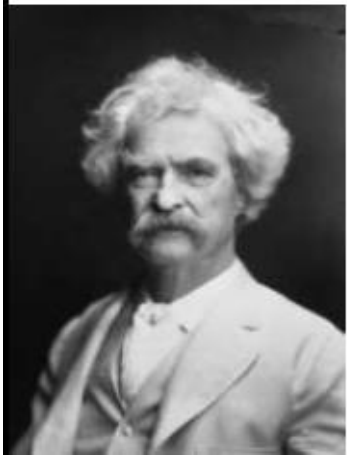
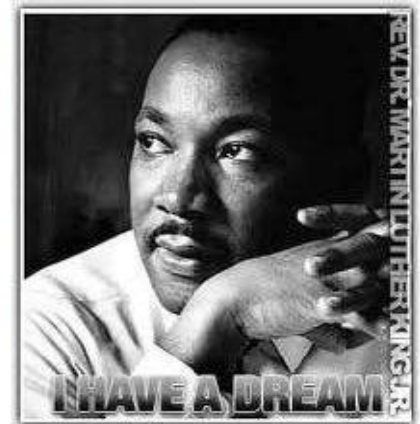
# Soft Power

- Term coined by **Joseph Nye**, former U.S. Assistant Secretary of Defense, Dean of Kennedy School of Government (Harvard University), etc.
  - Watch Nye's TED talk on global shift in power at: [http://www.ted.com/talks/lang/eng/joseph\\_nye\\_on\\_global\\_power\\_shifts.html](http://www.ted.com/talks/lang/eng/joseph_nye_on_global_power_shifts.html)
- Definition: The ability of a country or organization to shape the preferences of others, i.e., to get them to behave in a way that supports its interests, without overt tangible benefits coming to them, i.e., without threats (sticks) or payments/inducements (carrots).



# Soft Power

- Three vehicles: According to Nye, soft power rests largely on: 1) a country's (or organization's) culture (both high and low); 2) its political values; and 3) its foreign policy.



# *A key element of soft power = public (and cultural) diplomacy*

- ❖ Long term = cultural and educational exchanges, establishment and maintenance of credibility and mutual trust
- ❖ Short term = credible information dissemination through all available media (espec. Broadcasting)
- ❖ News based (Public Affairs/Public Information/Media Operations) for domestic audiences)
- ❖ Public Diplomacy for overseas audiences
- ❖ But where is the line between national and international anymore?



## *PD/CD Landmarks*

- ‘Open covenants, openly arrived at’
- French invented CD – language teaching schools (Alliance Francaise)
- British Council founded 1934 to provide an alternative view of the world other than totalitarianism
- BBC began foreign language broadcasts in 1938
- Voice of America began 1942
- USIA founded 1953, closed 1999

# Questions

- What is the role and nature of **diplomacy in the 21st century**?
- **What has changed/has been changing** and with what consequences?
- To what extent is the **growing diversity and number of actors/stakeholders** challenging?
- Is it possible to **sustain secrecy** as one of the characteristics of diplomacy?
- What should and what should not **go public** when diplomacy is concerned?
- Where do you see the difference between **public diplomacy** and **public relations**?
- How does **public diplomacy** help a state in realising its vital, national interests?
- Which countries have a good image, which should do some homework in this field? Do images differ across the regions and audiences?
- What are the main obstacles a country has to tackle if it wants to succeed in **shaping/implementing its public diplomacy strategy/image/brand**?

# **Digital Diplomacy**

# Digital diplomacy defined

- Or: cyber diplomacy, net diplomacy, e-diplomacy
  - New methods and modes of conducting diplomacy with the help of the Internet and ICTs (information and communication technologies) – not only social media!
  - Describes their impact on contemporary diplomatic practices and foreign policies
  - What is different: the environment in which diplomacy is conducted, the topics on diplomatic agendas, the tools in the practice of diplomacy
- A new set of skills, organisational changes and innovative ways of approaching global policy are needed

Source: <https://www.diplomacy.edu/e-diplomacy>

# Benefits for MFAs from going digital

- Effectiveness – MFAs can better connect and communicate with new players in international society
- Efficiency – MFAs can reach much larger audiences and capture a range of related benefits
- Leverage – MFAs can use the new media to play to the strengths of national image and reputation while minimising the constraints associated with capacity or security limitations.

