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**ADMINISTRATION AND LOGISTICS  
(LECTURES ONE & TWO)**

LECTURE NOTES FOR  
SENIOR STAFF COURSE QUALIFYING EXAMINATION

Prepared under the direction of

**Chief of Army Staff**  
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**CONTENTS**

<b><u>LECTURE ONE</u></b>	<b><u>Page</u></b>
<b>1. PART ONE: MAN MANAGEMENT</b>	
Introduction	6
Objectives	6
Differences in Men	6
Ways of Gaining Knowledge and Understanding of Men	7
Point Contact	7
Summary	8
Self Assessment Questions	9
Hints on SAQ	9
<b>2. <u>PART TWO: PRINCIPLES OF ADMINISTRATION</u></b>	
Introduction	11
Objectives	12
Staff Officers and their Responsibilities	13
Admin problems at Coy Level	20
“A” Matters	21
“Q” Matters	27
Summary	28
SAQ/Revision Questions	29
Hints on Answering SAQ	30
<b>3. <u>PART THREE: UNIT ADMIN INSPECTION</u></b>	
Introduction	33
Objectives	33
Inspection Procedure	34
Staff Responsibilities	34
The Inspection Programme	34
The Inspection	35
Inspection Reports	37
Aide-Memoire	37
SAQ/Revision Questions	38
Hints on Answering SAQ	38

4. **PART FOUR: LOGISTICS & MAINTENANCE SYSTEM**

Introduction	39
Objectives	40
Principles of Logistics	41
Lines of Support/the Echelons	42
Maintenance in the CZ	49
Summary	51
SAQ/Revision Questions	52
Hints on Answering SAQ	53

**LECTURE TWO**

Page

5. **PART ONE: ORGANISATION OF THE STAFF AND SERVICES AT THE BRIGADE LEVEL**

Introduction	55
Objectives	56
The Brigade HQ	56
Summary	60
Self Assessment Question	60
Hints on Answering SAQ	60

6. **PART TWO: THE RESPONSIBILITIES AND ROLE OF NACST**

Introduction	61
Objectives	62
Organisation of NACST	62
Peace Time System	65
Roles of NACST	66
Delivery System in CZ	70
Transportation in CZ	71
Combat Supplies /Tpt Control	72
Other Forms of Transport	75
Summary	76
Self Assessment Question	77
Hints on Answering SAQ	78

<b>7.</b>	<b><u>PART THREE: THE RESPONSIBILITIES AND ROLE OF NAMC</u></b>	
	Introduction	79
	Objectives	79
	Responsibilities of NAMC	79
	Principles of operation	80
	NAMC/School/Units in the Division	81
	Casualty Evacuation	86
	Command and Control	87
	Medical Stores and Equipment	87
	Summary	88
	SAQ	89
	Hints on Self Assessment Question	89
<b>8.</b>	<b><u>PART FOUR: BURIALS</u></b>	<b>Page</b>
	Introduction	91
	Objectives	92
	Categories of Burials	92
	Marking	93
	Burial Procedure	94
	Methods of Emergency Burials	95
	Disposal of Personal Effect (Property)	96
	Summary	96
	SAQ	97
	Hints on Self Assessment Questions	97
<b>9.</b>	<b><u>PART FIVE: THE RESPONSIBILITIES AND ROLE OF NAOC</u></b>	
	Introduction	101
	NAOC Units in the Division	102
	Command and Control	104
	Ordnance Stores	105
	Supply System in War	106
	Deployment of units	107
	Supply and Demand	107
	Peace Time System	108
	Summary	109
	Hints on SAQ/Revision Questions	110

10. **PART SIX: ORG AND FUNCTIONS OF OFP**

Introduction	111
Role of the OFP	111
Complimentary Task	111
Responsibilities of OFP	112
Provision	112
Issue and Receipt	113
Heavy Lift Items	113
Control Stores	113
Storages	114
Sitting	114
Layout	115
Method	116
Defence	117
Defence on Move	117
Air Portability	117
SAQ	118
Hints on Revision Question	118

11. **PART SEVEN: ROLE OF THE NAEME IN BATTLE**

Introduction	119
Objectives	119
Command Control	119
Repair & Recovery	120
Depth of Repairs	120
The Repair System	122
The Repair Policy	123
Recovery	123
Summary	124
Self Assessment Question	125
Hints on Answering SAQ	125

<b>Annex:</b>	<b>126</b>
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**LECTURE ONE: PART 1**

**MAN MANAGEMENT**

**INTRODUCTION**

1. Man management is an integral part of leadership. To be a successful leader one must learn to lead individuals as a body. This call for the understanding of the soldiers in order to understand their respective physical, mental and emotional needs. It is also the realization that all men are different, therefore should be treated differently.

**OBJECTIVES**

2. At the end of this lecture, students will be able to:
- a. List 5 factors that account for differences in soldiers.
  - b. Describe 5 approaches of gaining knowledge and understanding of people.
  - c. Describe strategies for sustained interactions with others.
  - d. Mention 12 ways of establishing mutual respect and confidence with people.

**DIFFERENCES IN MEN**

3. Basically, men in an institution like the Army are the same, but there are factors which show that they are different in some ways. These are as follows:
- a. Location of the homes and the immediate environment.
  - b. Their former jobs.

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- c. Their temperament and psychological conditions.
- d. Their religion.
- e. Their upbringing.

**WAYS OF ACQUIRING KNOWLEDGE AND UNDERSTANDING OF PERSONNEL**

4. The acquisition of knowledge and understanding personnel is not an easy job. It requires officers who are patient, dedicated to their job, and are interested in getting the best out of their personnel. The following ways may be adopted:

- a. Coy and Pl mess meeting.
- b. Sport, Recreation etc.
- c. Informal chat off parades, pep talks, in hospitals, durbars and route marches.
- d. Formal interactions e.g during interviews.
- e. Observations.
- f. Discussion meeting, debates and unit durbars.

**POINT OF CONTACT**

5. The initiative for making contact and reaching into your personnel must come from you. Be sure to go out of your way to get your men to relate with you. You try as much as possible to encourage your men, because you may have in your unit soldiers who are better educated than yourself and are very conscious of this fact. Other ways include the following:

- a. Informal visits to subordinate.
- b. Developing the habit of calling subordinates by their first names.

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- c. Hosting of subordinates during national or service festivities.
  - d. Ensuring that discipline is sustained.
6. When such a situation arises, do not stamp on such personnel as this will provide the fenders to feed their ego and make the idea that their better education is making you uncomfortable. Rather show your appreciation of their education but make it clear that you are the boss and not prepared to take any mischief. Every officer must be a psychologist of some sort so as to be able to find out why some soldiers behave abnormally.

**SUMMARY**

7. Officer/soldiers relationship. First you must get it clear in your mind what the nature of your relationship should be and what you are aiming at. It must be to establish mutual respect and confidence and not the seeking of popularity and relaxation of discipline. You can achieve this in the following ways:

- a. Be a bit more strict than you would like to.
- b. Always look for efficiency and high sense of duty.
- e. Put their interest before your own.
- d. Explain things when necessary and be their champion and chief critic.
- e. Work, play together as much as possible but always be sure that everybody does his share.
- f. Always be an example.
- g. Treat them like human being which they are, and not like machines but do not be afraid to demand for their best always and if you find anybody wanting tell him so at once.



- h. Rationally reward merits and punish defaulters. Do not be sarcastic.
- i. Try as much as possible to look into men's problem yourself, rather than delegating them to someone else.
- j. Pay particular attention to leave, pay, medical and fatigues.
- k. Be yourself always and never pose.
- l. Do not hamper your men. Remember you are the army to them and always try to make it clear that to be a soldier is to fulfill a vital role to your country.

### **SELF ASSESSMENT QUESTIONS**

- 8.
  - a. Mention the 6 factors that clearly show the difference in personnel.
  - b. What are the 6 ways of gaining knowledge and understanding of personnel?
  - c. What are those points of contact between an officer and his personnel?
  - d. Mention the 12 ways of establishing mutual respect and confidence in your personnel.

### **HINTS ON ANSWERING SAQ**

- 9.
  - a. This question calls for the enumeration of factors that account for some differences in personnel. Candidates should consider differences in personnel in terms of their home and environment, their religion, type of job and general upbringing. (See Paragraph 3)

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b. In describing ways of gaining knowledge and understanding of personnel, candidates should pay attention to opportunities provided by messes for social interaction and exchange of ideas. Similar opportunities provided during sporting activities, debates and dubars should also be considered. The role of direct observation in understanding personnel should also be emphasized.

c. For points contact, the crucial thing is for the officers to take the initiative in opening communication with others. The officers should also encourage others to do so. The application of some psychological principles in dealing with fellow personnel is a necessity.

d. To establish mutual respect and confidence in other personnel, a lot has to be done. For details, see the summary in Paragraph 7.

**LECTURE ONE PART 2**

**PRINCIPLES OF ADMINISTRATION**

**INTRODUCTION**

10. The responsibility for proper administration of a unit rests with the CO. The assistance available to the CO varies according to the size and type of unit. In major units, it is usual for him to delegate some of his administrative duties to the second-in-command, who undertake these besides his traditional responsibility for training. It is for example normal for the 2ic to concern himself with all aspects of Q administration on which the QM gives direction and advice. 'A' matters are handled by the adjt, and 'Q' matters by the QM.

11. In mechanized battalion, armoured and artillery units, it has been found essential to have 2 QMs one is responsible for clothing, equipment and non technical stores, the other is the Technical QM responsible for the provision and maintenance of technical stores. The position of 2 QMs in similar units in the NA is still fluid.

12. The importance of good unit administration in both peace and war has been shown to be the key, not only to a unit's morale, but also to its subsequent success in battle. It is essential that officers, formation and unit commanders frequently ensure that the administration of units for which they are responsible, is working correctly.

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13. The unit administration is a continuous business in both peace and war times requiring considerable attention to details. Nothing destroys unit morale more than thoughtless or slipshod administration, particularly in peace time when there can be excuses for it.

14. Responsibility for good administration starts at the lowest level, with the NCO in charge of a section or detachment. It is therefore the concern of every officer, warrant officer and NCO. They must know and care for their personnel always and in all circumstances. They must share their hopes, worries and fear, and make themselves responsible for their welfare and problems.

15. In this Lecture, attempt will be made to outline the administrative responsibilities of COs and their staff officers in relation to the morale of soldiers in a given unit.

**OBJECTIVES**

16. At the end this lecture a student officer will be able to:
- a. Name the main staff officers of a unit and describes those administrative functions they do to supplement the CO's routine responsibilities.
  - b. Discuss administrative problems at company level.
  - c. List 'A' aspect of administration at unit level.
  - d. Explain vividly the relevance of training, health and hygiene in the life of a soldier.
  - e. Mention 7 strategies a unit should adopt to guarantee hygienic standards.
  - f. Describe the types of record that should be maintained for every

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soldier and where they should be maintained.

- g. List and discuss welfare problems as they affect soldiers in a given unit.
- h. State the conditions for the promotion of soldiers up to the Warrant officer category.
- i. Explain the criteria for the posting of soldiers.
- j. Outline the procedures for the resettlement and rehabilitation of soldiers due for discharge or retirement.
- k. Outline the problems of soldier's families and provide relevant solutions to them.
- l. State the importance of prompt postal services in a given unit.
- m. List the stores under the QM and outline the procedures for accounting for them.
- n. Explain the relationship between the QM and the Catering Officer.

**STAFF OFFICERS AND THEIR RESPONSIBILITIES**

17. For any given unit in the NA, routine administration is the responsibility of the CO and his staff officers. The CO's main responsibility is that of coordinating the activities of his staff officers and taking major decision after due consultations with them. The staff officers of a unit and their corresponding responsibilities are as stated below:

- a. **Adjutant.** The main duty of the Adjutant is to relieve his CO of as much routine work as possible, particularly about all he should know. He is directly responsible for the activities of the RSM and the Chief Clerk. He must therefore have sound military background

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thorough knowledge of the organization and role of every sub-unit. He must be aware of all the routine in the unit, be discreet and completely loyal to his CO who must have total confidence in him. His sense of duty, powers of discipline, efficiency and personality will have an important influence on the unit. His responsibilities include the following:

- (1) Drafting, Signing and circulation of routine correspondences on behalf of CO.
- (2) Discipline of HQs staff/personnel.
- (3) General administration of HQs
- (4) Publication of Part 1 and 2 Orders.
- (5) Guard details.
- (6) Preparation of conferences.
- (7) Minutes taking and production.
- (8) Security of documents.
- (9) Local clerical training.

b. **Quartermaster.** A QM also has great influence in the unit. It is his duty to ensure that sub-units are provided with all their material needs, when and where required. He must therefore be kept fully informed of CO's intentions. He must be energetic, neither too rigid nor too flexible in enforcing regulations. He must ensure that there is no waste of any kind of accumulation of stores by his own or other departments. He should establish personal contact with service representatives in the formation and visit sub-units frequently to solve as many problems as possible on the spot, and so reduce paper work. Such close liaison with the services and sub-units, coupled with intelligent anticipation will ensure that his unit needs are supplied

RESTRICTED

promptly and without unnecessary accumulation of stores. A QM should be an experienced soldier, with a sound military knowledge of his services. Now, suppose you hold the appointment of a QM in your unit, would you consider these responsibilities adequate for your appointment? What working relationships would you establish with your CO?

c. **Chaplains.** The unit Chaplain and Imam are the COs advisers on general and spiritual welfare of the unit. They should be included in such COs conferences, groups etc as will enable them to plan their work. Full facilities should be afforded to them to conduct services and periods of religious instructions and to minister to the need of individual soldiers. Their training and experience make their advice on welfare problems affecting soldiers and their families very important. The responsibilities of Chaplain and Imam are as follows:

- (1) Give advice to CO on spiritual well being.
- (2) Counseling of personnel.
- (3) Preparation and conduct of respective religious services.
- (4) Burial conduct.
- (5) Identification of individual graves.
- (6) Sanitary aspect of cemeteries.
- (7) Maintenance of burial records in conjunction with adjutant.
- (8) Watch keeping during hostilities.

d. **Regimental Medical Officer.** The CO is responsible for the health of personnel and the RMO is his adviser on all matters relating to health and hygiene in the unit. The RMO is responsible for the

following:

- (1) Giving advice on measures necessary to maintain unit health and prevent diseases.
- (2) The treatment of a sick and wounded.
- (3) Sorting and classification of the sick and wounded.
- (4) Referral of the sick and wounded.
- (5) Maintenance of all medical records.
- (6) Maintenance of casualty records.
- (7) Provision of sanitary items.
- (8) Command and administration of MSR.
- (9) The training of stretcher bearer, water and sanitary men.
- (10) Supervision of first aid training for all ranks.

