
Managing Civil-Military Interactions in a Democracy: Perspectives of the Central Naval Command

**Edward D.Yeibo, Aniefiok J. Udoudo & Pauline O.
Ohiagu**

*Department of Linguistics and Communication Studies, University of Port
Harcourt, Port Harcourt, Nigeria*

ABSTRACT

Key terms:

*Central Naval
Command, Central
Naval Command's
Area of
Operations, Civil-
Military Relations,
Civil-Military
Relations Projects,
Civil Populace.*

The desire to achieve genuine civil-military relations in Nigeria has remained problematic due to the perception of the military as oppressive. Apart from setting up a relationship department, the Nigerian Navy undertakes some civil-military relations efforts to bridge civil-military distrust. This study investigated the civil-military relations strategies of the Central Naval Command in its area of operations. The specific objectives were to: find out the civil-military relations projects undertaken by the Central Naval Command in its area of operation; find out the impact of civil-military relations strategies adopted by Central Naval Command in its area of operation; and to identify the challenges that militate against civil-military relations in the Central Naval Command's area of operation. The study was anchored on the Concordance theory. The descriptive survey research design was used to study a population of 9, 069, 982 from which a sample size of 384 was drawn. The sample size was based on Philip Meyer's sampling system. Findings of the study showed that the Central Naval Command has

undertaking projects, such renovation of classroom block and free medical outreaches in its area of operations. It was also found out that despite the projects, occasional clashes and the alleged manhandling of civilians by some naval officers results in a frosted relationship between the civil populace and the naval authorities. The study recommended, among other things, that beyond the initiation of projects, the Central Naval Command should address occasional clashes and the manhandling of civilian by some naval personnel.

Introduction

Since the beginning of society, human beings have been involved in different forms and levels of interaction to address common challenges for survival. In the quest for survival, several mechanisms have been developed to protect mankind in their environment through the use of dialogue, negotiation and force. Huntington (1999) emphasizes that, “human quest for adequate security and expansionist tendencies towards building an economically viable society for the improvement of living standard led to the establishment of military institutions” (p.21). The military was established in the society and the society is a combination of civil populace and the military. Therefore, the civil populace and the military ought to synergise or establish a cordial relationship to promote a peaceful society and governance.

Civil-military relations is the relationship between civil society and the military. According to Gaya (2000), civil-military relations is the interaction between the armed forces as an institution and sectors of society in which it is embedded. This implies that civil military relations has to do with the society on the one hand and the military as an institution, on the other hand. It also implies that civil- military relations is about the military relating with the society and both of them functioning interdependently within the society. However, this definition is not apt, based on the fact that civil- military relations goes beyond civil military interaction. Civil-military relations has to do with the interface

between the military and the civil populace, geared towards establishing mutual understanding and goodwill which will enhance peaceful co-existence in the society. The military as an institution is one of the most important pillars of the state without which the pursuit of sovereignty and security may not be guaranteed. Therefore, both segments of the society - the military and the civil populace need to strategize to achieve the noble drive of peace and tranquillity. Civil-military relations in a broad sense, refers to the complex environment in which civilian and military interaction takes place (Gaya, 2000). This definition is more acceptable because it is more holistic in approach. This is because the environment in which the civil- military interaction takes place is embedded with ideological, regimental, cultural, behavioural differences as well as struggle for supremacy. It, therefore, becomes imperative to look at the meaning of civil society. The interest, therefore, is how best to ensure that the two synergize without endangering societal goals in a democratic dispensation. The gamut of civil-military relations in the Central Naval Command is predicated on the cordial and mutual relationship, understanding, and goodwill between the host communities where the Central Naval Command operational activities take place and the personnel of Central Naval Command.

Cohen (2001) argues that rather than envisioning civil-military relations as separate spheres, they should be recognized as domains that overlap. Relations work best when both civil and military leaders are adept at the modus operandi of civil governance and operations of the military. The military should not play politics while in military service, but they should be competent in the political affairs that shape policy. Also, political leaders should not try to act like soldiers, but they must understand enough modus operandi of the armed forces to recognize when military instruments are being used in a suitable, feasible and acceptable manner and when they are not. In all ramifications, the military should be subordinate to the civilian in a democratic dispensation and both the military and civilian populace should be holistic in acquisition of knowledge as it relates to governance.