# MFAs on Social Media Platforms (2016)

## Social media FACTSHEET OF FOREIGN MINISTRIES



### Global use of social networks by foreign ministries:

50%  
use Twitter



48%  
use Facebook



37%  
use YouTube



flickr 23%  
use Flickr

LinkedIn 22%  
use LinkedIn

5%  
integrate a blog

# MFAs on Social Media Platforms (2016)

Facts 

**1,2,3**

Twitter ranks first as the most commonly used social network by foreign ministries, closely followed by Facebook, and YouTube

**16%**

The percentage of foreign ministries who do not yet have a dedicated website

**41K**

The highest number of subscribers to a foreign ministry YouTube channel, belonging to US Department of State

**4.58M**

The foreign minister with the highest number of followers on Twitter: @SushmaSwaraj, India's Minister of External affairs

**320M**

The number of monthly active users on Twitter (the number of daily active users on Facebook is 1.04 billion)



# The power of Twitter – Barack Obama

 **Barack Obama**   
@BarackObama 


We just made history. All of this happened because you gave your time, talent and passion. All of this happened because of you. Thanks


PODANE DALEJ POLUBIENIA  
2 454 11 027 

11:34 - 5.11.2008

 **Barack Obama**   
@BarackObama 

Four more years.



PODANYCH DALEJ POLUBIENIA  
941 609 624 631 

20:16 - 8.11.2012

 **Barack Obama**   
@BarackObama 

Hi everybody! Back to the original handle. Is this thing still on? Michelle and I are off on a quick vacation, then we'll get back to work.

PODANYCH DALEJ POLUBIENIA  
446 941 1 890 686 

13:04 - 20.01.2017

 73 tys.  447 tys.  1,9 min

Source: <https://twitter.com/BarackObama>



# Examples of Top „Twitteratti” 2016

## @NarendraModi

No one can ignore the meteoric rise of Indian Prime Minister Narendra Modi and his superb use of the platform which has given him an enormous social media footprint. Our prediction is that he will be the most followed world leader by 2017.



**Narendra Modi**   
@narendramodi

 Follow

India has won! भारत की विजय। अच्छे दिन आने वाले हैं।

8:39 AM - 16 May 2014

  93,956  66,176

# So how should we use social media in public diplomacy?

- Adopt a step-by-step approach
- Define your target audience
- Do not expect to control everything
- Allocate sufficient resources for the campaign
- Start with monitoring online commentary – and keep this as a priority throughout the campaign
- Create engaging content
- Disclose your identity and be sincere
- Attract users to your site
- Monitor your campaign in real time and react to all relevant content (especially negative)

# Examples of outward focused MFA digital activities

- Public diplomacy, advocacy, dialogue
- Strategic communications, branding, PR campaigns
- Collaborative intelligence, innovation, problem-solving
- Trade and investment promotion
- Contact development, relationship building, network formation/maintenance
- Outreach and constituency-building
- Travel advice and consular information
- Representation in digital worlds

**Where Do You Come In**

# 4th PSYOP Group

- Only active duty Army PSYOP unit
- Part of US Army Special Operations
- Command (USASOC)
- Strategic Studies Detachment (SSD)
  - About 40 total analysts; Most have PhDs or are ABDs
  - Majority are historians, though some anthropologists, political scientists; all have extensive experience in regions they cover
- Also MCIA, DIA Human Factors group
- Current Challenge: Balance between perational support to analytic production

# What kind of socio-cultural knowledge do you need to influence someone else?

## ➤ States or state actors:

- History, international relations, psychology, political economy
- Well-developed capability

## ➤ Non-state or sub-state actors:

- Social sciences such as sociology (demographics, polling), anthropology, area studies

**Problem:** Very mixed capability

# What is Ethnography?

What a typical ethnographer does:

- Learns the local language
- Works to build rapport with key members of the local community and gains “entry” into that community
- Spends multiple hours per day for months or even years observing how people go about their everyday business and recording these observations
- Transcribes and codes these observations into field journals to be used as primary source material
- Analyzes this data to assess patterns of behavior
- Conducts formal and informal interviews with key informants, focus groups or target populations to cross-reference different interpretations and learn underlying meaning

These practices enable the ethnographer to develop an understanding of underlying meanings, shared world view, and ultimately a tacit understanding of “what makes that group of people tick.”