In consideration of these responsibilities, the RMO must be given good training facilities, and good quality soldiers to assist him in carrying out these responsibilities.

e. **Finance Officer.** The Finance Officer's main task is to ensure that soldier receive their correct pay, and all the allowances to which they are entitled. Officers of the NAFC are appointed as finance officer to units of other arms and services. Besides their main task, they are responsible for:

- (1) Advising unit commander on financial matters.
- (2) Operating unit impress accounts and maintaining all pay documents.
- (3) Advising soldier's on their pay, allowance, pensions and gratuities.
- (4) Other duties, including those connected with service



funds as may be allocated to them by the CO.

f. **Mechanical Transport officer.** The unit MTO is responsible for ensuring that the maximum number of unit drivers and vehicles are ready always to carry out any duties required of them. This requires high standard of maintenance, foresight in the provision of spares and liaison with the attached LAD or workshop. Careful coordination of all bids for transport to ensure its most economical use, the basic responsibilities of MTO are:

- (1) Signing and collection of issued vehicles on behalf the unit.
- (2) Conduct of initial servicing.
- (3) Maintenance of vehicle documents.
- (4) Maintenance of vehicle states.
- (5) Maintenance of vehicle and related equipment serviceability in conjunction with unit LAD or workshop.
- (6) Vehicles and equipment security.
- (7) Vehicle allocation to drivers and platoons/section.
- (8) Vehicles detailing in accordance with established procedures.
- (9) Accident procedure when required.
- (10) Continuous training of vehicles and equipment operators.
- (11) Command and administration of MT yard.
- (12) Unit maintenance through the echelon system in the field.
- (13) Development of movement details.
- (14) Adviser on movement and vehicle matters to the CO.

g. **President of the Regimental Institute.** The PRI is under the

COs direction. He also controls the regimental accounts and canteen arrangement. The conduct of these duties has a direct bearing for good or otherwise of the amenities available in the unit. In administering the regimental accounts, the aim must be to provide sufficient income to meet all the unit's requirements, which varies considerably according to the units employment and location. Subscription under NA regulations must be kept as low as possible, and compatible with the arm. While careful husbanding of funds is essential, it must be remembered that the PRI is only acting as banker for the soldiers who have contributed most of the money, and that the purpose of raising the fund is to provide amenities not merely to accumulate money. The account also serves to assist needy personnel urgently, based on an agreed refund schedule. The health states of the accounts and the wise handling of the fund play an important part in producing a contented unit. Well, PRI, have you been performing these functions? Do you find these specific responsibilities in conflict with, for example those of the adjutant? How would you resolve the conflicts?

h. **Catering Officer**. A high standard of feeding will contribute much towards high morale and physical fitness of a unit. In the NA, many units still do not have central feeding arrangements. Those that have and where no NACST specialist is appointed, a unit catering officer should be appointed to check the quality and quantities of rations drawn and to exercise control over units cooks. This will ensure that rations are used to the best advantage, waste avoided, good and hot wholesome food are always served. Catering officer must be carefully selected, and should attend a Catering Officer's course before taking up their duties. The basic responsibilities of the Cat offr

are:

- (1) Procurement of flesh ration for troops where not contracted in peace time.
- (2) Inspection and certification of fresh ration supplied by contractors.
- (3) Provision of catering services during exercises and other unit functions such as WASA, Mess meetings, conferences etc.
- (4) Indenting for ration for exercises and during operations.
- (5) Local selection and training of catering staff on the job.
- (6) Recommendation of unit catering staff for specialist NACST Training.
- (7) Maintenance of and accounting for catering facilities within the unit.
- (8) Staff administration.
- (9) Give advice to CO on catering matters.

i. **OIC LAD or CO Workshop.** Some units have a NAEME LAD or workshop attached. The NAEME officer or warrant officer commanding the workshop or LAD fulfills the dual role of consultant and executive. The duties of the OIC LAD or CO workshop includes the following:

- (1) He is the CO's adviser on all matters relating to technical maintenance.
- (2) Advise on the battle worthiness of units vehicles arms and technical equipment in his executive capacity.
- (3) He commands the LAD or unit workshop.
- (4) He is responsible for coordinating all repairs within their capacity and recovery, when required of unit equipment.

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- (5) Vehicle/equipment periodic inspection and report.
- (6) Maintenance of vehicle serviceability chart.
- (7) Back loading of equipment casualties.

18. In addition to the officers and responsibilities listed so far a CO may, depending on the type and role of unit, appoint other officers to particular responsibilities such as education, sports and entertainments. Consideration should also be give to the appointment of a family officer, with particular responsibility for the problems of soldier's families. (RSM & Magajiya perform this role).

**ADMINISTRATIVE PROBLEMS AT COMPANY LEVEL**

19. At company level, there is the company 2ic (if appointed) to assist administration at company level ranges from ensuring that there is adequate ammunition at the right time and place. He also ensures the soldiers receive their mail at the right time. The usual administrative problems at company level relate to the following:

- a. Arms and Ammunition.
- b. Equipment.
- c. Vehicles
- d. Health and drug related.
- e. Clothing.
- f. Ration.
- g. Mail.
- h. Wireless set for communication to the Battalion HQ and to the platoons.
- i. Rest.

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The solution of these problems is indispensable in maintaining effective discipline in a company.

20. It should be noted here that whatever the calibre of staff officers, it is the CO's directives (received by the CO from higher formation) that he depends on.

**'A' MATTERS**

21. 'A' Matters in the unit occupy much of the time of commanders, officers and CSMs, General responsibility for 'A' matters at unit HQ rests with the Adjutant and the RSM. The 'A' aspect of administration at unit level includes:

- a. Health and hygiene.
- b. Documentation and records.
- c. Welfare.
- d. Discipline.
- e. Boards of officers.
- f. Public and regimental funds.
- g. Fire precautions.
- h. Leave.

22. **Health and Hygiene**. The physical and mental health of the soldier is reflected in his enthusiasm, determination and ability to fight. His health is dependent on the following:

- a. Health, education and training in the maintenance of personal health.
- b. Good unit hygiene.

- c. Other methods of protection against disease.
- f. Curative medicine.
- g. Referral and evacuation capacity.

23. **Training**. Unit health training is important in preventing disease and accidents. It includes the following:

- a. Personal hygiene and physical fitness.
- b. General health measures.
- c. Prevention of drug and alcohol addiction.
- d. The dangers of drinking and driving.
- e. The importance of sanitation, clean water, food hygiene etc.

24. Every soldier must be aware of the particular health hazards to which he is likely to be exposed and he must be taught the measures to be taken personally to reduce these hazards. He must know for example, how to take care of his health in both tropical and cold weather climates; the importance of a high standard of hygiene; how to protect himself against the bites of disease carrying insects; the necessity of accepting protective vaccinations; how best to use his water ration and his protective clothing. Health education is fundamental to the prevention of disease. It requires time and effort, but the rewards may mean the difference between an effective and a non effective unit.

25. **Unit Hygiene**. The responsibility for basic hygiene measures rests with unit officers. Particular attention should be paid to the following:

- a. The provision of safe drinking water.
- b. The sanitary disposal of waste, including both human and kitchen waste.

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- c. Food hygiene.
  - d. Unit measures to combat insect and rodent infestation.
  - e. Provision of suitable, properly fitting clothing.
  - f. Provision of laundry and bathing facilities.
  - g. Provision of adequate accommodation and protection against extreme heat and cold.
26. **Unit Documentation and Records.** Unit must maintain accurate records for every soldier which must be frequently cross-checked for accuracy, and to ensure that men are obtaining the necessary qualifications for pay increases and promotion.
27. **Soldiers' records should be held in 3 places:**
- a. The Orderly Room Records Office.
  - b. The Company office. To include:
    - (1) Conduct sheets and annual reports.
    - (2) Qualification and Record Cards.
    - (3) Essential information e.g next of kin, religion and home address.
    - (4) Clothing record.
    - (5) Leave record including warrant issue.
  - c. The pay office, for pay documents only.
28. **Welfare.** Welfare is an important aspect of man management and administration. It is thus one major responsibility of a CO, sub-unit commander, officers and NCOs. Soldiers with welfare problems should be sympathetically dealt with. The aim must be to guide them as far as possible to the solution for their own problems. In addition to the treatment of

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soldiers' welfare, the provision of amenities and facilities, such as recreational areas, canteens, messes, clothing and equipment, pay and allowances and sporting facilities are areas of concern. Other aspects are:

- a. Career planning and promotion.
- b. Leave.
- c. Education.
- d. Resettlement.
- e. Family's welfare.
- f. Religion.
- g. Postal arrangements.

29. **Promotion.** Promotion of soldiers up to the rank of WO is the responsibility of the Unit Commander on the approval of CAR. The CAR is responsible for promotion of soldiers to MWO through selection boards.

Qualifications for promotion are:

- a. Time/age.
- b. Recommendation.
- c. Passing the appropriate cadres or course.
- d. Medical fitness.
- e. Vacancy in unit establishments.

30. It is an important part of the unit officer's responsibility to ensure that soldiers are given every opportunity for courses in order to qualify for promotion. Confidential reports and recommendations for promotion must be regularly and punctually prepared. Soldiers should be interviewed at least annually by an officer on their career prospects. Periodic counseling and guidance will also enhance adequate preparation for their next higher promotion.



31. **Resettlement.**

a. When the time comes for the soldier to discharge from the army, the soldier could probably seek advice from the battalion education officer, and from his own company officers on his prospects for future employment. It is suggested that each major unit should form a resettlement panel under the chairmanship of the unit 2ic to interview soldiers about their future employment. The following need to be emphasized:

- (1) Personal accommodation in a place of soldiers choosing.
- (2) Training of dependants.
- (3) Development of post service trade.
- (4) Gratuity and investment.
- (5) Pension centre.
- (6) Re-engagement to the reserve.

b. The DAE also provides resettlement officers to advise officers and WOs on resettlement matters. These officers should tour formation once a year and advise NCOs and soldiers whose run-out dates are within the next 9-12 months. They should study the soldiers' educational background and areas of interest and advise them on the type of training they require.

c. **Resettlement Training.** The NA in collaboration with the Ministry of Establishments organizes courses for those leaving the

service. The course will include:

- (1) Pre-release course.
- (2) Business courses carried out at civilian institutions such as polytechnic.
- (3) Supervisory courses intended for WOs and NCOs who wish to enter industry as supervisors or foremen.
- (4) Attachment. If a resettlement officer feels that a retiring serviceman's training cannot be met by any of the schemes described above, he may advise an attachment to a civilian firm, if certain other conditions are met. Attachments to civilian firms may not exceed a period of 30 days, and may cover the serviceman's terminal leave.

32. **Rehabilitation.** Rehabilitation centres were established at Oshodi, Kachia, Iseyin, Shendam and Agege. Each centre was designed to train disabled soldiers in simple skills such as poultry, farming and gardening. Presently, the only functional Army Rehabilitation Centre is at Ipaja. The NA also subscribe to AFRC Oshodi.

33. **Welfare of Soldiers' Families.** A soldier is unlikely to give full attention to his military duties if he has problems or unhappiness at home. Families should be regarded as very much part of every unit, and unit officer's interest in the soldier's welfare should extend to that of his family. Particular interest should be taken in their accommodation, health care and children's education. Every effort should be made to involve families in the life of the unit through wives' clubs, social events, access to unit facilities etc. Consideration should be given by COS to the appointment of a family

Officer with special responsibility for families' welfare. This becomes particularly important, should the unit be required to undertake a period of unaccompanied duty.

34. **Postal**. The prompt delivery and posting of mail are important to the maintenance of morale. Units should appoint a reliable post NCO to conduct all forms of postal business required by individuals in the unit. To enable him carry out his duties effectively, he must be provided with secure accommodation, safe equipment, transport and formal written authority of appointment.

### **'Q' MATTERS**

35. 'Q' matters in the unit is primarily the responsibility of the unit QM, TQM (if appointed) and MTO.

36. Accommodation and Works Services in the barracks is the responsibility of the QM. He is assisted in maintaining the barracks by the attached NAE troop. The accommodation must be kept clean and in good order always and this is a responsibility shared with the QM by all sub-units and departments.

37. **Barracks Services**. The QM is responsible for all conservancy services (waste disposal, water, gas, electricity, cleaning etc) according to Q staff instructions.