It goes without saying that the contract of military service includes an unlimited loyalty to the state. If for any reason the military should turn against the governing authority, it should lose its political neutrality and respect. It is therefore expected that the elected representatives of the people provide

governance while the military provide the defence of the nation against internal and external aggression. Therefore, there is the need to consolidate on the evolving culture of military subordination to civil authorities which is essential to the transformation of the armed forces and the Navy in particular. This is sequel to the fact that the military is one of the major agents of the state that controls arms; especially high calibre weapons, hence the need for cooperation and subsequent subordination and control of the armed forces not only to guide against its misuse but also to ensure sustainable civil-military relations.

The Central Naval Command

The Central Naval Command is one of the five commands of the Nigerian Navy with its headquarters at Yenagoa Bayelsa State. The Nigerian Navy has a total of three operational commands, one training command and a logistics command. This amounts to five commands. The Central Naval Command was established on the 29th December 2013 as the third operations command of the Nigerian Navy. The command's area of responsibility covers from River Benin entrance to River Santa Barbra entrance covering a coastal distance of about 156 nautical miles, which translates to about 312 kilometres. The coastal states covered by the command are Bayelsa and Delta states, while the inland states covered by the command include, Anambra, Edo and Kogi states. Located within Central Naval Command area of responsibility are strategic national assets that are vital to the nation's economic survival. These economic assets include oil and gas installations and associated activities as well as minerals, fisheries and shipping activities. This makes the command's area of responsibility one of the nation's principal sea lanes for sea-borne trade and commerce. The value of these resources and the associated activities which are vital to the socio-economic well being of Nigeria makes the resources prone to various threats, such as illegal oil bunkering, vandalism, smuggling, piracy and other transnational crimes (Garba, 2016).

In order to gather intelligence to combat the inherent threats to security in the command area of responsibility, the command works to endear rapport with the civil populace to establish and maintain mutual understanding and goodwill with the civil populace. Considering, the vital nature of the national assets in the Central Naval Command area of operations and the dominance of civil

governance and civil populace within the confines of where the national assets are, the cordial relationship between the Central Naval Command and the civil populace in the Central Naval Command area of responsibility becomes germane.

Statement of the problem

The Nigerian Navy, particularly the Central Naval Command has received criticism from both local, international, human rights' organization and the media over various cases of naval personnel of the lower cadre manhandling civilians for very trivial reasons. Due to the frequency of these occurrences the image of the Central Naval Command seems to be dented.

On 29th June, 2017 for example, vanguard newspaper reported an incident in which nine naval personnel of the Central Naval Command rough handled a Bayelsian civil servant. Mrs Gloria EkpeEbipadou cried out for justice against the personnel that maltreated her 22-year old son, Mr Alexander Ebipadou. This kind of incident seems to create a big gap in terms of mutual relationship between the Central Naval Command and the civil populace in the Central Naval Command.

On the contrary, the Central Naval Command prides itself as having put adequate public relations measures in place to ensure that there is a sustained mutually acceptable relationship between the personnel of the Central Naval Command and the civil populace in its area of operation. According to the Command, these measures include, free medical rhapsody, water project, donation of fishing nets, renovation of classroom blocks, construction of pontoons, provision of relief materials and rescue operations. The position of the Command seems not to agree with the observations of the civil populace. The problem of the study is stated thus: how do civil-military relations activities of Central Naval Command impact on civil-military relations in the Command's area of operation?

Aim and Objectives of the study

The aim of the study is to assess the civil military relations of the Central Naval Command. The specific objectives were to:

1. find out the civil-military relations projects undertaken by the Central Naval Command in its area of operation;
2. find out the impact of civil-military relations strategies adopted by Central Naval Command in its area of operation;
3. Identify the challenges that militate against civil-military relations in the Central Naval Command's area of operation.

Operational Definition of Terms

The following terms are defined as used in the context of this study:

Civil-Military Relations: This means the relationship between the Central Naval Command and the people in its area of operations.

Central Naval Command: This is one of the three operational commands of the Nigerian Navy responsible for the protection of the maritime environment within its area of operation. It covers Bayelsa, Delta, Anambra, Edo and Kogi states.