# Professional Skill Sets that have Direct Relevance to Strategic Communication

- **Communications technologists** can provide insight toward methodologies that maximize utility of existing communication modalities, as well as identify emerging technical capabilities.
- **Behavioral scientists** and cultural anthropologists provide deep understanding of human cultures, identities, attitudes, and behaviors.
- **Educators** with knowledge of culturally relevant pedagogies offer valuable perspectives.
- **Historians** are versed in cultural perspectives and can act as interpreters of current and future events.
- **Economists** provide data models to understand and forecast financial events.
- **Religious scholars** and leaders offer insight into important dimensions of cultural life.



# Professional Skill Sets that have Direct Relevance to Strategic Communication

- **Linguists and translators** develop cultural sensitivities that are of great value in the selection of key words, messages, and communication formats that resonate with intended audiences.
- **Political scientists** provide insights into power and influence in modern societies.
- **Librarians and researchers** provide expert information access and data management skills and have country- and culture specific knowledge, contacts, and capabilities.
- **Corporate business managers and entrepreneurs** have country and regional cultural experience, as well as ongoing relationships with international audiences, government leaders, and nongovernmental voluntary organizations.
- **Marketing managers** of products and services are accustomed to leading the complex and interdisciplinary management process associated with building and maintaining brand equity.

# Professional Skill Sets that have Direct Relevance to Strategic Communication

- **Market researchers** who advise U.S. global brand management teams have developed a wide range of measurement techniques to research and monitor international consumer interests, attitudes and preferences.
- **Advertising copywriters, art directors, and media planners** have proven abilities to transform copy and media strategies into compelling messages, events, and programs, as well as identify media vehicles that attract target audiences.
- **Producers and directors** of films, television programming, radio, video games, and advertising commercials are expert in crafting compelling and persuasive storylines and images.
- **Artists, authors, and musicians** live lives of demonstrated creativity that transcends national boundaries, and their personal stories and bodies of work offer windows into the American population.
- **Retired government officials** can provide historical perspective as well as program continuity.

# **Examples of Others**

**Russia**



(AP Photo by IIA Novosti, Alexei Nikolayev of the Russian Presidential Press Service)

Russian President Vladimir Putin and General of the Army Valery Gerasimov, chief of the General Staff of the Russian Federation Armed Forces, observe military exercises 17 July 2013 near Balkal Lake in Russia. The military maneuvers were the largest since Soviet times, involving about 160,000 troops and 5,000 tanks across Siberia and the far eastern region of Russia.

# The Value of Science Is in the Foresight New Challenges Demand Rethinking the Forms and Methods of Carrying out Combat Operations

General of the Army Valery Gerasimov, Chief of the General Staff of the  
Russian Federation Armed Forces

# Adaptive Approach for Use of Military Force

## Concealed Use of Military Force

Military training of rebels by foreign instructors

Supply of weapons and resources to the anti-government forces

Application of special operations forces and private military companies

Reinforcement of opposition units with foreign fighters

## Search for (creation of) a Pretext for Military Operation

Protection of civilians and foreign citizens

Accusing a conflicting party of using weapons of mass destruction

No

Has the resistance of the opposing side been suppressed?