38. **Stores**. Procedures for accounting must be clearly laid down according to NA instructions. The various categories of stores to be maintained to scale, held and accounted for are QM Stores, Technical Stores

and G 1098 Stores:

a. **QM Stores.**

- (1) Controlled stores (including weapons).
- (2) Clothing.
- (3) Accommodation Stores.
- (4) Special Clothing and Equipment.
- (5) Rations.
- (6) Reserve Stocks, (POL, Ration etc).
- (7) Miscellaneous Stores, (Cleaning materials, chemicals, disinfectants etc).

c. **Sub-units AFG 1098 Stores.** The stores accounted for under AFG 1098 must be held, accounted for, and maintained by the sub-units that will use them. It is normal, however, for the QM to maintain some central accounting control for AFG 1098 stores, including the demand for replacement of items.

39. **Catering.** Where no catering officer is appointed, the duties may be undertaken by QM. However, any other officer appointed will need to maintain a close liaison with the QM.

40. **Civil Labour.** Where civil labour is authorized for the unit, a civil labour administrative officer is normally appointed who will work in the QM's department.

**SUMMARY**

41. Administration in barracks is the daily concern of all Officers, WOs

RESTRICTED

and NCOs in the unit. Nothing destroys unit morale more quickly than poor administration for which there is no rational excuse or logical explanation.

42. In this module effort has been made to explain the administrative responsibilities of the CO and his staff officers in coping with welfare problems of troops under command. Particular attention is given to issues relating to soldiers' pay and allowances, promotion, posting, resettlement, training and rehabilitation, health and hygiene etc.

43. An equally important aspect of unit administration is its concern about the welfare of soldiers' families. This is in recognition of the fact that a soldier who has problems or unhappiness at home is unlikely to give due attention to his military duties. To that extent, welfare considerations should be given to the family's accommodation, health and children education.

44. Finally, the module strongly emphasizes that sound unit administration takes a great deal of thought, planning, time and hard work. It is time well spent and will contribute much to a unit's morale and readiness for war.

**SELF ASSESSMENT/REVISION QUESTION**

45. These questions will help you to revise:

a. If you were the CO of a given unit, and you have the opportunity of appointing your staff officers:

- (1) List the categories of officers you would appoint.
- (2) Describe the administrative functions they should perform to boost the morale of soldiers under command.

b. Discuss, giving examples, the most likely administrative

RESTRICTED

problems at company level in any unit you have served.

- c. What is the relevance of good training, health and hygiene in the life of a soldier?
- d. In what ways can a CO guarantee the hygiene standards of his unit?
- e. What type of records should a unit maintain for every soldier, and where can the records be found?
- f. Discuss some welfare problems which soldiers worry about in a given unit.
- g. (1) Outline the criteria for the posting of soldiers.  
(2) How would you arrange for the resettlement and rehabilitation of a soldier due for retirement?
- h. What welfare problems of a soldier's family would you consider worth attending to? What suggestions would you make towards solving them?
- i. What stores should the QM maintain and how can he effectively account for them?

**HINTS ON ANSWERING SAQ/REVISION QUESTIONS**

- 46. The Hints provided below are in serial conformity with the question:
  - a. (1) Consider the following categories of staff officers:  
Adjutant, QM, Chaplain, RM, UFO, MTO etc.  
(2) Examine the role of the staff officers vis a vis the CO in the daily administration of the unit. Take note of the relevant qualities the officers should possess to qualify them for the appointment.
  - b. Consider the following problems at company level:

RESTRICTED

- (1) Ammunitions.
  - (2) Postal services.
  - (3) Equipment, boots and socks.
  - (4) Ration.
  - (5) Wireless set for communication.
  - (6) Rest.
  - (7) Think of other problems you have experienced as a company commander or 2ic and discuss them.
- c. Consider the special qualities of a soldier in relation to his professional duties. Can his enthusiasm, determination and readiness to fight in war situation be affected by ill-health and unhygienic condition?
- d. The CO can guarantee hygiene standards of his unit by adopting many measures including:
- (1) Provision of safe drinking water.
  - (2) Dutiful disposal of waste.
  - (3) Combating insect and rodent infestation.
  - (4) Provision of clothing, laundry and bathing facilities.
  - (5) Provision of adequate accommodation and protection against extremes of heat and cold.
- e. For the types of records that should be kept, consider the following: records showing educational and military qualifications, conduct sheet and annual reports; Essential information record relating to NOK, religion, and home address etc. For the location of these records, consider the following:
- (1) The Orderly Room.
  - (2) The company Office.

- (3) The Pay Office.
- f. For soldiers' welfare problems, consider the following:
- (1) Career planning and promotion.
  - (2) Leave
  - (3) Education.
  - (4) Resettlement.
  - (5) Families' welfare.
  - (6) Postal arrangement etc.
- g. (1) On the criteria for the posting of soldiers consider the role of the following: the MRO, the respective Corps or AHQ and the Divisions.
- (2) For the resettlement and rehabilitation of soldier, consider the role of NAEC in providing guidance and counseling and other resettlement training endeavours by the NA.
- h. The welfare problems of a soldier's family worth attending to include:
- (1) Accommodation.
  - (2) Health.
  - (3) Children's Education.

For the suggestions, consider the formation of wives' club, and the total involvement of the soldiers' wives in the social activities of the unit so that they become part of it. The appointment of Officer's families might prove immensely useful in solving the problems.

- i. For the QM stores, and the procedure for maintaining them, see



Paragraph 38 for details.

### **LECTURE ONE PART 3**

#### **UNIT ADMIN INSPECTIONS**

##### **INTRODUCTION**

47. All units in the Army should normally be inspected each year by their formation commander. The inspections are known as Annual Administrative Inspections. The purpose of the Annual Inspections is to provide the appropriate commander with the detailed information concerning a unit on which he will assess its fitness to carry out his role.

48. The Inspection policy is laid down by AHQ to ensure that the annual inspection of a unit is used as an opportunity for constructive advice and help a commanding officer on the interior economy of his unit.

49. Unit inspections are not conducted as test or form of inquisition. The idea is to reduce the burden on units and soldiers.

50. The module attempts to provide details of inspection procedure and to outline staff responsibilities in arranging them.

##### **OBJECTIVES**

51. At the completion of this lecture, students will be able to:
- a. Outline and discuss the need for unit administrative inspection.

- b. Describe staff responsibilities during an admin inspection.

### **PURPOSES OF INSPECTION PROCEDURE**

52. The purposes of annual inspection report are:
  - a. To provide the appropriate commander with the detailed information concerning a unit on which he will assess its fitness to carry out its role.
  - b. To increase efficiency by giving help and advice; receiving ideas, and after examination, adopting them.
  - c. Finally, inspection report facilitates the resolution of difficulties where they occur.

### **STAFF RESPONSIBILITIES**

53. **Inspecting Officers and Inspecting Teams.** Inspecting Officers are appointed by AHQ/Divisions and they must be of superior rank to the commander of the unit or establishment being reported on. GOCs of divisions will normally inspect some units in their divisions each year. Units not inspected by the GOC will be inspected by the brigade commander, Commander Divisional Engineers (CDE) or other officers nominated by division/brigade HQ. In view of the variety of subjects to be covered in the written report, the inspecting officer will normally take with him several members of his staff. Each member of the staff should be responsible for carrying out specific parts of the inspection and should later assist the commander to complete his written report.

54. **The Inspection Programme.** A suitable date is arranged between the unit and the formation inspecting HQ to ensure that the inspection does not

clash with other activities. The date should be fixed at least 6 weeks in advance. In order to avoid clashes, AHQ lays down the period for Administrative Inspection, and formations can make their programme to suit AHQ schedule.

55. **General Conduct of Inspection.** Once the date has been settled the unit should be told the composition of the inspecting team and the subjects of each member of the team. The unit should be asked to propose a detailed programme for the inspection. After this has been shown to the inspecting officer for his approval the staff officer directly responsible for the inspection should visit the unit to settle all final details or amendments to this programme. The unit should also be sent copies of the report form and of any local instructions issued by the higher HQ.

56. **Pre-Inspections.** Staff and service advisers, supported as necessary by technical experts, should carry out pre-inspections of various aspects of unit administration. These are listed in the table attached as Annex A to Lecture One. The formation commander would not normally re-inspect matters on which satisfactory reports have been written. The major exception to this are military hardware and security which must always be inspected by the formation commander.

57. **Staff Responsibility for Pre-Inspection.** The staff branch usually responsible for arranging and coordinating the annual inspection programme is "A" branch. It must ensure that all relevant technical and departmental pre-inspections are carried out in time, so that the various written reports are available to the inspecting officer at least one week before the date of the unit's inspection.

58. **The Inspection.** The instructions make it clear what units are expected to do, but human nature and inbred tradition being what they are, the inspection depends in the last resort on the personal views and outlook of the inspecting officer. The inspecting officer's staff should know him well. It is the responsibility of the staff to inform a unit about to be inspected of all that is required. Staff should also endeavour to clear all doubts from a unit before any programme would be prepared for an inspection. Furthermore, the unit should be informed of the likes and dislikes of the inspecting officer/commander. No good unit fears an annual inspection, and having put a great deal of work into preparation, will expect to be inspected thoroughly. Nothing destroys unit confidence in the staff more quickly than failure to forewarn the unit of something they should have been told.

59. **Staff Responsibility.** The staff must do all they can to help units prepare for the inspection. As far as operational tasks allow, outside commitments must be reduced to a minimum and units should be spared such things as the issue of new equipment just before an inspection. If the unit has had little time for preparation and the inspection cannot, for some reason, be delayed, then this factor must be taken into account in the final report.

60. **Behavioural Pattern.** Obviously, staff officers or the inspecting team must do their job thoroughly. They should avoid any unnecessary or unjustified snooping and must aim to give advice and help rather than just criticism. They must never make invidious comparisons between units. In their reports to the inspecting officer, they must confine themselves to comments on matters which they have fully investigated. For example, it

would be wrong for the Staff Captain Q to report that stores accounts are accurate since he could not do a sufficiently detailed audit in the time available to justify such a comment. He could, however, report that accounts are maintained in accordance with the regulations.

61. **Pre-Inspection Knowledge.** Within a formation, both the inspecting officer and his staff should have read all the pre-inspection reports for that unit. If the staff have done their job during the year and have carried out a regular visiting programme, they should be already aware of any difficulties or troubles that the unit has and should have initiated action on them. With a good staff, it should be very rare for a commanding officer to raise any problem with the inspecting officer on which he has not been previously briefed. Remember a one-day visit is no substitute for 365 days of friendly relations, mutual respect and frequent visiting.

62. **Inspection Reports.** The Staff Officer responsible for producing the inspection report should ensure that the complete report reaches the unit within 7 days. There is nothing which annoys a CO more than receiving an inspection report several weeks after the event. It will have less impact, as the unit would have forgotten about the inspection then. The staff must aim to produce the first draft copy of the report for the Commander on the day after the inspection. This will mean burning the midnight oil!

### **AIDE-MEMOIRE**

63. An aide-memoire for unit administrative inspection procedure is attached herewith as Annex A to Lecture 1. Copies of the Nigerian Inspection Report Form is issued separately to students as an indication of what is involved.

**SAQ/REVISION QUESTIONS**

64. a. Why do we need to carry out unit administrative inspection?  
b. State accurately the staff responsibilities during an admin inspection.

**HINTS ON ANSWERING SAQ**

65. a. In discussing the need for admin inspection, see Paragraph 52. In addition candidates should note as follows:  
(1) Unit admin inspection seeks to inculcate unit efficiency.  
(2) Improvement of the state of readiness is the main purpose.  
b. For staff responsibilities, see Paragraph 53 for details.

**LECTURE ONE PART 4**

**LOGISTICS AND THE MAINTENANCE SYSTEM**

**INTRODUCTION**

66. It is important that all commanders have a sound knowledge of logistic factors if their tactical plans are to succeed. Field Marshal Lord Marvel confirmed this view when he said that:

*A real knowledge of supply and movement factors must be the basis of every leader's plan; only then can he know where and when to take risks with these factors; and battles and wars are won by taking such risks.*

67. This module seeks to categorize logistics into:

- a. The major services NACSTS, NAMC, NAOC and NAEME, which are all Q Services (with the exception of NAMC which is an A Service).
- b. The minor Services NACMP, NACHD, NAEC etc.

68. Apart from this categorization, the module will also attempt an outline of the normal maintenance system as it operates in the Combat Zone (CZ) in war.

69. It should be noted that in Nigeria, the CZ equates to the divisional area. In the context of the CZ, logistics is concerned with:

- a. The acquisition, storage, movement, distribution and disposition of stocks of material so that units can be issued with the

RESTRICTED

quantities they require in the correct condition and at the right time and place.

- b. The movement, evacuation and the treatment of personnel.
- c. The recovery and repair of equipment.
- d. The provision of housing and associated needs.
- e. Training on, and provision of fire fighting services.
- f. The provision of laundry services.

70. It is important to observe that logistics covers both peacetime exercises and the conduct of military operations. It is herein restricted to operational logistics. In treating this topic, it becomes necessary to mention units which operate outside the divisional area. This is done in the hope that a complete supply or evacuation system will be adequately explained.

71. It is important that all students have sound knowledge of the explanation of logistics units categorized in Sub-paragraph 67 A above. As a help, students are advised to read this module in conjunction with the Staff Officers Hand Book which they are already familiar with in their Junior Division Staff Course.

**OBJECTIVES**

72. At the completion of this module, students will be able to:
- a. State and explain the principles of logistics.
  - b. Describe the locations of the echelons and their functions.
    - (1) Define accurately the following: RP, DP, XP and CP.
    - (2) Explain the activities at XP and outline reasons for its establishment.