Civil Populace: In the study, civil populace refers to all people in the Central Naval Command area of responsibility except those in the Nigerian Army, Nigerian Navy and Nigerian Air Force.

LITERATURE REVIEW

Concordance Theory

The Concordance theory was propounded by Rebecca Schiff. Schiff is a scholar of military studies and a professional fund raiser. She is best known for her concordance theory of civil-military relations. Schiff propounded the concordance theory from both institutional and cultural perspectives. The concordance theory emphasises the importance of establishing and maintaining a cooperative relationship among the armed forces, the political elite and the citizenry. The theory postulates that one form that civil-military relations can take is that of high level of integration between the armed forces and other parts of society. Three partners, namely; the armed forces, the political elite and the civil populace should aim for a corporative relationship. As a descriptive and prescriptive theory, concordance theory does not limit itself to one civil-military scenario. It explains the institutional and cultural conditions that affect the distinctive relationships among the three partners (Schiff, 1995).

Concordance theory is applied to developing societies, where the armed forces provide an effective blurring of civilian and military boundaries under high external threat conditions. For instance, between 1790 and 1800, America experienced agreement among its political elite, armed forces and society with respect to the three concordance indicators (Huntington, 1999). This theory focuses on improving military, political elite and citizenry cooperation. The theory argues that these three partners - the military, political class and the citizenry must aim for a cooperative arrangement. Proponents of the theory opine that as more nations are transiting to democratic model since the World War II, civil-military relations have become the centre-piece of responding to complex emergencies.

Gaya (2000) supports Schiff's concordance theory. He argues that the military in developing countries could play a crucial role in shaping attitudes towards modernity in other spheres of society. Gaya (2000) believes that despite their authoritarian tendencies, the armed forces in developing nations are often the most modern institutions. This study draws relevance from the concordance theory because the theory advocates for rapport between the armed forces and civilian populace to ensure harmonious and mutual relationship.

Overview of Civil-Military Relations in Nigeria

Civil-military relations describes the relationship between civil society as a whole and the military organizations established to protect the society (James, 2002). According to Gaya (2000), civil-military relations is the interaction between the armed forces as an institution and sectors of society in which it is embedded. This implies that civil-military relations has to do with the society and the military as an institution, on the other hand. It also implies that the military relates with the society and both function interdependently within the society. However, this definition is not apt, based on the fact that civil-military relations goes beyond civil-military interaction. Civil-military relations has to do with the interface between the military and the civil populace, geared towards establishing mutual understanding and goodwill which will enhance peaceful co-existence in the society. The military as an institution is one of the most important pillars of the state without which sovereignty and security cannot be guaranteed. Therefore, both segments of the society, in this case, the

Central Naval Command personnel and the civil populace need to strategize to achieve the noble drive of mutual understanding, goodwill and cordial relationship in the Central Naval Command's area of operations.

Civil-military relations, in a broad sense, refers to the complex environment in which civilian and military mutual interaction takes place (Gaya, 2000). This assertion is more acceptable because it takes into cognizance the mutual interaction between both parties. This is because the environment in which the civil-military interaction takes place is embedded with ideological, regimental, cultural, behavioural differences as well as struggle for supremacy.

Generally, the Nigerian Navy possesses considerable utility in a wide range of situations that span not only the spectrum of conflict but also much peaceful human activities. The provision of aid to civil authorities particularly during national emergencies is also a major responsibility, which the Navy is charged with. The degree of the aid will normally be within the context of the mandate given by the supported authority. In this regards, such assistance will be related simply to the provision of help in civil matters. Such actions to be taken could include search and rescue and ordnance disposal in the domestic environment. This could also extend to salvage operations, environment management, pollution control and the provision of personnel and systems to help community development. The Nigerian Navy has a responsibility under international law to assist in search and rescue either at sea and on water bodies which would include flooded areas. Since no nation is immune to natural or manmade disasters, naval forces will repeatedly demonstrate their inherent capabilities, make them valuable in providing both short notice and long term assistance in disaster relief, not only in coastal location but sometimes inland.