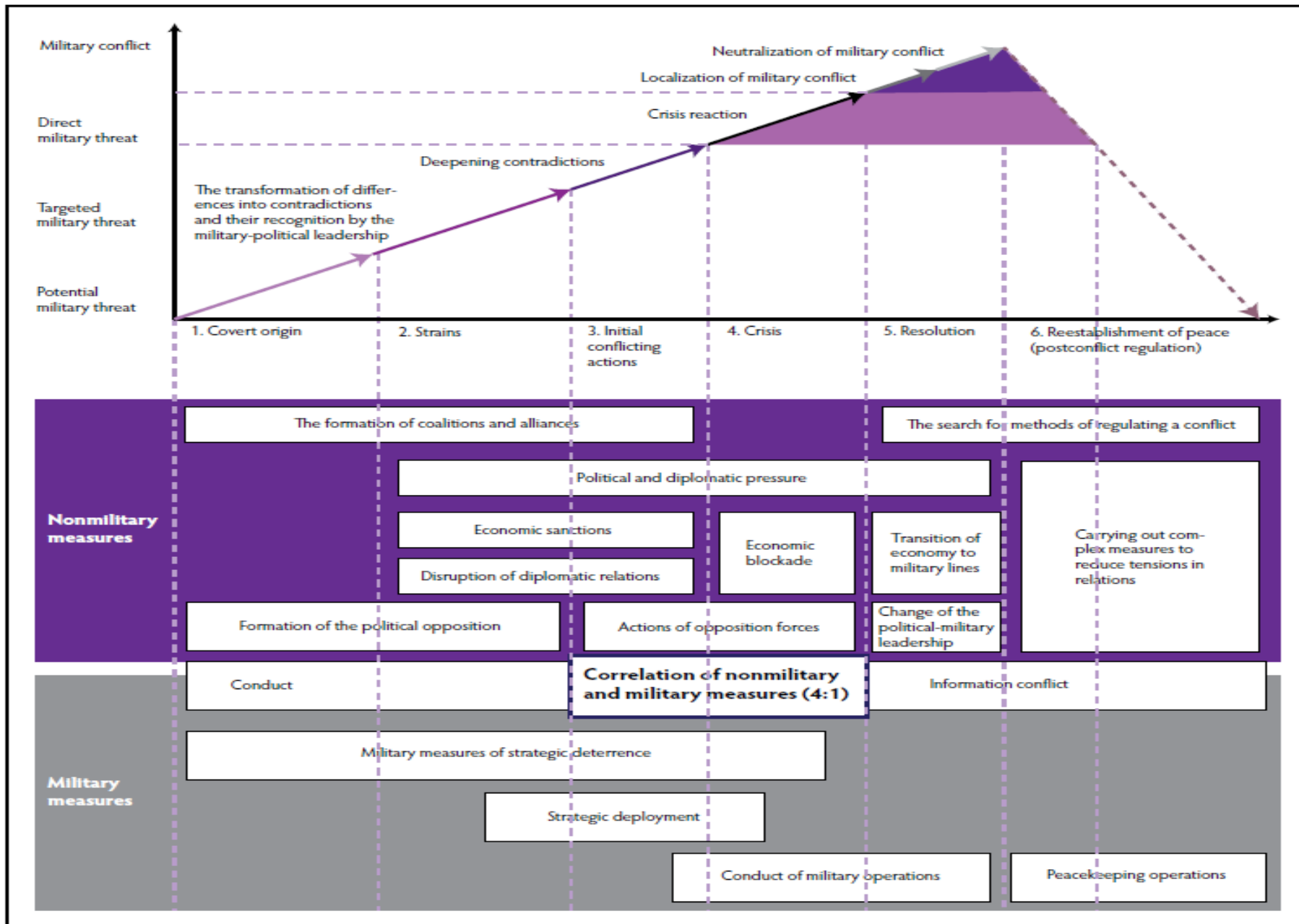
Yes

Military Operation

Change of Political Regime

# The Role of Nonmilitary Methods in the Resolution of Interstate Conflicts

## The primary phases (stages) of conflict development



# China

**The Three Warfares (三种战争)**

**Public Opinion Warfare (论战)**

**Psychological Warfare (心理战)**

**Legal Warfare (法律战)**



## The 'Three Warfares' :

- Psychological Warfare seeks to disrupt an opponent's decision-making capacity; create doubts, foment anti-leadership sentiments. Deceive and diminish the will to fight among opponents.
- Legal Warfare ("lawfare") can involve enacting domestic law as the basis for making claims in international law and employing "bogus" maps to justify China's actions.
- Media Warfare is the key to gaining "domestic over the venue for implementing psychological and legal warfare".