- c. Describe general maintenance in the field.

### **PRINCIPLES OF LOGISTICS**

73. Logistics is the science of planning and carrying out the movement and maintenance of forces. The principles of sound logistics are:

- a. **Foresight**. This is the ability to foresee the probable course of an operation and forecast the likely requirements for men, material and their movements. The aim is to ensure that commander's tactical plans are not disturbed or delayed by any means which could have been foreseen. To achieve this aim, the logistics staff must be in very close liaison with and always know the intention of the force commander.
- b. **Economy**. The economy of resources in the administration of a force is closely affected by the number and size of the administrative units in the communication zone (Comm Z). The number and size of these units are determined by the operating policies on the following:
  - (1) Repair policy.
  - (2) Reserve stock.
  - (3) Operating stock.
  - (4) Dispersion of locations.
  - (5) Lines of Communication.
- c. **Flexibility**. The administrative units must be flexible in order to meet the strains and stress imposed by a tactical plan. The conflict between dispersion and centralization must be resolved by striking a proper balance between the forward and the rear areas when planning the deployment of the administrative resources. Support must always

be made available to meet any major alteration in the tactical plan.

d. **Simplicity**. A good logistic support plan should be a simple one which can be readily adopted to counter the effect of enemy actions. The use of standardized procedure for daily replenishment eases administrative planning.

e. **Co-operation**. Cooperation is reciprocal requirement between the staff and service advisers, all of whom must work as a team to achieve the commander's aim. Unit should feel confident that the staff and services shall not fail them in emergencies. Similarly, the staff and services should feel confident that they shall not be asked to meet unreasonable demands.

### **LINES OF SUPPORT AND THE ECHELONS' DESCRIPTIVE TERMS**

74. **First, Second and Third Line Support**. "Lines of Support" refer to the level at which logistic support is controlled:

a. **First Line**. First line support is that provided from a unit's own resources, ie by unit A and B echelons. The precise composition of echelons is decided by unit commanders, but in general combat units are divided into:

(1) **F Echelon**. The fighting elements of a unit are known as F Echelon.

(2) **A Echelon**. Those elements of the unit echelon which are located close behind F Echelon in order to provide immediate support are known as A Echelon. In certain tactical situations, especially for mechanized units, it may be necessary

to split A Echelon into A1 and A2 Echelons in which case the A1 Echelon provides immediate combat supplies and the A2 Echelon provides immediate technical support for the unit and a link between the unit and the second line, or divisional system. The unit LAD is usually located in the A2 Echelon. The A2 Echelon normally comes under brigade control.

(3) **B Echelon.** The balance of the unit echelon is known as B Echelon and contains unit transport and other resources that are not needed at short notice. B Echelons are usually grouped together by brigades but under divisional control.

b. **Second Line.** Second line support is that which is provided from logistic units under brigade or divisional control, (eg brigade ST company, OFP, infantry brigade workshop).

c. **Third Line.** Third line resources are those controlled by army/force/corps HQ. Third line resources, particularly of transport, may be planned under divisional or even brigade control for particular operations.

75. **Administrative Areas.** In each brigade and divisional area, an area is allocated within which unit echelons and elements of logistic units are located. This is known as an administrative area.

a. **Forward Brigade Administrative Area.** This area contains the brigade A2 echelons. In addition, it may contain elements of logistic units, some of which must be deployed in the brigade area in order to operate efficiently, eg a distribution point. All units in the Fwd BAA are controlled by brigade HQ.

b. **Divisional Administrative Area.** This area is generally located towards the rear of the divisional area. It contains the unit B

echelons and those brigade logistic elements which are not located in the Fwd BAA as a divisional logistic units. This area is controlled by rear divisional HQ which may be located in or adjacent to it. The officer responsible is nominated by the divisional commander but is usually the Col AQ.

c. **Rear DAA.** A rear DAA is not always formed but whenever a division is operating independently without the backing of higher formation HQ or troops, it will be necessary in order to:

(1) The provision of logistic links between units in the divisional area and the static central or base units supporting the operation.

(2) Avoid concentrating a large number of logistic units in the DAA.

(3) Overcome the lack of unit transport as the majority of units in the Rear DAA will require NACST third line transport to move. The officer responsible for controlling units in the Rear DAA is nominated by the Col AQ and is normally the CO of one of the logistic units located in the Rear DAA.

d. **Siting of Administrative Areas.** There is always a dilemma when sitting administrative areas. For control economy and security it is advisable to concentrate units. For protection against such risks as air strikes, units should be dispersed. Where there is little risk of air strikes it is more likely that units would be concentrated, but even so the DAA is likely to cover a large area and include separate BAAs for each brigade under command. These BAAs must not be confused with Fwd BAAS which have already been defined. The distances between Fwd BAAs, and the Rear DAA are dictated by the following

factors:

- (1) The tactical situation and the terrain will affect their siting.
- (2) Depending on the level of stocks which are available at first and second line, it is a general rule that empty second line transport must be able to go back to the third line units and return loaded within a period of 24 hours. If the air situation is adverse then this 'turnaround' will normally have to be achieved during the hours of darkness. With the development and perfection of night viewing devices, night movement is no longer a passive measure of preventing air attack on logistic support chain. However, in addition to the use of the packet system of convoy in presenting less vehicles at a time, night movement could aid security where night vision facilities are not available to the enemy.
- (3) The static locations of central or base units supporting the operation.

76. **Materiel**. The term 'Materiel' includes all types of commodities required by a force in the field. It includes:

- a. **Combat Supplies**. Combat Supplies (C. Sups) cover ammunition, POL and rations and is discussed later in the module.
- b. **Ordnance Stores**. This term covers:
  - (1) Technical stores including spares, assemblies, armaments and complete technical equipment such as guns, radios and generating sets.
  - (2) Mechanical transport stores including spares and assemblies for all vehicles.
  - (3) Clothing.

RESTRICTED

- (4) General stores including tentage and camp equipment.
  - (5) Stationery including office machinery.
- c. Vehicle: A,B,C,D and E vehicles defined as follows:
- (1) **A Vehicles**. A vehicles are vehicles which are armoured and may be designed to carry offensive armaments. This category includes specialist A Vehicles such as armoured engineer and recovery vehicles and APCs.
  - (2) **B Vehicles**. B vehicles these are unarmoured vehicles of all types including trailers.
  - (3) **C Vehicles**. C vehicles these are mobile items of earth moving equipment and all types of crawler, wheeled, and truck mounted cranes and mechanical handling equipment.
  - (4) **D Vehicles**. D vehicles these are amphibious vehicles designed to land troops over beaches.
  - (5) **E Vehicles**. E vehicles these are basic B vehicles fitted with specialist equipment (e.g FFR Land-Rover).
- c. Engineer and defence stores.
- d. Specialist medical and dental equipment and stores.

77. **Combat Supplies**. Combat Supplies are ammunition, POL and rations. The constant forward delivery of these vital commodities is a major logistics commitment and the following principles apply:

- a. **Ammunition**. The term ammunition includes mines, explosives, grenades, guided missiles and free flight rockets. The principles of ammunition re supply are:
  - (1) Ammunition must be passed automatically from rear to front.

RESTRICTED

(2) All expended ammunition must be replaced immediately.

(3) Indents are not required, only receipts being necessary.

This means that units are not required, to forecast consumption and that ammunition must be available 24 hours a day. It is the responsibility of the G staff, with appropriate advice from artillery and engineer staff, to assess the requirement and for the Q staff to meet it.

b. **POL**. The term POL means all types of liquid fuels, lubricants, hydraulic fluids and preservatives. Stocks must be readily available and passed automatically from rear to front. Unlike ammunition, it may only be issued at certain times, in which case it is normal to issue it by night at locations decided upon by the staff and notified to units. The POL requirement is calculated by the Q staff on the basis of the operational plan provided by the G staff.

c. **Rations**. The term rations primarily includes food but may also cover such items as water purification chemicals, disinfectants and solid fuel cookers. The types of food supplied may be either fresh or composite rations. Water, when not available from local resources is provided by NAE from water points. If it has to be provided through the re supply system it is treated in the same way as rations. When the operational situation permits, fresh rations are provided in preference to tinned or composite ration, but this creates some difficulty in relation to storage, butchery, bulk breaking and distribution. If units are demanding rations from a higher formation, then it is necessary to indent at a specified time before they are required.

Formation HQs consolidate demands and arranges the forward delivery of rations. These are normally drawn at pre-arranged times

during the hours of darkness from locations selected by the staff and notified to units.

78. **Scales of C Sups.** The quantities of C Sups to be held in a formation vary from one operational to another and are decided by the staff. When this decision is made, the level of supplies which the formation is to hold is called the Full Unit Scales. Ideally, this is held on wheels. However, the dearth of vehicles, which is most likely in the face of meeting various movement responsibilities necessitates dumping. In either case the full scale of C Sups is divided into:

a. **First Line Scale.** This is the quantity of C Sups which is normally held by the unit on first line transport. It is calculated to sustain that unit in operations for a specific length of time without re supply. Unit estimate is calculated to last for 5 days without re supply. It is controlled by the unit commander. If unit transport cannot carry the first line scale then the balance is either dumped in or near the unit's location or carried by second line transport.

b. **The Second Line Scale.** This is the balance of the Full Unit Scale. It is normally held on second line transport or dumped in the formation area and is controlled by the formation HQs directly administering the unit in operations.

79. **Operating Stocks.** Operating stocks may be defined as the stocks of material required for day to day maintenance based on the frequency of delivery into the theatre and the time taken to distribute them within the theatre. This includes the following.

a. **First Line Stocks.** These cover all expendable materials held by units but exclude combat reserves. They are controlled by the



unit commander.

b. **Second Line Stocks.** These are the stocks held immediately behind first line (eg stocks held by ST companies and OFPs) and are scaled to support first line stocks. Note that second line units do not normally hold combat reserves. Second line stocks are controlled by the immediate formation HQ.

c. **Other Stocks.** Stocks dispersed in material holding units and installations in or behind the CZ.

80. **Reserves Stocks.** Reserves are those stocks of material which are held to ensure against emergency, unexpected increases in usage, delays and losses in transit. As these factors are mainly affected by the enemy threat and the intensity of operations, the G Staff control the level of reserve to be held. The total reserves in a theatre consist of:

a. Combat reserves held by units and installations in or behind the CZ.

b. Reserve stocks held by units and installations in or behind the CZ and in the Com Z.

81. **Total Theatre Stocks.** The total stocks held within a theatre can be obtained by adding together the following:

a. Operating stocks held at first and second lines and throughout the CZ.

b. Reserve stocks held by units and installations in or behind the CZ and in the Comm Z.

## **GENERAL SYSTEM OF MAINTENANCE IN THE CZ**

82. This section concentrates on the forward delivery of C Sups within the CZ.

83. **Replenishment Park.** Replenishment Park (RP) is where the main holding of C Sups are held. These installations are controlled by the Q Staff at higher formation. Normally, they are sited in the Rear DAA within the range of second line transport so that daily replenishment can be achieved, preferably during the hours of darkness. The usual allocation is at least one per division. Note that third line units may draw direct from RPs.

84. **Distribution Points.** Distribution Points are normally located in the fwd BAAs. The usual allocation is one DP per brigade in which stocks of C Sups are held on wheels by second line transport units. Depending on the tactical situation, terrain and routes, second line transport may distribute C Sups direct to unit locations. This is most usual with the forward movement of artillery ammunition.

85. **Commodity Points.** Commodity Points (CP) are points which dispenses only one commodity is referred to by the type of commodity it provides, (eg an ammunition point AP). While commodities points form the DP, in some exceptional circumstances, it could exist in isolation. This is more likely in fluid operations where speedy re-supply is required to sustain operational intensity.

86. **Second Line Transport Locations.** Second line transport units responsible for keeping DPs or commodity points stocked are normally located in the DAA. In order to control transport, loaded vehicles moving between RPs and DPs, and empty vehicles returning to the RPs, stage

through the second line transport unit location. It should also be noted that units in the vicinity may draw direct from second line transport unit locations.

87. **Exchange Point**. If the RP is too far to the (Exchange Point) rear for second line transport to get there and back during 24 hours or, more likely, during the hours of darkness, army/force/corps HQ may deploy an Exchange Point (XP) to shorten the turn round. One XP is generally deployed per brigade and is located near the divisional rear boundary. The holdings in each XP amount to half or one day's stock of C Sups which are held on 'wheels' provided by third line transport. The forward movement of commodities from XP to second line units is achieved through either of the following methods:

- a. Continuous Running.
- b. Cross-loading.
- c. Through Running

## **SUMMARY**

88. This module and the recommended reading has been designed to introduce the science of logistics and provide outline details of a general system of maintenance in the CZ.

89. It should be apparent that the system is flexible and can be adjusted to suit most conditions. The essential factors, which should be borne in mind throughout the course, are:

- a. The need for all commanders to fully understand the logistic system and the capabilities and limitations of logistic units.
- b. The importance of identifying the factors governing the supply

of material to a theatre, whether it be at home or abroad, is that the correct level of operating stocks and reserves necessary to sustain the operation can be decided. Of these factors the most important ones are:

(1) The means of moving material into the theatre with particular reference to reliability.

(2) The transport available to distribute material within the theatre.

c. The balance between concentration, which allows convenient sitting and greater control and dispersion, which enables the system as a whole to withstand the loss of some logistic units and stocks.