Corporate Social Responsibility (CSR)

In the last 50 years, there have been different definitions of corporate social responsibility. One recent study identifies 37 definitions of corporate social responsibility (Lattimore, Baskin, Heiman and Toth, 2007). There are core disagreements between critics and advocates of corporate social responsibility as it relates to the nature and scope of what constitutes the social responsibilities of organizations and institutions. It also relates to the differences in perceptions and understanding of the function and objectives of the organization in any

given society. Huntington (1999) see corporate social responsibility as actions that appear to further some social good beyond the interests of the organization and that which is required by law. Lattimore et al, (2007) describe corporate social responsibility as the social involvement, responsiveness, and accountability of businesses apart from their core profit activities and beyond the requirements of the law and what is otherwise required by government. Corporate social responsibility refers to strategies organizations use to conduct their businesses or operations in a way that is ethical, socially-friendly and beneficial to communities in terms of development.

Some common themes can be recognized from these definitions of corporate social responsibility. The most prominent theme is that an organization's corporate social responsibility should be in tandem with the obligations towards the society. For example, if an oil and gas company abides by the environmental laws, it does not necessarily mean that it is socially responsible. It means that it is a law-abiding corporate citizen. However, if any organization uses its resources to promote community welfare like providing free health service, it can be termed as a socially-responsible organization. Another recurring theme in these definitions is the discretionary and voluntary views on corporate social responsibility. It means that corporate social responsibility cannot be imposed on the organization by the law. Organizations that choose to engage in corporate social responsibility activities are, however, expected to do so following local, regional, national and international codes of conduct that are not legally binding (Carroll, 1979). The conceptualizations of 'society' and the 'social' tend to have been narrowed over the years to mean 'stakeholders'. This is based on the assumption that stakeholders are representatives of societal interests who pressurize these organizations to respond to societal interests.

Carroll (1979) classifies corporate social responsibility into economic, legal, ethical, and voluntary responsibilities. According to him, the economic responsibility entails that corporate organizations can achieve their multiple corporate goals and long-run profit maximization by incorporating corporate social responsibility into their business objectives. The legal aspect entails expectations that corporate organizations should play by the book by carrying out their business within the legally ascribed frameworks. Laws define the limits of tolerable behaviours of businesses, but do not define ethics (i.e. the

right or wrong of business character). This means that the expectation of society is that businesses should be ethical and do the right thing. The voluntary responsibility is that corporate organizations and society are intertwined in an organic way corporate organizations ought to undertake voluntary and philanthropic corporate actions to cover important societal issues.

Military Public Relations

The advent of public relations practice in the Nigerian military started with the Nigerian Army. Garba (2016) states that public relations practice started in the Nigerian Army, through a combination of fortuitous circumstances, where it was necessary to build a bridge between the peacekeeping troops in various strife-torn territories and their relatives at home. Garba (2016) expressed that Major Richard Irving, a retired British officer, was the first Nigerian Army public relations officer. His brief stay was specifically for the production of the Nigerian Army magazine.

However, the first indigenous director of Nigerian Army public relations was Major Tope Giwa who was drafted from the publicity office of the Federal Ministry of Information in 1961 to the Nigerian Army. He was absorbed into the Nigerian Army as captain to boost part of the Nigerian contingent in the peacekeeping operation in the strife-torn Congo. His job as public relations officer revolved around filing stories about the peacekeeping activities of the Nigerian troops that were scattered all over Congo (Garba, 2016). On his eventual return home, the Nigerian Army impressed with his performance, made a request to the Federal Ministry of Information for his secondment into the Nigerian Army and attached to the education corps. He at that time revived the Nigerian Army magazine. Today, all the three services of the armed forces, the Nigerian Army, Nigerian Navy and Air Force have virile Public Relations Departments that projects the image of the services and the armed forces in entirety.

But, in contemporary society, public relations practice, its approach and methods have become widely and deeply entrenched in business, government and in many other complex organizations. In the same manner, its relevance and utility as a tool of institutional promotion have equally come to be appreciated

in the armed forces. Military public relations has to do with the public relations efforts of the military interfacing between the force and the civil populace.