# Use of Soft Power

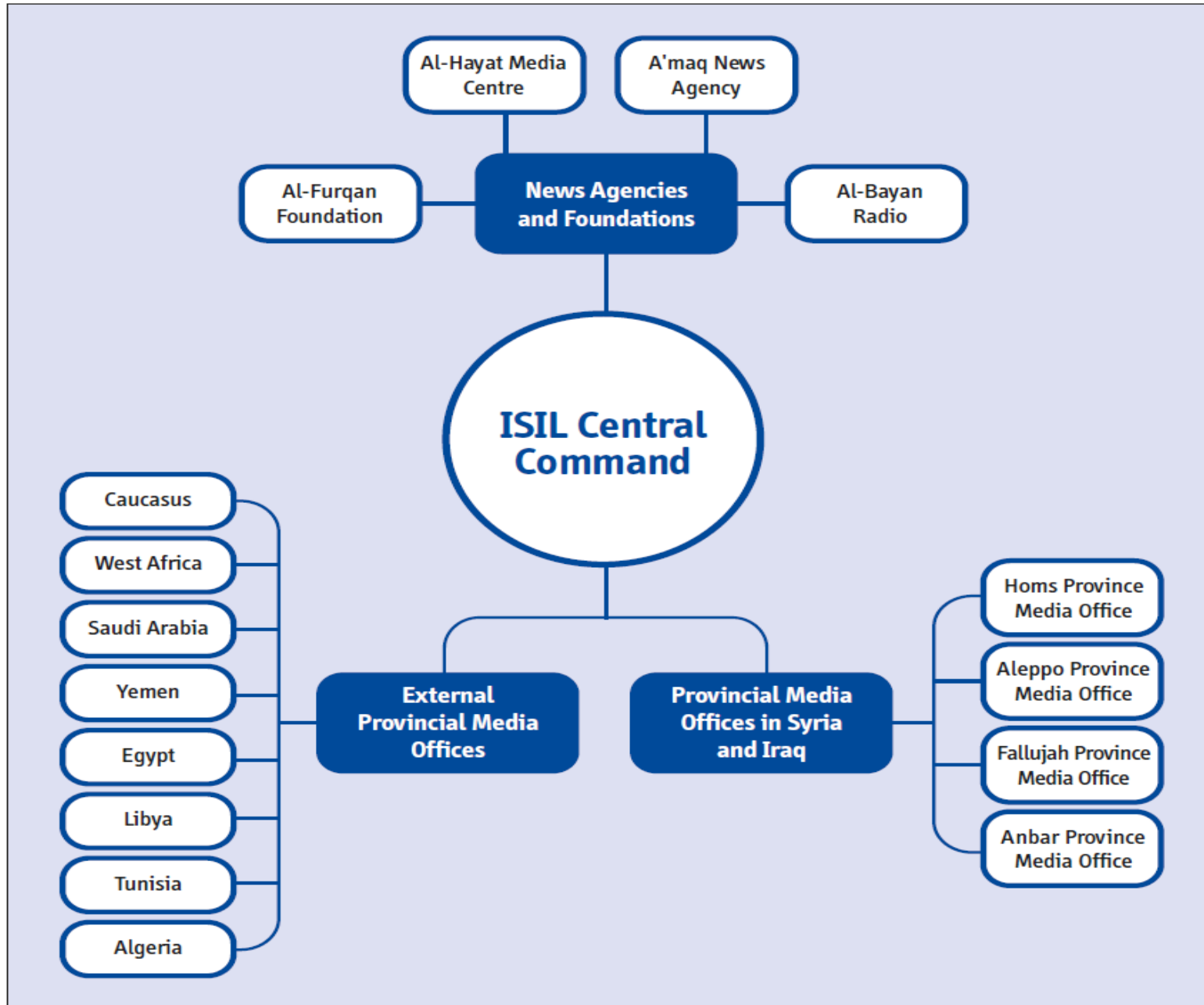
- Confucius Institutes. Network of 1,086 affiliates (440 institutes and 646 classrooms) in 120 countries.
- China now has over 400,000 international students studying at its universities.
- CCTV broadcasts globally on television, radio, and online in English, Russian, Spanish, and Arabic, as well as Chinese.
- Chinese embassies have successfully pursued cultural programmes and events around the Chinese New Year.
- China's spending on soft power over the last decade has hit \$10 billion a year, according to David Shambaugh of George Washington University.
- China's soft power still languishes far behind that of its western rivals in most comparative studies: 28th out of 30 in Portland's 2016 report on soft power or 20th out of 25 according to *Monocle*.

# Countering Violent Extremism (CVE)

We typically design physical operations first, then craft supporting information operations to explain our actions. This is the reverse of al-Qaida's approach. For all our professionalism, compared to the enemy's, our public information is an afterthought. In military terms, for al-Qaida the 'main effort' is information; for us, information is a 'supporting effort.