90. Future instructions in logistics will be mainly concerned with the major Services (NACST, NAMC, NAOC, NAEME), the units they provide in the CZ and the responsibilities they have towards both the Army and the maintenance system.

### **SAQ/REVISION QUESTION**

91. a. State the principles of logistics and briefly explain them
- b. Outline the echelons, their role, locations and who commands them.
- c. (1) Define the following:
- (a) RP.
  - (b) DP.
  - (c) XP.
  - (d) CP.
- (2) Explain the activities going on at XP and justify its

establishment.

- d. There is a need to comply with some tactical requirements as well as terrain features. Explain these tactical requirements and terrain features.
- e. Describe the general maintenance in the field.

### **HINTS ON SAQ/REVISION QUESTIONS**

92. a. For the principles of logistics, see Paragraph 73. Special attention should be paid to the following:
- (1) Flexibility.
  - (2) Economy.
  - (3) Simplicity.
  - (4) Foresight.
  - (5) Cooperation.

In addition, candidates should attempt to provide an explanation of these principles:

- b. The echelons are F,A (A1,A2) and B echelons:
  - (1) F with the fighting forces.
  - (2) A (A1, A2) in immediate support of the F echelon.
  - (3) B echelon is brigade.
- c. Define RP, DP, CP and XP, state the activities at an XP and give reasons why an XP is established. XP is established when the need to achieve a turn round within 24 hours (or sometimes within the hour of darkness) cannot be met due to distance. Activities at XP include:
  - (1) Continuous running.

RESTRICTED

- (2) Thorough running.
  - (3) Cross loading.
- d. Consider the following:
- (1) Need for cover from the air.
  - (2) Need for cover from enemy ground observation.
  - (3) Hard Standing.
  - (4) Good traffic circuit etc.
- e. Read Paragraph 82. General system of maintenance in the combat zone

**LECTURE TWO PART 1**

**ORGANISATION OF THE STAFF AND SERVICE AT  
THE BRIGADE LEVEL AND THE RESPONSIBILITIES OF THE  
BRIGADE STAFF**

**INTRODUCTION**

93. The main task of the A and Q staff is to plan and coordinate logistic support. This call for close and continuous liaison with the G staff, services and units to ensure that:

- a. The G staff tactical and future planning requirements are checked for feasibility and are met when battle is imminent and after it has started.
- b. A check is kept on the progress and problems of the services.
- c. The needs of the units are being met.

94. A substantial part of AQ staff work in war is concerned with producing, adjusting and updating the maintenance plan for a force. This revision process involves:

- a. Continuously keeping in the operational picture.
- b. Obtaining information from the G staff, as early as possible, about future commitments and changes of plan.
- c. Anticipating and solving problems.
- d. Seeking and studying advice from the services.
- e. Referring alternative courses of action to the commander,

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advising him of the advantages and disadvantages of each option, so that he may select the best course knowing the problems and risks involved.

**OBJECTIVES**

95. At the end of this lecture, the learner will be able to:
- a. Describe with the aid of a flow chart the organization of the staff and services at the brigade level.
  - b. Explain the responsibilities of brigade staff.

**THE BDE HQ**

96. The Brigade HQ is made of the following:
- a. General staff.
  - b. Administrative staff.
  - c. Arms Adviser.
  - d. Service Representatives.
  - e. Independent Operations.
97. This composition can vary according to circumstances such as alternations in establishment or the effect of casualties. Each officer must be prepared to understudy his immediate superior.
98. **General Staff**
- a. **GSO1 Ops/Trg.** The GS01 Ops/Trg is the principal staff officer at Brigade HQ. He is responsible for policy, as directed by the commander, and for the coordination supervision of the working of the whole HQ. In conjunction with CO brigade signals he is



responsible for the training and operational efficiency of the HQ. In war he should never be away from the HQ at the same time as the brigade commander.

b. **GSO3 Ops/Trg.** The GS03 Ops/Trg normally works in brigade HQ and take his turn with other staff officers and Los as a watch-keeper in the operations room. It is usually the GS03 Ops who is sent forward before main HQ moves, or he may accompany the brigade commander if the GS01 Ops/Trg is away from the HQ for any length of time. He understudies the GS01 Ops/Trg. In peace he is also responsible for the staff work necessary for formation and unit training. He also handles public relations (PR) matters.

99. **Administrative Staff**

a. **SO1 A/Q.** The S01 A/Q is responsible for all A and Q policy as directed by the commander. He coordinates the work of the administrative staff and CSS units. He deals with MS matters. It is a G staff responsibility to keep the AQ staff up to date on the tactical situation. S01 A/Q in turn should make sure that the AQ cell is always briefed. Similarly, the S01 A/Q must keep the G staff informed of any administrative factors likely to affect operations.

b. **Staff Capts.** The 2 staff captains assist the S01 A/Q in all duties. Although they should be interchangeable the SO2 A will normally work on A Matters and the SOII Q on Q Matters. The SCQ may be detached temporarily to control the BAA or the BAA.

100. **Arms Advisers**

a. The CO of the field regiment (close support) and the OC

RESTRICTED

engineer field squadron are usually located with brigade HQ in the field and advise the commander on matters peculiar to their own arms.

b. The CO of the brigade signal advises the commander on signal matters.

c. Air advice is provided by a brigade air liaison officer (BALO) who is attached from NAF. He will have forward air controller (FACs) under his control for particular operations.

101. **Service Representatives.**

a. **NACST.** Advice on tpt matters is normally given by the OC of the affiliated Bde ST Company. If considerable movement problems are likely to arise a Capt from NACST could be attached from the Div ST battalion to act as brigade transport officer (BTO).

b. **NAMC.** The CO of the affiliated field ambulance acts as the commander's medical adviser.

c. **NAIC Det.** The OC of NAIC Det is responsible for all operational intelligence and security matters within the Brigade. He must organize and run the intelligence office, and work closely with the artillery and engineer intelligence staff. He normally take his turn as a watch-keeper in the operations office. This operational role is interchangeable with the GS03 Ops. The NAIC Detachment works under his control.

d. **LOs.** LOs are not held on the established strength of the HQ but are called in from units when needed. It is important that the same officers are provided for both training and operations so that they are familiar with the staff systems and working of the HQ as well as the units under command. At least 2 LOs and 4 watch-keepers are

required. These may be found from any suitably qualified officers available in units.

e. **NAOC.** There is a Brigade Ordnance Officer (BOO) at the Bde HQ. He is to advise the Bde Comd on all Ordnance matter. He is under technical control of the Commander Divisional Ordnance Services (CDOS).

f. **NAEME.** The brigade electrical mechanical engineer (BEME) is the commander's adviser on NAEME matters. For the time being this function is being carried out by CO Brigade Workshop.

g. **NACMP.** The OC of the brigade provost company also acts as provost adviser to the commander.

h. **NAFC.** The brigade finance officer is responsible for advising the brigade commander on all finance administrative matters.

i. **NACHD.** There are 2 Chaplains (RC, Protestant) and Imam for each major unit in the brigade. In addition at brigade HQ there are 2 Chaplains and Imam Chaplains to look after the spiritual needs of men in the HQ as well as providing advice to the commander on matter affecting their particular denomination/faith.

j. **NAEC.** The Chief Education Officer (CEO) at brigade garrison HQ is responsible for advising on all education matters affecting the brigade. In war this officer can be employed as an additional watch-keeper, if necessary or to assist the OC NAIC Det.

102. **Independent Operations.** If a brigade is required to undertake an independent operation without the support of a divisional HQ and their staff and service resources, it may be necessary to attach additional officers to Brigade HQ. These might fill the following appointments:

RESTRICTED

- a. **GSO3 Air Liaison.** This GSO3 Air Liaison would be essential if the brigade was involved in a major air move. On arrival in the area of operations he would be responsible for dealing with offensive and transport air support, working closely with the BALO.
- b. **BOO, Staff Capt Ord.** The primary concern of the BOO and Staff Capt Ord officers is with the supply of Ordnance Stores and combat supplies.
- c. **BTO.** The BTO is usually attached from the divisional ST battalion if required.

**SUMMARY**

103. The Organisation of the Brigade HQ has been clearly described in this lecture 2. The main task of the A and Q staff is to plan and coordinate logistic support. The roles of each staff change only when circumstances so demand or the effect of casualties.

**SELF ASSESSMENT QUESTIONS**

104. a. State in outline form the duties of the GS01 and the S01 A/Q.
- b. How is a Bde HQ organised.

**HINTS TO SELF ASSESSMENT QUESTIONS**

105. a. See the module for the duties of GS01 and S01 A/Q.
- b. See the flow chart diagramme of a Bde HQ in the SOHB.

## **LECTURE TWO PART 2**

### **THE RESPONSIBILITIES AND ROLE OF NACST**

#### **INTRODUCTION**

106. The Nigerian Army Corps of Supply and Transport (NACST) is one of the major Combat Support Services (CSS). The Comdt NACSTS controls NACST and is responsible to the Chief of Army Staff for the efficiency of the service his Corps provides. He advises on transport and movement matters. He executes these responsibilities from AHQ and through the commanders of divisional ST (CDST). Some of the functions of NACST relating to transportation are executed in conjunction with civil transport authorities such as the Nigeria Ports Authority, the Nigeria Airways and the Nigeria Railways. The main responsibilities of NACST are:

- a. Transport support to alarms and services including:
  - (1) The organization and operation of road, rail and water transport (other than first line transport in a theatre of war).
  - (2) Related functions in connection with air movement and logistic support.
  - (3) The operation of ports and the maintenance of a force over beaches.
- b. The supply of POL and Rations, including water in conjunction with NAE.
- c. The distribution forward of RPs of C Sups through DP or in some circumstances direct to units.

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- d. Movement of Materiel and personnel throughout the lines of communication as directed by the staff.
- e. Evacuation and movement of casualties in conjunction with the NAMC.
- f. The supply of industrial gases.
- g. Provision of catering services.
- h. The training of ST officers soldiers in all ST trades and other NA personnel in trades that are of ST concern (MTO/Drivers/Cooks, Fire Fighting) for formations and units.

**INSTRUCTIONAL OBJECTIVES**

107. At the end of this lecture students will be able to:
- a. Describe the roles of NACST within the divisional area in times of war.
  - b. Outline the duties NCCST Commanders at various levels.
  - c. Describe with the aid of flow charts the basic organization of ST Units.
  - d. Define some terms and outline the roles of NACST in the general system of maintenance in the field including loading, handling and control of transport.
  - e. Recognize the grouping of units in the DAA.

**ORGANISATION OF NACST**

108. HQ NACST has been merged with NACST with the Commandant as the professional head of the Corps. This arrangement affords him the opportunity to influence the training of NACST personnel directly and still

carry out other functions. The Director of Logistics Planning (DLP) is a senior NACST officer of the rank of Brig Gen who offers advice on logistics matters at the AHQ. However, when major policy issues are involved the Comd NACSTS would be consulted.

### **NACST UNITS IN THE DIVISION**

109. **Basic Organisation.** The majority of NACST units are organized on the “brick system” which provides standard establishments for company HQ and individual transport platoons irrespective of the unit’s role or equipment. A transport platoon normally consists of 20 task vehicles and its own domestic vehicles. NACST has established tank transporter companies as the need for them is quite evident in tank and mechanized units. This system is sufficiently flexible to allow NACST to meet the varied commitments of any type of operation by building up units based on the standard transport platoon the factors which should be taken into consideration include:

- a. The size of the force being supported.
  - b. Terrain.
  - c. The length and nature of the lines of communication.
  - d. The availability of allied logistic support, local resources and air transport.
110. a. **Brigade ST Coy.** Each brigade is allocated an supply transport company which includes 3 transport platoons, C Sups platoon and HQ platoon. The following apply:
- (1) Each transport platoon holds a mixture of general load carrying vehicles up to 10 tones capacity.

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(2) The C Sups platoon is responsible for the technical control of C Sups held by the Company for accounting and for the detailed issue of stocks to units. It may include some NAOC personnel to handle and account for ammunition in war.

(3) The Coy HQ platoon includes an LAD.

b. **Armoured Brigade ST Company.** The Armoured Brigade ST Coy has a total of 80 task vehicles to meet the requirement of 4 transport platoons and holds the following:

(1) 50 x 5 tones cargo vehicles.

(2) 20 x 10 tones cargo vehicles.

(3) 10 x 10 tones TTF.

111. **Divisional Supply and Transport.** Each Division is allocated a Div ST which includes companies allocated to each Brigade. This is a typical example of how a brick system has been used to meet the requirements of a division.

112. **Command and Control.** Command and control of NACST units in the division and brigade areas are exercised as follows:

a. **Brigade HQ.** The Brigade ST Coy commander in addition to commanding his company performs other roles outlined below which enhance command and control.

(1) Advice to the Brigade Commander and HQ staff on transport and air dispatch matters.

(2) Coordination of NACST transport within the brigade area.

(3) Liaison between the Divisional ST and Brigade units.

(4) Detailed siting of NACST units in the Brigade area



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within the general area allocated by the Q staff.

(5) Coordination of programme (Opening time etc) for DP with the Q staff.

b. **Divisional HQ.** At the divisional HQ NACST is represented by the CDST whose responsibilities are:

(1) Give advice to the Commander and Divisional HQ staff on transport and air dispatch matters.

(2) Collecting, holding, and distribution of C Sups in the divisional area.

(3) Carriage of defence stores and casualty evacuation.

(4) Detailed siting of DP in locations already allocated by the Q staff.