METHODOLOGY

This study adopted the descriptive survey research design. The design allowed for the collection of original data from respondents. It helped to describe the present civil-military situation in the Central Naval Command. The population for the study comprised all personnel of the Central Naval Command and the civil populace of the Central Naval Command area of operation between the ages of 18 and 75. The Command's area of operation covers Bayelsa, Anambra, Delta, Edo and Kogi States. Based on the 2006 population census, the population of the Central Naval Command area of operation is put at 16,542,197. However, considering the fact that the population size of the study is consisted of personnel of the Central Naval Command and the civil populace between the ages of 18 and 75, the population of the study is put at 8,843, 836; that is excluding ages 0-17 of the entire population. An estimated population increase projected at 2.5 % between 2006 and 2017, which is 221,096 was added. The population of the personnel of the Central Naval Command was 5, 050. A combination of the personnel and civilian population of the Central Naval Command put the population of the study at 9, 069, 982.

A total of 384 formed the sample size of this study. The sample size was based on Philip Meyer's sampling system (Stacks and Hocking, 1992). Sample was drawn from three states out of the five states for convenience. The states were: Bayelsa, Delta and Kogi states. The states were chosen based on random selection. The study adopted the multi-stage sampling approach. The instruments for data collection was the questionnaire. Data were analysed in statistical tables using the weighted mean score based on a four-points Likert Scale.

DATA PRESENTATION AND ANALYSIS

A total of 43 copies of the questionnaire were administered to Naval personnel and a total of 341 copies were administered to the civilian population in the Central Naval Command. Out of 43 copies of questionnaire administered to Naval officers, a total of 37 (10%) copies were properly filled and returned. Of

the 341 copies administered to the civilian population, a total of 310 (90%) copies were returned. Statistical data presentation was based on the copies of the questionnaire which were returned. The presentation was done in statistical tables.

Table 1: Civil-military relations projects undertaken by the Central Naval Command (CNC) in its area of operation Yeibo, Ududo and Ohiagu, 2019

S/N	Questionnaire items/projects	States	Responses				Total	WMS	Decision
			SAA	SDD					
1	Renovation of schools/equipping of classroom blocks	Bayelsa	152	57		14	223	3.1	Accepted
		Delta			142	95	237	1.4	Rejected
		Kogi	20	9	94	55	178	1.6	Rejected
2	Free medical services - free deworming, malaria/typhoid test/ treatment, blood sugar/pressure checks, eye checks/treatment, etc	Bayelsa	188	48		8	244	3.4	Accepted
		Delta	324	207	9	13	550	3.3	Accepted
		Kogi	208	114	26	7	355	3.2	Accepted
3	Sponsorship of programmes- festivals, sports events, etc	Bayelsa	140	99	6		245	3.4	Accepted
		Delta	276	219	18	15	528	3.1	Accepted
		Kogi	20	27	82	55	184	1.6	Rejected
4	Construction of Boreholes	Bayelsa	28	12	98	11	149	2.0	Rejected
		Delta	264	243	18	10	535	3.2	Accepted
		Kogi	212	144	24	7	357	3.2	Accepted
5	Provision of fishing nets	Bayelsa	172	54		10	236	3.3	Accepted
		Delta		39	54	126	219	1.3	Rejected
		Kogi	48	66	32	60	206	1.8	Rejected
6	Construction of pontoon	Bayelsa	144	75		10	229	3.2	Accepted
		Delta	12	33	26	20	329	1.9	Rejected
		Kogi	228	114	4	6	366	3.3	Accepted
7	Provision of relief materials for flood victims	Bayelsa	156	66	6	7	235	3.3	Accepted
		Delta	16	27	25	27	322	1.9	Rejected
		Kogi	192	129	2	13	346	3.1	Accepted

Data presented in table 1 indicate that the Central Naval Command had undertaken some civil-military relations projects and programmes in

communities across Bayelsa, Delta and Kogi States. The table shows that the Command undertook different projects in the host communities to address or respond to the need of individual communities. The table also shows that the Central Naval Command had undertaken free medical services in all its host communities.

Table 2: Impacts of the civil-military relations strategies adopted by the Central Naval Command in its area of operation.