David Kilcullen, Countering the Terrorist Mentality, New Paradigms for 21st Century Conflict

# ISIL's Online Output



**India**

# Activities

- Indian Public Diplomacy goes back to the days of Chanakya who advocated the quality of listening as one of the most important attributes of an ideal king.
- Public Diplomacy Division of the Ministry of External Affairs was established in May 2006 with an aim to “educate and influence global and domestic opinion on key policy issues and project a better image of the country commensurate with its rising international standing.”
- Indian Council for Cultural Relations (ICCR) founded in 1950, is the pre-eminent instrument of cultural diplomacy. Maintains only 24 cultural centres outside India to project Indian culture to local people.
- Ministry of Information and Broadcasting lends support to the public diplomacy initiative with the ministry’s strategic use of the media.

# Activities

- Other Government agencies carry out programmes that promote the Indian image abroad and engage in public diplomacy, both independently and collectively. Campaigns like 'Pravasi Bharatiya Divas' and 'Know India' programme have met resounding success.
- "India perspective" magazine published in 17 languages and distributed over 150 countries in the world.
- Public Diplomacy Division also partners with major domestic and international universities, think tanks and research organizations to organize seminars and conferences.



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## Public Diplomacy Division of Ministry of External Affairs



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Get detailed information on the Public Diplomacy Division of Ministry of External Affairs. Users can check details of various events organized by the Division for the greater understanding of Indian foreign policy. Online publications on the Indian Perspective are given. Details of development partnership with other countries, discussion forum facility and Indian global security etc. are available. Documentary videos are also provided.





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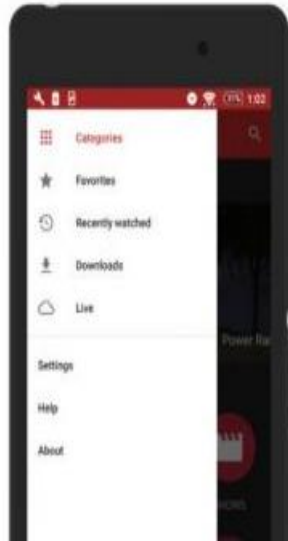
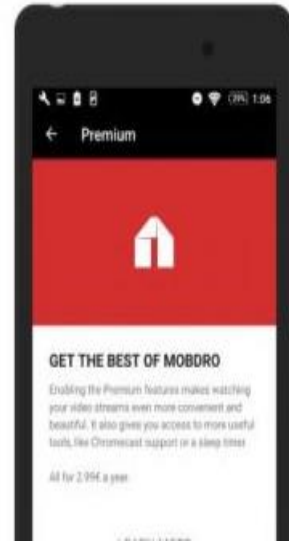
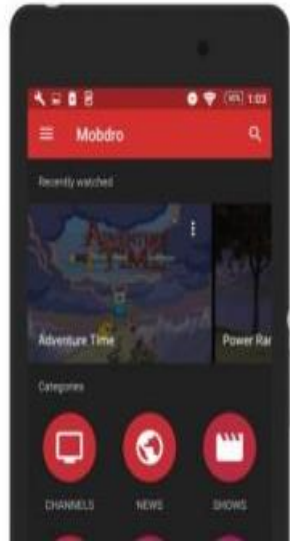
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# Public Diplomacy in the Information Age

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**Conference & Workshops**

**A Report**



# PM's Interview in BBC before 1971 War

**Googly**

# Pentagon Drops 'Strategic Communication'

USATODAY

Published 5:42 p.m. ET Dec. 3, 2012 | Updated 6:11 p.m. ET Dec. 3, 2012



(Photo: Luis M. Alvarez AP)



WASHINGTON — The Pentagon is banishing the term "strategic communication," putting an end to an initiative that had promised to streamline the military's messaging but instead led to bureaucratic bloat and confusion, according to a memo obtained by USA TODAY.

## STORY HIGHLIGHTS

- Communication initiative aimed to streamline the military's messages
- Instead it duplicated efforts of traditional public affairs offices
- Duplication resulted in 'confusion and inefficiencies,' memo says
- 

Strategic communication had aimed to synchronize the military's messages with its actions. Instead, it led to creation of offices and staffs that duplicated efforts of traditional public affairs offices, according to the memo.