### **PEACE TIME SYSTEM**

113. The roles of NACST in the Divisional area in war dealt with, differs from peace time system. The following paragraphs highlight the main differences and discuss briefly the organizations and roles of NACST units in the Army ORBAT.

114. **First and Second Line Transport.** Due to shortages of both trained men and vehicles the distinction between first and second line transport is not as clear cut as in war situation. Thus Brigade ST Companies commit a considerable number of their drivers and vehicles to providing first line transport for units. This additional responsibility places a greater burden on the meager transport resources available. However with the introduction of administrative vehicles into the Army the situation may soon be better.

115. **AHQ ST Comd.** This AHQ ST Battalion was recently formed and

holds a considerable number of vehicles in reserve for AHQ movements and support duties. It is likely that this unit would provide the third and fourth line transport necessary to support a division in operations. The following units are placed under command of AHQ ST Bn in the new NA ORBAT.

- a. **Boat Coy** The boat coy was established to provide boat transport and logistic support to amphibious assault units, Most of the boats are at Calabar with Amphibious Trg Wing. Though part of AHQ ST Bn the boat coy would be administered by 82 Div ST in peace time.
- b. **NA Port Clearing Coy.** The Port Clearing Coy established primarily to clear NA Equipment and stores from all ports to NAOC depots. It is self contained. It has in its manpower trained Quay Staff and Plant Operators.

116. **Petroleum Reserve Depots.** At present stocks of POL for the Army are held in the Petroleum Reserve Depots (PRD) as strategic Reserve. At the moment only one of the depots is functional, that is 1 PRD in Kaduna. In the future the Army will have a total of 5 PRDs, one in each of the divisions. They are controlled by AHQ and placed under the supervision of the CDST. It will be clarified here that the PRDs do not operate administrative requirements of POL for the NA. Such duties are normally handled by the Divisional ST and the Brigade ST Coys in their areas of operation.

### **ROLES OF NACST IN THE GENERAL SYSTEM OF MAINTENANCE IN THE FIELD**

117. The movement forward of combat supplies from Army and base areas to the combat zone to meet the requirement of the fighting elements is one of

RESTRICTED

the major responsibilities of NACST. It has to ensure that stocks reach the forward areas at the right time at the right place and in the right condition.

118. In order to fulfill this role NACST units in the divisional areas are organized into smaller logistic units as Replenishment Parks, (RP). XP (when applicable) and DP. These units are normally dispersed throughout the combat zone each holding combat supplies for specific number of days. Transportation is provided from second, third and fourth line resources.

119. In order to have a clear understanding of the function of NACST in the maintenance system there is need to define the following:

- a. **DP**. These are installation where C sups are held on wheels by second line transport units. They are normally located in the forward BAA at the scale of one per brigade. A DP consists of about 30 tank loaded ST vehicle from which unit echelon vehs draw their requirements to replace expended first line stock. However, if the tactical situation, terrain and routes permit, 2<sup>nd</sup> line vehicles may distribute C Sups direct to the unit locations. Usually artillery ammunition is delivered direct to the gun positions. In the case of Amoured formations, when the facilities exist fuel may be carried in fuel pods on vehicles with cross country performance to deliver direct to the tanks they are supporting. DPs are replenished from RPs or XPs by NACST road transport. The sitting of a DP is a joint responsibility of the Q staff and the CDST while the OC ST carries out detailed execution of their directives. These responsibilities are split as follows:

- (1) **AQ Staff**.

- (a) Decide the number of DPs necessary to support the

formation depending on the extent to which units are dispersed and the tactical situation.

(b) Carry out map recce and select the DPs of map and inform the CDST.

(c) Notify all concerned of the location of DPs and the time each will open for drawing.

(2) **CDST.**

(a) He implements the Q staff plan.

(b) He ensures that the sites allocated by the Q Staff for the ST Company and DP location are good.

(3) **OC ST.**

(a) He carries out detailed ground recce of ST Location and supervises the detailed recce of the DP.

(b) He establishes ground and air protection of ST Coy and DP locations.

(c) He ensures good traffic circuit.

(d) Liaison with other logistic units in the brigade.

b. **XP.** An XP will be established to reduce the turn round time only when the RP is too far to the rear for second line transport to get there and back within 24 hrs or during the hours of darkness. This is to say that if the RP is sited more than approximately 100kms behind the DAA an XP will be necessary. An XP is generally deployed per Brigade and is located near the divisional rear boundary. The holding in each XP amount to one day's stock of C Sups which are held on wheels provided by third line transport. The mode of operation at the XP include the following:

(1) **Continuous Running.** The system whereby a vehicle

moves continuously over a route, being transferred from third line driver to second line driver at the XP.

(2) **Through Running.** A driver takes his vehicle through the whole distance from the RP to the DP.

(3) **Cross Loading.** Third line veh off loads its stocks into 2<sup>nd</sup> line veh at the XP.

c. **RP.** These are installations allocated on the scale of one per division where main holdings of C Sups are held. They are controlled by Q staff. NACST is responsible for providing command and technical control elements for each RP. It is likely that the CDST could draw the necessary NACST manpower from third line transport units and such units as the Army petroleum Reserve Depots. In addition the CDOS provides and account for ammunition. The staff is responsible for providing labour and local protection. Rps are normally sited in the rear DAA within daily range of second line transport so that daily replenishment can be achieved preferably in the hour of darkness. A maximum of 2 days stocks are located in the RP. The OC of the Command element is responsible for:

- (1) Layout and sites.
- (2) Defence including camouflage and concealment.
- (3) Priorities of work.
- (4) Movement.
- (5) Liaison.

d. **Commodity Point.** A commodity is that point which dispenses only one commodity and is referred to by the commodity it provide (e.g. ammo point, AP).

e. **Second Line Transport Locations.** Second Line transport

units responsible for keeping DPs or commodity points stocked are normally located in the DAA. In order to control transport, loaded vehicles serving between RPs and DPs and empty vehicles returning to the RPs stage through the second line transport unit locations. It should also be noted that units in the vicinity may draw direct from 2<sup>nd</sup> line transport unit location.

f. **Composite Maintenance Group** A group of logistic units or installation established for convenience of command and control is referred to as Composite Maintenance Group (CMG). The forward movement of material depends on the availability of suitable roads, railways and fields capable of handling large tonnages. The problem posed therefore by inadequacies of such means of communication demands the grouping together of materiel handling units to form the CMG for ease of command and control. A CMG will consist of:

- (1) Supply Platoon NACST.
- (2) Petroleum bulk operating platoon NACST.
- (3) Petroleum filling platoon NACST.
- (4) Equipment platoon NACST.
- (5) Ammunition platoon NAOC.
- (6) Detail store platoon NAOC.
- (7) Bulk store platoon NAOC.
- (8) Vehicle platoon NAOC.
- (9) Local resources platoon NAOC.
- (10) Laundry and bath section NAOC.

## **SYSTEM OF DELIVERY IN THE THEATRE OF OPERATION**

120. Supplies are brought into the theatre of operation by all means of

transportation including rail, air and through the beaches. The supplies are handled by administrative units that are self contained, capable of loading and off loading troops, stores and vehicles through beaches, ports and rail heads.

121. The supplies thus handled are transferred into transit areas where third line transports move them to composite maintenance areas in the communication zone and also to the RP.

122. The Bde 2<sup>nd</sup> line transport then moves the supplies from the RPs forward to the DPs in the FWD BAA. From the DPs unit veh (1<sup>st</sup> Line Tpt) draw unit requirements. For arty ammo the 2<sup>nd</sup> line transport normally moves direct to the gun position depending on the prevailing operational situation. Empty vehicles from the DPs stage through their Divisional ST locations to a predetermined XP or direct to the RP.

### **ROAD TRANSPORT IN A THEATRE OF OPERATION**

123. NACST is responsible for the movement of C Sups from base or army in the rear to the DP in the forward areas where first line vehicles draw supplies for their respective units. Four main categories of transportation are therefore involved in a theatre movement of stocks. They are:

- a. First line transport.
- b. Second line transport.
- c. Third line transport
- d. Fourth line transport.

124. **First Line Transport.** This is transport organic to units. It can be sub-divided into F,A and B echelons. In certain units such as armoured

regiments and mechanized battalions A echelon are split into A1 and A2.

125. **Second Line Transport.** This is NACST transport which is organic to the division. The divisional St provides transport support for the brigades in the division. The types of transport available are:

- a. **5 Tones.** This is reasonably maneuverable for use in forward areas and it is easy to maintain. The standard 5 tones in use are Steyr, Mercedes Benz 911 and Leyland trucks.
- b. **10 Tones.** This provides additional carrying capacity to cope with the large quantities of ammunition and POL required by artillery and armoured units. Its size and limited cross country performance may render it un-acceptable in forward areas.

126. **Third and Fourth Line Transport.** NACST transport under the control of Army/Force/Corps HQ. It is divided into:

- a. **General Purpose Transport (GPT).** 5 and 10 ton trucks required to move men and materiel from the rear areas into the combat zone from the general purpose transport. It is from these transport that the ST Coys will be provided to move C Sups fwd from RP, XP and further to the DP.
- b. **Special Purpose Transport.** These consist of vehicles with special bodies suitable for special use. They include ambulances, tank transporters, 25 ton semi trailers and Tank Truck Fuel (TTF).

### **METHODS OF HANDLING COMBAT SUPPLIES AND TRANSPORT CONTROL**

127. The science of transportation involves the movement and delivery of goods in the right condition at the right place and the right time. This calls



for a sound technique and control of the transport resources which will be considered under the following headings:

a. **Loading**. Second line transport may be loaded and operated on the commodity or composite system. The commodity system involves a transport unit being responsible for the carriage and distribution of a single commodity such as ammunition or ration. Composite system on the other hand implies that a unit transport carries and distributes all the three major commodities of C Sups. Composite loading is normal and helps disperse stocks and retain flexibility. Under the composite system individual vehicle collects standard loads from the RP. For example a standard load may consist of:

- (1) Five tons of a complete range of small arms ammunition in packages or on pallets.
- (2) Ten tons of complete range of artillery ammo in packages or on pallets or in racks.

b. **Handling Methods**. Double handling must be avoided where ever possible as it slows down replenishment, increases labour requirements and increases the risk of damage. Measures which may be taken to improve handling techniques are:

- (1) **Use of Containers**. Bulk stocks can be loaded into large containers which are then moved fwd on specialist road vehicles. Containers help to prevent pilferage and offer good protection to their contents. Depending on the size of the containers, the use of special lifting gears may be required. This, however, limits the use of this item in forward areas.
- (2) **Use of Pallets**. Commodities in their packages can be

loaded on pallets in NACST and NAOC depots and handled in this form throughout the whole supply and movement system until delivered to units. Mechanical handling equipment is required for lifting and positioning of the pallets. This system reduces labour and the risk of damage.

(3) **Racking**. The capacity of a vehicle to carry ammunition can be greatly increased by fitting special racks. In this way a 5 ton vehicle may carry as many as 160 rounds of 105mm tank gun as compared with 88 rounds without racking. These are, however, penalties as it take longer to unload the vehicle and the vehicle itself cannot be used for carrying other loads until the racking is removed.

(4) **Bulk Fuel**. As an alternative to moving fuel in Jerri-cans which is time and labour consuming bulk fuel can be moved by:

(a) **Pipeline**. This is the most efficient method of moving fuel but the quantities to be moved must justify the considerable effort needed to construct a pipeline. In addition the terrain may make the construction impossible.

(b) **Fuel Tankers**. These vehicles are held by NACST units and provide a rapid, quiet and less fatiguing method of refueling compared to jerri-cans. Unfortunately the relatively poor cross country performance of these vehicles makes it impossible to use in forward areas.

(c) **Fuel Pods**. This method relies on the use of

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flexible pod which can be carried by vehicle with an equivalent e-country performance to the vehicles or tanks they are supporting.

128. **Control of Transport.** There are advantages in CDST at divisional HQ centrally controlling second line transport although ST companies will normally be allocated on the basis of one per Brigade and affiliated to a particular brigade. Central control makes the best use of all transport available whereas affiliation foster good working relationship with brigade units and familiarity with routes in fwd areas. Regardless of the system used close control is necessary so that:

- a. Maximum use can be made of all transport resources.
- b. Priorities can be met.
- c. Driver fatigue can be overcome.

A planning fatigue of 8 hours per driver per day at the wheel is a reasonable and widely accepted target but obviously this can be increased when necessary.

**OTHER FORMS OF TRANSPORT**

129. In addition to providing road transport, NACST is also responsible for the provision and control of other forms of transport. The Corps also carries out movement control functions in conjunction with the civilian movement agencies. These include:

- a. Providing air freight units to assist NAF with the movement of air delivered cargo.
- b. Providing manning and operating small maritime craft.
- c. providing railway units to run rail transport as and when the

need arises.

## **SUMMARY**

130. This module has been designed to explain the responsibilities of NACST and the way in which they are discharged within the divisional area of responsibility.

131. Important definitions have been introduced for amplification and ease of application.

132. Unit operating outside the divisional area are mentioned so that a complete re supply or evacuation system can be explained.

133. NACST is not responsible for providing first line transport but the corps is responsible for providing second, third and fourth lines transport. In addition to these transport roles, the NACST also carry out movement control functions to enhance the means of moving materiel into the theatre with particular reference to reliability.

134. The majority of ST units especially those, operating road transport are organized on the 'brick system' which provides standard establishment for a company HQ and individual transport platoon. This system gives NACST consideration flexibility to build up units to meet various operational tasks.

135. CDST has to liaise closely with Q staff so that the division can be provided with the necessary number of DPs and RPs with the correct overall capacity.