S/N	Questionnaire items	States	Responses				Total	WMS	Decision
			SA	A	SD	D			
8.	The civil-military relations strategy adopted by the CNC has improved security in your community.	Bayelsa	104	102	22	0	228	3.2	Accepted
		Delta	248	213	52	7	520	3.1	Accepted
		Kogi	156	144	36	5	341	3.1	Accepted
9.	The civil-military relations projects undertaken by the CNC have helped to improve economic activities in your community.	Bayelsa	116	108		6	230	3.2	Accepted
		Delta	156	255	82	1	494	2.9	Accepted
		Kogi	204	87	76	2	369	3.3	Accepted
10.	The civil-military relations strategy adopted by the CNC has improved relationship between the Command's personnel and the civilian populace.	Bayelsa	44	18	52	28	142	2.0	Rejected
		Delta	124	45	76	82	327	1.9	Rejected
		Kogi	76	69	50	43	238	2.1	Rejected

Yeibo, Udoudo and Ohiagu, 2019

On the impacts of the civil-military relations strategy adopted by the Central Naval Command in its area of operation, data presented in table 2 indicate that the projects undertaken by the Command have helped to improve the micro economy of the Command's host communities. This is based on the weighted mean scores of 3.2, 2.9 and 3.3 obtained by item 9 of the questionnaire. Data presented in the same table indicate that the civil-military relations strategy of the Command is yet to engender mutual understanding and relationship between the personnel of the Central Naval Command and the civilian population in the Command's area of operation based on the weighted mean scores of 2.0, 1.9 and 2.1 obtained by item 10 of the questionnaire.

Table 3: Factors that militate against civil-military relations in the Central Naval Command's area of operations.

S/N	Questionnaire Items	States	Responses				Total	WMS	Decision
			SA	A	SD	D			
II.	Despite the civil-military activities of the CNC in its area of operation, the Command is yet	Bayelsa	168	51	24		243	3.4	Accepted
		Delta	284	204	38	8	534	3.2	Accepted

	to be perceived as a threat to the civilian populace.	Kogi	236	99	34	1	370	3.3	Accepted
12.	Occasional clashes between some naval personnel and civilians contribute to the perception of the CNC as oppressive.	Bayelsa	180	63	10		253	3.5	Accepted
		Delta	320	189	28	9	546	3.2	Accepted
		Kogi	224	114	12	10	360	3.2	Accepted
13.	The activities of vandals, pirates and oil thieves distort civil-military relations of the Central Naval Command.	Bayelsa	144	93	8		245	3.4	Accepted
		Delta	264	177	56	13	510	3.0	Accepted
		Kogi	244	111	10	7	372	3.3	Accepted
14.	The alleged mal-handling of civilians by some naval personnel also distorts civil-military relations between the CNC and its host communities.	Bayelsa	212	33		7	252	3.5	Accepted
		Delta	352	177	20	9	558	3.3	Accepted
		Kogi	220	123	6	11	360	3.2	Accepted

Yeibo, Udoudo and Ohiagu, 2019

Data presented in table 3 indicate that clashes between some naval personnel and civilians as well as the manhandling of civilians by some naval officers are some of the factors that undermine civil-military relations in the Central Naval Command's area of operation. This is based on the weighted mean scores of 3.5, 3.2, 3.2 and 3.5, 3.3, 3.2 obtained by items 12 and 14 of the questionnaire respectively. Data presented in the same table also show that the activities of vandals, pirates and oil thieves are other factors that militate against civil-military relations in the Central Naval Command's area of operation based on the weighted mean scores of 3.4, 3.0 and 3.3 obtained by item 13 of the questionnaire.

Discussion of Findings

Data presented above provided the basis for this discussion. The discussion was presented in the order the research questions were organised.

Research Question 1: What are the civil-military relations projects undertaken by the Central Naval Command in its area of operation?

Responses to research question 1 indicate that the Central Naval Command has undertaken some civil-military relations projects in some of its area of operations. The projects, among others, are renovation of schools, furnishing of classroom blocks, sponsorship of programmes, sporting events, festivals, construction of boreholes and construction of pontoons. This is evident from

the weighted mean scores of 3.1, 3.3 and 3.4 obtained by item 1 of the questionnaire. Responses to the same research question indicate that the Central Naval Command provided relief materials and was involved in rescue operations of flood victims. This report is based on the weighted mean scores of 3.1, 3.4 and 3.1 obtained by item 7 in the questionnaire (Table 1). Responses to research question 1 also indicate that the Central Naval Command has undertaken free medical services and outreaches in its area of operation based on the weighted mean scores of 3.4, 3.3 and 3.2 obtained by item 2 of the questionnaire.