In the memo, Assistant Secretary of Defense for Public Affairs George Little wrote that over the past six years, strategic communication "actually added a layer of staffing and planning that blurred roles and functions of traditional staff elements and resulted in confusion and inefficiencies."

In the Army, for example, personnel assigned to strategic communication slots increased from seven in 2006 to 38 last year, Pentagon records show. The Army spent \$5 million for contractors assigned to strategic communication.



PUBLIC AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
1400 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1400

November 28, 2012

MEMORANDUM FOR COMMANDERS OF THE COMBATANT COMMANDS

SUBJECT: Communications Synchronization – A Local Coordination Process

This memorandum is in response to questions from the field about the status of Public Affairs and Strategic Communication (SC) in Office of the Secretary of Defense (OSD). The responsibility for SC in OSD was shared by the Office of the Assistant Secretary of Defense for Public Affairs (OASD-PA) (Communications Planning and Integration) and USD(P) (Global Engagement). COCOMs typically sent SC plans to these organizations for coordination and approval. SC was viewed as a means to synchronize communication efforts across the department, however, over the last six years we learned that it actually added a layer of staffing and planning that blurred the roles and functions of traditional staff elements and resulted in confusion and inefficiencies. As a result, this year we stood down these staff elements. We also realized that these SC plans mostly contained public affairs planning that we once again expect to come through public affairs channels.

We avoid using the term SC to avoid causing confusion. The more accurate terminology, which will be used in future Joint Publications, is communication synchronization. We are continuing our leadership role in communication and reminding those in the communication business that most things previously termed “SC” are in fact Public Affairs responsibilities.