136. Centralized control of second line transport enables the maximum use

to be made of transport primarily by retaining flexibility.

**SELF ASSESSMENT QUESTIONS**

137. a. You have been operating for the past 7 days and suddenly your QM ran into your comd post to tell you that the unit has run short of POL and ration and that your ammo is almost exhausted. You quickly got on your set to make a quick demand for these items. How do you see these items reaching you in the fwd BAA from RP in the rear DAA and in what transport. Support your explanation with a diagram.
- b. Explain briefly the following terms:
- (1) Materiel.
  - (2) First line support.
  - (3) F, A and B echelons.
  - (4) Replenishment point.
  - (5) Dumping.
- c. (1) What is combat supply?  
(2) What principles apply to the distribution of combat supply?
- d. What are the main responsibilities of NACST?
- e. What is an XP, why is it required? Roughly where will it be located and what happens there?
- f. (1) Define a DP and state its composition.  
(2) Explain how an established DP will be operated. How do you refuel a Tank in a DP and how do you operate a DP for an infantry unit?

**HINTS ON ANSWERING SAQ**

138. The aim of this question is to assess the students understanding of maintenance system in battle. The students are expected to discuss:

- a. What should be supplied in C Sups, Ordnance stores.
- b. The replenishment cycle, indicating line of tpt used at each level. (1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>).
- c. The pers to man the different supply points e.g Ord man ammo pts while ST pers man rats and petrol points.
- d. The diagram should show correct sitting of the different admin areas e.g DP in Fwd BAA, RP in rear DAA see Annex A to Lecture Two. The question can be discussed as follows:

1. This should be a sub-sub presentation to Paragraph 138 d. It should, therefore, be numbered (1) and (2) as indicated. From transit areas supplies are transferred by force transport (3<sup>rd</sup> line tpt) to composite Maintenance Area in the communication zone and also to replenishment part in the corps Areas of the combat zone.
2. The Bde Tpt Coy 2<sup>nd</sup> line tpt then moves the supplies from replenishment parks forward to the Distribution Points established in both the Division and Brigade Admin Areas.

## **LECTURE TWO PART 3**

### **THE RESPONSIBILITIES AND ROLE OF NAMC**

#### **INTRODUCTION**

139 The NAMC is one of the major CSS Corps in the NA. The out-line organisation is represented diagrammatically in SOHB.

#### **OBJECTIVE**

- 140 At the end of this lecture, the learner will be able to:
- a. Explain the principles of the NAMC.
  - b. List the Medical Units in the Division.
  - c. Describe with the aid of a diagram CASEVAC System.
  - d. Discuss the system of supply of medical and dental Stores/Equipment in the field.

#### **RESPONSIBILITIES OF NAMC**

141. The main responsibilities of NAMC are:
- a. To advise Commanders on any possible risks to health, the measures necessary to promote health, prevent diseases and when appropriate to assist in the implementation of those measures.
  - b. To collect, treat and when necessary evacuate the sick and wounded.
  - c. To supply medical and dental stores and equipment to all units.

- d. To advise on the location and utilization of medical resources.
- e. The preparation of the medical plan and for the implementation of the plan when it has been agreed by the staff. A medical plan includes provision for wounded prisoners of war and refugees.

### **PRINCIPLE OF OPERATION**

142. **Health**. Casualties resulting from illness and disease, most of which are preventable, are greater in war than those caused by enemy action. Every effort must therefore be made to keep the sick rate to a minimum. Measures to maintain the health of soldiers are the responsibility of commanders at all levels from the most junior within the units. This responsibility is carried out on professional advice of the medical officers who are available at all levels. High standards of health discipline and hygiene make an important contribution to the fighting efficiency and morale of units. Officers should therefore keep a constant watch on their men for signs of illness include mental and physical exhaustion. All ranks must be instructed in military hygiene and practice the strictest health discipline at all times. It is the responsibility of every medical officer to watch for risks to health and to advise his commander. At the brigade level the MRS has a hygiene platoon whose duties are shown at paragraph 148 sub-paragraph a.

143. **Casualty Evacuation**. The system for collection, sorting, treating and evacuating the sick and wounded is designed to:

- a. Remove casualties as quickly as possible from unit to allow those units to retain their mobility.



- b. Evacuate them as far from the battle as is necessary to enable effective treatment to be carried out.

144. Casualties should not be held in forward areas during battle for longer than necessary. The policy is that only minor cases are treated in the battle area. In most cases, casualties are evacuated to field hospital as soon as possible. Experience in previous wars has shown that if possible, a casualty in need of surgery should reach the surgeon within 6 hours of being wounded, having had some skilled attention in units and in the MRS on the way.

145. **Casualty Rate.** The number of hospital beds likely to be needed is estimated from the forecast of sick and battle casualty rates. The battle casualty rate is given by the G staff based on the likely course of operation. The sickness rate is estimated by the medical staff taking into account such factors as terrain, climate and the fitness and acclimatization of the soldiers.

### **NAMC UNITS IN THE DIVISION**

146. **Regimental Medical Officer.** Each infantry battalion, armoured regiment and artillery regiment has a Regimental Medical Officer (RMO) who commands the medical unit. He is assisted by nursing officers and medical assistants. The RMO is responsible for establishing and operating the Regimental Aid Post (RAP). At the RAP the RMO carries out the following procedure:

- a. He assesses the condition of all casualties and gives the appropriate treatment enabling the individual to return to duty or preparing him for evacuation. Fit soldiers are sent back to unit.

- b. He initiates the field medical card which is fastened to the casualty and on which is recorded the diagnosis and treatment given at each stage of evacuation.

147. **Company Aid Post.** The RMO has a medical NCO in each company or equivalent who sets up Company Aid Post (CAP) and controls a number of stretcher bearers. He renders first aid to casualties before evacuating them to the RAP

148. **MRS.** Second Line Medical cover is provided by an MRS which are allocated on scale of one per brigade. An MRS is fully mobile on its own transport and carries sufficient tentage to enable it to work in the field when suitable buildings are not available. Also, it does not do surgery unless a surgical team is attached. The outline organisation of an MRS is shown diagrammatically in Annex B to Lecture 2. The diagram should be studied in conjunction with the following paragraphs:

- a. **Role.** The role of an MRS is to:
  - (1) Evacuate casualties from Regimental Aid Posts (RAPs).
  - (2) Treat and document casualties in their area of responsibilities in preparation, if necessary, for their further evacuation.
- b. **Organisation.** An MRS consists of the following elements:
  - (1) HQ consisting of a command post, quarter-master's department and MTO Office.
  - (2) Clearing platoon.
  - (3) MRS transport platoon, provided by the ST.
  - (4) Collecting Company.

(5) Hygiene Platoon.

c. **Main Dressing Station.** A Field Ambulance normally establishes one Main Dressing Station, (MDS), consisting of the HQ and the clearing platoon. The clearing platoon is an essential part of the MDS and contains the medical and dental personnel primarily responsible for treatment. At the MDS, casualties receive some treatment. They are prepared for further evacuation and are documented. If only an MDS is deployed, it is likely to be sited in the fwd BAA.

d. **Advanced Dressing Station.** In order to meet particular operational circumstances a Fd Amb can as an exception, provide 2 dressing stations the MDS and the Advanced Dressing Station (ADS). This is accomplished by splitting the HQ and clearing platoon and reinforcing each half by at least a section of the collecting company. Such a split is the exception rather than the rule because 2 dressing stations can only be effectively sustained for short periods and the ability to deploy collecting effort forward is impaired. A split does, however enables:

(1) The MDS and ADS to be opened and closed alternatively so that they can 'leap frog' in support of an advance or withdrawal.

(2) One dressing station to be open and the other closed as a reserve.

(3) Both dressing stations to be opened alternatively operating on separate evacuation routes. If both MDS and ADS are deployed it is normal for one to be located in the fwd BAA

and the other in the rear DAA.

e. **The Collecting Company.** The company consists of a small HQ and 6 sections. Each section carried similar equipment to that of RAPS and may be deployed, with ambulances from the Fd Amb transport platoon to:

- (1) Reinforce or replace RAPS.
- (2) Form intermediate spots at, example, river crossing site of between RAPS and dressing stations.
- (3) Reinforce the MDS to enable the formation of ADS.
- (4) Act as a medical reserve

f. **Hygiene Platoon.** This platoon is an integral part of the Fd Amb and its duties are:

- (1) Supervision of sanitary measures.
- (2) Inspection of environment field accommodation and camps.
- (3) Execution of sanitary measures requiring special knowledge or skills.
- (4) Instruction of soldiers' health and hygiene.
- (5) Supervision of insect and rodent control.

A Fd Amb normally forms one MDS (Less elms of Fd Amb pl and collecting coy deployed fwd). It can form 2 dressing stations. One MDS comprises part of clearing pl and one sect of the collecting coy. The other is an ADS comprising part of HQ, part of clearing pl, and one section of collecting coy. Fd Amb provides MIRs at unit level.

149. **Field Hospital.** Third line medical cover is provided by field hospitals which will probably be found from the static base hospitals in each division. A field hospital is not mobile, having only administrative transport.

It requires approximately 30 x 5 tone vehicles, provided by NACST second or third line transport resources, to enable it to move in one lift. It carries sufficient tentage to set up in the field but suitable buildings are preferred, field hospitals are normally located in the rear DAA. Field hospitals are sited far enough forward to receive casualties with 6 hours of wounding, and yet must be far enough back to minimize likelihood of becoming involved in an enemy action. The site should be at least 1000 metres away from likely enemy targets such as ammunition dumps and supply depots. There must be good road communications and if possible be located close to air and rail heads. Adequate water supply is essential. A typical organization of a field hospital is shown diagrammatically in SOHB. This diagram should be studied in conjunction with the following paragraphs.

- a. **Role.** The role of a field hospital is to:
  - (1) Provide early life saving surgery.
  - (2) Provide post operative treatment and nursing for up to 10 days before evacuation. It may also have to treat other sick and wounded until they can be evacuated.
- b. **Organisation.** A field hospital consists of the following:
  - (1) Reception and evacuation.
  - (2) Wards.
  - (3) Specialist medical and surgical departments including X-ray pathology, physiotherapy, dental sections and laboratory (clinical) side room.
- c. **Capability** A typical field hospital may provide 200 or more beds. Each hospital is likely to have 2 surgical teams, each of which is capable of handling 12 to 15 major surgical cases in a 24 hours period. This capability may be increased by attaching independent

field surgical and transfusion teams to the hospital.

d. **Setting.** A field hospital requires 6 to 9 hours to set up in a new location whether in tentage or in building, before being ready to receive casualties, and 4 to 6 hours after discharging the last patient before it is ready to move.

## **CASUALTY EVACUATION**

150. The system of casualty evacuation is shown diagrammatically in SOHB.

151. **Collection within a Unit.** A casualty receives initial first aid from his comrades and is then moved by unit stretcher bearers and unit transport to the RAP through the company aid post. The RAP will normally be sited near unit HQ. Probably with A or A1 echelon. In armoured units tracked MRS vehicles will whenever possible, evacuate casualties direct from platoon/section areas to the RAP.

152. **Evacuation from the RAP.** The MRS using its own ambulances is responsible for evacuating casualties from the RAP and taking them to the MDS or ADS (if established).

153. **Evacuation from the MDS.** Responsibility for evacuation from the MDS to the Field Hospital rests with the CO. Third line wheeled ambulance transport is provided from NACST resources but is controlled by CO Div Medical Centre. A suitable system for controlling this third line transport is to establish an MRS control post in the divisional area. Some ambulance are sent forward to the MDS, as a full ambulance is sent forward. It should be noted that if the 6 hours target is not being met, it is possible to set up an

advance surgical centre (ASC) by reinforcing the MDS with field surgical and transfusion teams.

154. **Evacuation from Field Hospital.** Evacuation from field hospitals depends on the resources available but may be by road, rail or air.

155. **Evacuation by Air.** Any of the stages of evacuation shown above may be cut out when the situation permits and suitable air transport is available. For example the introduction of helicopters may enable serious casualties to be evacuated direct from the RAP to the field hospital.

### **COMMAND AND CONTROL**

156. **Brigade HQ.** In a brigade the CO of the Fd Amb acts as medical adviser to the brigade commander and works closely, with the brigade A staff on medical matters.

157. **Divisional HQ.** NAMC is represented at divisional HQ by hospital Commanding Officer who in conjunction with:

- a. SO1 Medical and SO1 Dental.
  - (1) Advises the Commander and divisional HQ staff on medical matters.
  - (2) Controls all medical units allocated to his division.
  - (3) Implements the divisional medical plan.
- b.
  - (1) Allocates and control nurses within his/her division area.
  - (2) Advises on nursing matters.
  - (3) Supervises nursing standards and training.

### **MEDICAL STORES AND EQUIPMENT**

158. The system for the supply of medical and dental stores and equipment is shown diagrammatically under casualty evacuation. The following points should be noted.

- a. **Central Medical Stores (Sub Depot).** This unit receives stores from Central Medical Stores (CMS). The CMS (sub depot) is normally located in the rear DAA as near as possible to one of the field hospitals. The sub depot issues medical and dental stores and equipment to all divisional medical units which use either unit transport or empty ambulance to collect their equipment.
- b. **Non-Medical Units.** Unit medical officers obtain their requirements from the medical unit to which they normally send their casualties. In the case of brigade units, supplies are contained from the MDS set up by their affiliated Fd Amb.
- c. **Fast Moving Items.** Stocks of 'fast moving' items can be held at RPs and can be sent forward when necessary in second line transport.