The identification and initiation of projects by the Central Naval Command in the communities that constitute its area of operation buttress the Command's understanding of corporate social responsibility programmes. In other words, the civil-military relations efforts of the Central Naval Command demonstrate direct response to improving the conditions of people around the Command's area of operation. Garba (2016) thus, defines civil-military relations as actions that further improve social good beyond the interest, core operations or legal requirements of military organisations. What this means is that civil-military relations activities involve the action of a security organisation to respond to the needs or enhance the welfare of members of host communities or environment beyond its core operational concerns. These efforts exemplify the understanding of corporate social responsibility by the Central Naval Command.

Research Questions 2: What are the impacts of the civil-military relations strategies adopted by the Central Naval Command in its area of operation?

This research question was premised on the need to discover how civil-military relations strategies of the Central Naval Command have affected the lives of members of the Command's host communities. Responses to the research question indicate that the civil-military relations efforts of the Central Naval Command have improved security in the Command's host communities. This is based on the weighted mean scores of 3.2, 3.1 and 3.1 obtained by item 8 of the questionnaire (Table 2).

On the impact of the civil-military relations strategies of the Central Naval Command on economic activities in the Command's host communities, responses to research question 2 indicate that the civil-military relations

strategies of the Command have positively affected economic activities in the Command's host communities based on the weighted mean scores of 3.2, 2.9 and 3.3 obtained by item 9 of the questionnaire. However, the civil-military relations strategies of the Central Naval Command were yet to yield mutual trust between the Command's personnel and the civilian populace in its host communities. This report is based on the weighted mean scores of 2.0, 1.9 and 2.1 obtained from item 10 of the questionnaire (Table 2).

The articulation and implementation of a civil-military relations strategy towards promoting interdependence between security forces and the civilian populace is crucial, especially in dealing with the erroneous conception or perception of security organisations as enemies of the civil populace. This effort is crucial in societies, like Nigeria, where some security forces are viewed as enemies of civilians. Schiff (1995) sees civil-military relations as the interaction between the armed forces and other sectors of the society. What this means is that civil-military relations is strategic in establishing and maintaining mutual understanding which not only enhances peaceful co-existence but also enhances the operations or activities of both. The civil populace needs a safe society and environment to carry out their activities and the security forces need the understanding and support of the civilians to conduct their operations efficiently.

The symbiosis between security organisations and other sectors of the society defines the civil-military relations efforts of the Central Naval Command in its area of operation. The importance of this symbiosis formed the trust of the concordance theory which proposed the sustenance of cooperative relationships between security organisations, the political elite and the citizenry (Schiff, 1995). This cooperation is crucial, especially in eliciting the trust of the civilian populace to provide security tips that can enhance the operations of security forces. Garba (2016) states that positive interactions between security organisations and civilians is crucial, especially as it concerns information sharing and the enhancement of operational efficiency. It simply means that the absence of this interaction could undermine the operations of security forces and national security.

Research Question 3: What are the factors that militate against civil-military relations in the Central Naval Command?

This research question examined the challenges that plagued civil-military relations in the Central Naval Command. Responses to the research question indicate that occasional clashes between the naval personnel and civilians was one of the challenges that undermined civil-military relations in the Central Naval Command. This is based on the weighted mean scores of 3.5, 3.2 and 3.2 obtained by item 12 of the questionnaire (Table 3). Responses to research question 3 also show that the activities of criminals - vandals, pirates and oil thieves undermined civil-military relations in the Central Naval Command based on the weighted mean scores of 3.4, 3.0 and 3.3 obtained by item 13 of the questionnaire. Similarly, the alleged manhandling of civilians by some naval officers also distorted civil-military relations in the Central Naval Command based on the weighted mean scores of 3.5, 3.3 and 3.2 obtained by item 14 of the questionnaire (Table 3).

Despite the efforts of the Central Naval Command in what it regards as its corporate social responsibility to the host communities, the Command is yet perceived as unfriendly and oppressive. There may be some genuine concerns of the people that are neglected by the Central Naval Command. This condition lends credence to the argument by Lattimore, Baskin, Heiman and Toth (2007) regarding due attention to stakeholders' genuine complaints. The authors argue that if corporate organisations must be recognised as friendly and responsible, they must address genuine concerns of their stakeholders.