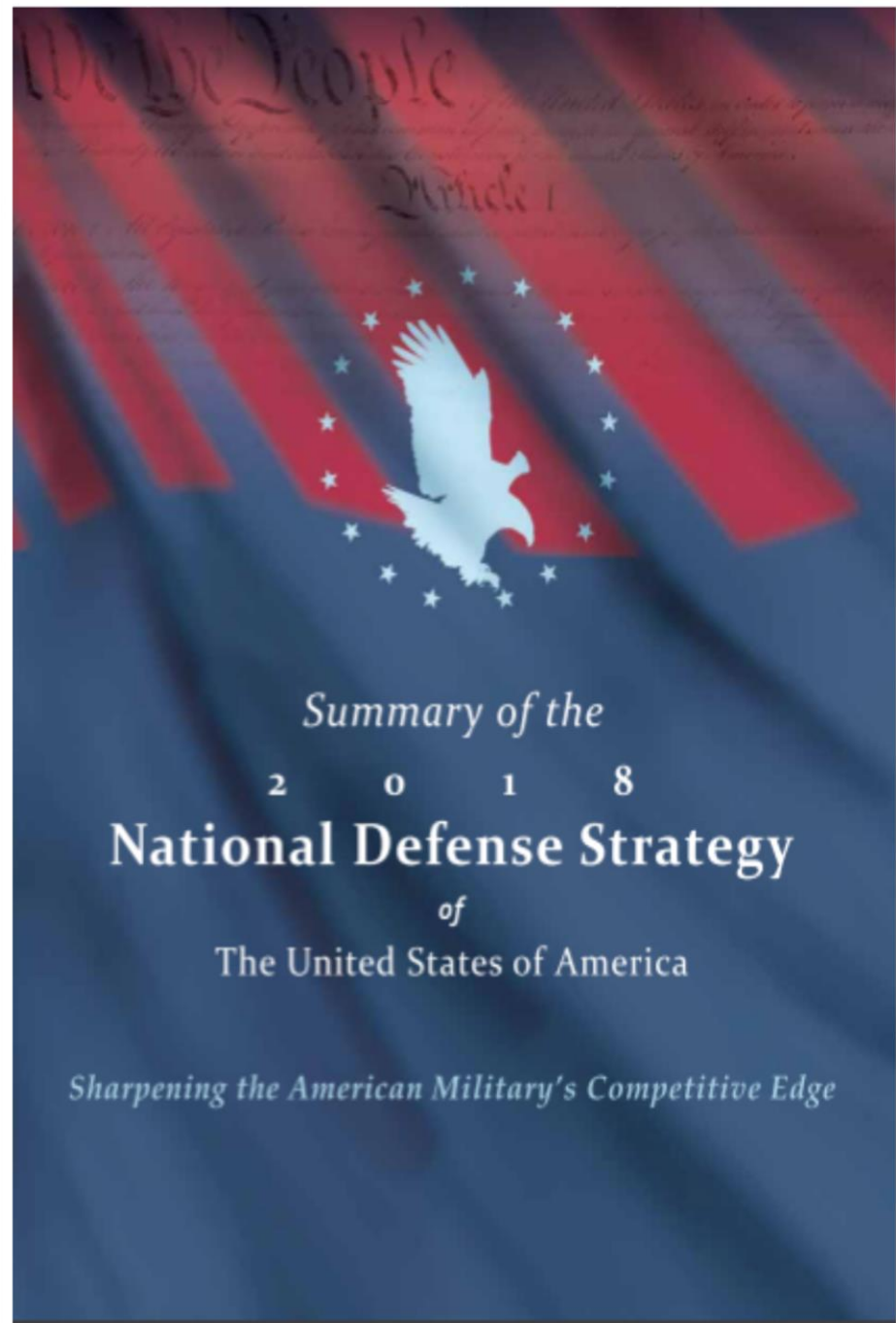
2017

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# NATIONAL SECURITY STRATEGY

*of the United States of America*

DECEMBER 2017



*Summary of the*

2 0 1 8

# National Defense Strategy

*of*

The United States of America

*Sharpening the American Military's Competitive Edge*

# Conclusion



# Strategic Communication

## *Lessons Learned.....*

- Credibility and legitimacy are paramount
- Media isn't the only thing, but it's everything
- Imagery wins
- Speed counts
- Messages must be simple and memorable
- Opinions are shaped by engagement
- Listening is as important as talking
- Use every channel
- Research and measurement are essential
- Communication strategy must be embedded in national strategy
- Be prepared for "casualties"

## **Key takeaways from Adm. Mike Mullen, former Chairman of the Joint Chiefs of Staff in an August 2009 article in Joint Forces Quarterly.**

- "We need to worry a lot less about how to communicate our actions and much more about what our actions communicate."
- "Our adversaries monitor the news to discern coalition and U.S. intent as weighed against the efforts of our forces. When they find a say-do gap...they drive a truck right through it."
- We must be vigilant about holding ourselves accountable to higher standards of conduct and closing any gaps, real or perceived, between what we say about ourselves and what we do to back it up."
- Our messages lack credibility when we haven't invested enough in building trust and relationships and when we don't deliver on promises.
- Our adversaries intimidate, control and communicate from within. They aren't just out there shooting videos; they deliver. Each beheading, each bombing, and each beating sends a powerful message or, rather, is a powerful message.

## **Key takeaways from Adm. Mike Mullen, former Chairman of the Joint Chiefs of Staff in an August 2009 article in Joint Forces Quarterly.**

- Most strategic communication problems are not communication problems at all. They are policy and execution problems. Each time we fail to live up to our values or don't follow up on a promise, we look more and more like the "arrogant Americans" the enemy claims we are.
- Messages are not something we can launch downrange like a rocket, something we can fire for effect. Good communication runs both ways. It's not about telling our story. We must also be better listeners.
- We need to better appreciate cultural differences and people's needs, and hopes for the future to supplant the extremist narrative. We cannot capture hearts and minds; we must engage them; we must listen to them, one heart and one mind at a time—over time."

- ❖ **Global citizen**
- ❖ **International community**
- ❖ **Smart power**
- ❖ **Right to self-determination**
- ❖ **Freedom fighter**
- ❖ **Superpower**
- ❖ **Surgical strike**
- ❖ **Engagement**
- ❖ **Boots on the ground**
- ❖ **Middle East peace process**
- ❖ **Fair trade**
- ❖ **Strategic dialogue**
- ❖ **Liberal democratic order**



Dr. Richard N. Haass  
President, Council on Foreign Relations

**“I doubt relegating these words and phrases to the dustbin of history would result in world peace (another phrase that should be abolished), but it would be a useful start.”**

**THANKS FOR YOUR PATIENCE  
HEARING.....**



# Q & A