The importance of giving due attention to people's genuine complaints by security forces was identified as one of the factors that undermine civil-military relations by (Garba, 2016). In his investigation of civil-military relations in democratic Nigeria, Garba (2016) argues that the attitude of personnel of the military was crucial to establishing and sustaining civil-military relations that will advance the principles of democracy in Nigeria. The study shows that except personnel of the military shun repressive tendencies, whatever the Nigerian military does in the name of civil-military relations would be considered as hypocrisy and national security will be endangered. The endangerment of national security due to lack or deficiency of mutual understanding between personnel of a nation's security forces and the civil

populace is made practical in the fact that the security forces need information from civilians for efficient operations. Since people may not divulge information, especially security tips, to perceived enemies or people they do not trust, the efforts of security forces could be greatly undermined on account of civil-military mistrust.

Conclusion

The Central Naval Command has undertaken some civil-military relations projects in its host communities. The Command's civil-military relations projects in education, health services, rescue operations and provision of relief materials have contributed to alleviating the socio-economic challenges of its host communities.

Despite the projects undertaken by the Central Naval Command, its civil-military relations strategies are yet to engender trust and mutual understanding between personnel of the Command and the civilian population in the Central Naval Command. At the moment, the civil-military relations strategies of the Central Naval Command can be said to be directed at the infrastructural needs of its host communities. The Command's civil-military relations strategies are yet to address occasional conflicts or clashes between civilians and personnel of the Central Naval Command.

The occasional conflicts or clashes and the ill-treatment of civilians by some naval officers are some of the challenges that militate against the civil-military relations of the Central Naval Command. The activities of vandals, pirates and oil thieves also distort the civil-military relations of the Central Naval Command. The ability to address these challenges will significantly improve mutual understanding and cooperation between officers of the Central Naval Command and the civilian populace in the Command's area of operation.

Recommendations

Based on the findings of the study, the following recommendations will be useful:

1. The Central Naval Command in its provision of civil-military relations projects in its area of operations should embark on projects that genuinely satisfy the actual needs of the people.

2. The civil-military relations strategies of the Central Naval Command should take into account the importance of genuine cooperation and collaboration of the civil populace in the Command's area of operation. Since the cooperation of the civil populace is crucial to operational efficiency, the Central Naval Command must identify and deal with conditions that distort its civil-military relations efforts.
3. The civil-military relations of the Central Naval Command must take cognisance of the alleged ill-treatment of civilians by some personnel of the Command. Cases of clashes between civilians and some naval personnel must also be squarely addressed. The neglect of these concerns may continually plague the civil-military relations efforts of the Central Naval Command in its area of operation.
4. The activities of vandals, pirates and oil thieves which contribute to the distortion of the civil-military relations of the Central Naval Command must be squarely addressed. Building instrumental ties with civilians, especially as it concerns the provision of security tips on the activities of criminals, will help the Central Naval Command to deal with activities of vandals, pirates and oil thieves.

REFERENCES

- Bichta, C. (2003). Corporate socially responsible industry (CSR) practices in the Greek. *Social Responsibility and Environmental Management*, 2(1) 13-35.
- Carroll, A.B. (1979). A Three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4 (4), 497–505.
- Cohen, E. (2001). *Soldiers and civilians: The civil-military gap and American National security*. Cambridge: MIT Press.
- Garba, M. S. (2016). *Central Naval Command operational guideline*. Yenagoa: Kadmon Publishers.
- Gaya, S. (2000). Civil- military relations in a democracy: A paper presented to course 8 participants at the National Defence College, Abuja.
- Huntington, S. (1999). *The soldier and the state: The theory and politics of civil-military relations*.

Massachusetts: Harvard University Press.

James, B. (2002). Theories of democratic civil-military relations. *Armed forces and Society* 29(1), 7–29.

Lattimore, D., Baskin, O., Heiman, S. T. & Toth, E. L. (2007). *Public relations: The profession and the practice (2nded)*. New York: McGraw Hill Companies Inc.

Schiff, R. L. (1995). *The military and domestic politics: A concordance theory of civil-military relations*. New York: Routledge Press.

Stacks, D.W. & Hocking, J.E. (1992). *Essentials of communication research*. Harlow: Pearson Education Limited.