## **SUMMARY**

159. This précis has been designed to explain the responsibilities of NAMC and the way in which medical evacuation system can be built up within the division area.

160. It must be realized that:

- a. The promotion of health and hygiene within the NA is an important NAMC function which can only be satisfactorily discharged with the full co-operation of commanders at all levels.
- b. The existence of an efficient casualty evacuation system has a



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major influence on the morale of soldiers.

- c. All branches of the staff are concerned with the operations of the medical services in that the G staff provides casualty estimates, the A staff is responsible for coordinating the medical and logistic plans and the Q staff is responsible for providing any additional transport that may be required.
- d. Limitations are placed on an Fd Amb if it is required to deploy both MDS and ADS.
- e. The likely course of the battle is a critical factor in the siting of field hospital as they can only function efficiently if they are in the same location for at least 7 to 10 days

**SELF ASSESSMENT QUESTIONS**

- 161. a. Explain with the aid of a diagram the CASEVAC system in outline form, state the procedure for medical and dental equipment.
- b. State briefly the need for the following:
  - (1) MDS and ADS.
  - (2) ASC.
  - (3) CASEVAC by Air.
- c. The NAMC have some units in the divisions.
  - (1) Give the names of these units.
  - (2) Draw and outline organisation of an Fd Amb.
  - (3) What are the roles of an Fd Amp.

**HINTS OF SELF ASSESSMENT QUESTIONS**

- 162. a. (1) CASEVAC diagram given in the module is very

important.

(2) Briefly state the evacuation procedure from the point of wounding to the Fd hospital in the Rear DAA outside the dental and medical equipment supply as shown in the diagram.

b. (1) MDS and ADS are necessary when casualty rate is high. They open alternatively and usually leap frog.

(2) Advance Surgical Centre necessary when the Fd hospital is not close enough to obey the six (6) hours criteria. See details in the module.

(3) When possible, CASEVAC by Air is useful to hasten treatment of men and a quick return to their unit have eliminated reinforcement problem.

c. (1) NAMC have the following units in the division:

(a) CAP.

(b) RAP.

(c) MRS.

(d) MDS.

(e) ADS.

(f) Fd Hospital.

(2) The roles are seen as:

(a) CASEVAC from RAPS to MDS or ADS if established.

(b) Treatment and documentation of Case

## **REFERENCE**

163. Staff Officers Hand Book (SOHB).

**LECTURE TWO PART 4**

**BURIALS**

**INTRODUCTION**

164. It is important for morale that our own/enemy dead should be buried with due ceremony and without delay, preferably in some central burial ground.

165. The overall policy of burials in the battlefield and the locating of cemeteries is the responsibility of the A Staff at the brigade and divisional levels. Whenever possible, the appropriate senior Padre/Imam should be a member of the party selecting cemetery sites.

166. Burials are unit responsibility and the Padre/Imam must not be left to improvise burial parties. When a Chaplain/Imam is not available to conduct burial services, the form of the burial service appropriate to the denomination of the deceased should be used by the officer in-charge of the burial party or other delegated person.

167. Decent burials accorded to own and enemy dead, apart from raising the morale of soldiers, also ensures that at death one is still respected. Proper burial procedure affords the unit the opportunity to do the following:

- a. To inform the deceased NOK.
- b. To compile an inventory of the property of the deceased on behalf of and for the handing over to the NOK.
- c. To inform Army HQ Finance and Records in order to enable

unit to bring his records up-to-date for necessary benefits.

- d. To compile adequate statistics of death.

### **OBJECTIVES**

168. At the completion of this lecture, the students will be able to:
- a. Discuss the need for burial procedure.
  - b. List the types of burials.
  - c. Describe the burial procedure.
  - d. Discuss the methods of marking.
  - e. Explain ways of disposal of personal effects of the deceased.
  - f. Appreciate the need of the NA to keep record.

### **CATEGORIES OF BURIALS**

169. The following are the categories of burials:
- a. **Emergency Burial.** Emergency burial is a hasty burial usually carried out by the unit on the battle field when circumstances do not permit evacuation to a rear area.
  - b. **Temporary Burial.** Temporary burial in a temporary cemetery and is normally carried out by the unit. When death occurs in the rear areas, or when circumstances permit evacuation from the forward areas this will constitute the initial burial.
  - c. **Permanent Burial.** The permanent burial is direct burial into a formal cemetery or reburial by concentration into a permanent cemetery. The corpse buried in sub-paras a & b above could be exhumed and re-buried appropriately at approved cemetery when situation permits.

- d. **Trench Burials.** Trench burials are carried out when casualties are high. Several individuals are buried in a common grave, usually a trench. Whenever practicable, the deceased of different nationalities should be interred in separate trench graves. An improvise marker or high cross should be erected at each end of the trench. In addition a bottle or can inside both will show the distance of each individual from the marker in question. The word trench burial must be clearly inscribed.
- e. **Group Burials.** A group or multiple burial is a burial in a common grave of several unsegregated and individually unidentified remains, e.g. after an air crash or nuclear fusion. In group burials, number of all unknown will be listed and the words “Common grave” be clearly inscribed.
- f. **Unidentified Dead.** The method used for burying and reporting unidentified dead will be similar to that used for identified dead except that the word “unknown” will be listed in place of the name. Any detail that may assist subsequent identification such as shoulder title or rank badges, exact spot on which body is found will be noted on the burial report.

## **MARKING**

170. Marking is a procedure that ensures the correct identification of the body and the grave. One identity disc must be buried with the body. Where there is only one disc, this will on no account be removed from the body.
171. Graves will be marked by pegs to which a grave location’s label is

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attached. If pegs and labels are not available, an improved marker or high cross will be erected. At its foot, a bottle and can will be half buried, open and downwards and contains a paper with details listed below recorded in black lead pencil:

- a. Name (Surname and forenames or initials).
- b. Number.
- c. Rank.
- d. Sex.
- e. Nationality.
- f. Date of death if known.
- g. Date buried.
- h. By whom buried.
- i. Religion.

172. Marking is necessary because at the end of hostilities, the deceased relatives might want to exhume their bodies in order to bury them properly in own state or countries.

**BURIAL PROCEDURE**

173. Since the responsibility of burying own and enemy dead lies with the units, it is important that proper burial procedure is understood in this module. The CO and the RMO shall oversee the burial. It is assumed that the conditions prevailing at the theatre of operation will permit a proper procedure as follow:

- a. The corpse is brought back to the location, (using a Bn HQ as an example) and handed over to the Bn Medical unit.
- b. The Bn Comd sends out a Noticas to its Medical unit with info

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to Bde HQ giving full particulars of the deceased, including any front line medical report.

c. The Bn Medical Unit relays the Noticias to its Med HQ with info to the Bde.

d. The Comd instructs his QM to take inventory of the personal effects of the deceased, which will be packed, labeled with number, rank and name, the address of the NOK is put against the personal effect before they are dispatched to the Bde HQ.

e. The Bn informs the padre/Imam and provides the coffin. The Medical Unit prepares the body and the corpse is buried with military honours after prayers have been said by the padre/Imam.

f. If it is not possible to bring the corpse to the rear, the corpse is buried in front with military respect after prayer have been said by a Christian or Moslem colleague according to whichever religious denomination he belonged.

g. It is necessary to mark the graves at all times so that at the end of hostilities, relatives will be able to locate the graves if they wish to do so. The bodies could also be exhumed for interment at their locations of choice if so desired.

**METHODS OF EMERGENCY BURIALS**

174. Emergency burials will be carried out so as to obtain the maximum protection from marauding animals and looting, and to provide the best chance of subsequent recover.

175. As a guide, a desirable depth for a grave is about 3 feet, whenever possible, the body will be wrapped in a shelter half poncho ground sheet or

blanket

176. A brief burial service of the appropriate religion should be held if it is possible to do so.

### **DISPOSAL OF PERSONAL EFFECTS (PROPERTY)**

177. All personal effects, including all personal and official papers, will be removed from the remains and placed in a suitable reacceptance. One identification tag or disc must be buried with the corpse, the second identification tag or disc, will be placed in the reacceptance with the personal effects.

178. An inventory will be made of the deceased personal effects at the time, preferably by Q staff, signed by an officer, properly packed and labeled with his particulars.

179. The address of NOK is also attached to the property which will be sent to the Bde HQ, for onward transmission to the Div HQ. The NOK is duly informed.

180. The NOK is invited to come and collect the property having signed for it at the Div HQ.

### **SUMMARY**

181. This lecture has been designed to explain in detail, the burial procedure at the theatre of operation. Various types of burials with marking and disposal of personal effects are discussed.



182. The following points should be noted in this module:
- a. The need for a decent burial at any phase of war, is a contributory factor in sustaining high morale among fighting troops.
  - b. Although the overall policy of burials is formulated by A staff at Brigade and Divisional levels the responsibility of burying own and enemy dead lies within the units.
  - c. The NOK of the deceased must be notified as soon as it is practicable. All personal effects must be handed over to NOK and any benefits paid without delay.

### **SELF ASSESSMENT QUESTIONS**

183. a. During an air raid on our location, 79NA/7112 Cpl Dodo Dung was killed.
- (1) Why is it necessary to accord proper burial to Cpl Dung?
  - (2) Describe in detail the burial procedure of the deceased.
  - (3) How will his personal effects be disposed?
- b. Name 6 types of burial that you know. Describe fully any 3 types.
- c. Discuss the methods of marking the corpse and the grave.

### **HINTS ON ANSWERING QUESTIONS**

184. a. (1) 79NA/7211 Cpl Dodo Dung is accorded proper burial for the following reasons:
- (a) To boost the morale of the fighting troops and show respect for the dead.

RESTRICTED

- (b) Unit is able to inform deceased NOK.
  - (c) Arrangement made for benefits to be paid.
  - (d) A means of compiling statistics of death.
  - (e) Inventory of the deceased property is taken and handed over to NOK.
- (2) The detail burial procedure of Cpl Dung will be something like this.
- (a) The body is brought back to location.
  - (b) CO sends Noticas to its Medical Unit info Bde HQ. The NOK is informed.
  - (c) CO instructs the QM to take inventory of the deceased personal effects which should be packed all labeled with his particulars and that of NOK.
  - (d) The Unit padre/Imam is informed.
  - (e) The Medical Unit prepares the body for burial.
  - (f) Deceased is then buried with military honour after prayers by the padre/Imam, and the grave duly marked.
- (3) The personal effects of Cpl Dodo Dung will be disposed thus:
- (a) Inventory of the property is taken by the QM. The property is packed and labeled with the deceased particulars. Also the address of the NOK is attached.
  - (b) The property is sent to the Bde HQ and NOK is informed.
  - (c) The Bde HQ sends the property to the Div where the NOK goes and collects. The NOK must sign before

collecting the property.

**NOTE:** Where a candidate states that the deceased property is released to the NOK at Bde level, if the NOK is near, he should be penalized.

b. The 6 types of burials are:

- (1) Emergency Burial.
- (2) Temporary Burial.
- (3) Permanent Burial.
- (4) Trench Burial.
- (5) Group Burial.
- (6) Unidentified Dead.

**NOTE:** No extra mark is awarded to a candidate that describes the types of burial or writes short notes on each of the types.

c. Marking is carried out as follows:

- (1) One identity disc is buried with the body where there is only one disc, it will not be removed from the body.
- (2) Graves should be marked as follows:
  - (a) Pegs with grave location level attached.
  - (b) When pegs and labels are not available, his cross or improvised marker will be erected.
  - (c) Half buried bottle or can with open and downwards could be used containing the following information:
    - (i) Name.
    - (ii) Number.
    - (iii) Rank.
    - (iv) Sex.

RESTRICTED

- (v) Nationality.
- (vi) Date of death if known.
- (vii) Date buried.
- (viii) By whom buried.
- (ix) Religion.

**LECTURE TWO PART 5**

**THE RESPONSIBILITIES AND ROLE OF NAOC**

**INTRODUCTION**

185. The NAOC is one of the major 'Q' services in the Nigerian Army. The science of logistics is becoming more and more sophisticated. Most of the battles in World War II were lost owing to inadequate logistic support. Logistics in this context is concerned with the acquisition, storage and distribution of stocks of materiel so that units can be issued with the quantities of items they require in the correct conditions at the right time and place. The combat arms and the combat support arms of the NA rely on the effective support of the combat service in order to be able to demonstrate their skills in combat. It is evident that the failure of the logistics leads to the failure of the fighters in the field. The NA cannot afford to fail in battles, therefore perfect logistic support is necessary at all times.

186. **Supply of Materiel.** The term 'Materiel' represents all commodities required by a force in the field, such commodities are:

- a. Ordnance stores which includes:
  - (1) Technical stores including spares, assemblies, gun, radar, radio sets and generators.
  - (2) MT stores including spares and assemblies.
  - (3) Clothing.
  - (4) General stores including tentages, camp equipment and hospital equipment.

- b. Combat supplies (Ammo, POL and Ratio)
- c. Vehicles (A,B,C and D).
- d. Guided missiles and flight rockets.
- e. Engineer and defence stores.
- f. Specialist medical and dental equipment and stores.

187. **Inspection and Repairs.** NAOC is also responsible for the inspection, modification and repairs of:

- a. Ammunition including the disposal of all stray and land service ammunition.
- b. Clothing.
- c. General stores including such items as, furniture, tents and textiles.

188. **Specialist Services.** The final responsibilities of NAOC are to provide a wide range of specialist services including:

- a. Printing.
- b. Laundry and bathing facilities.
- c. Salvage of metals and stores.
- d. Fire prevention and protection (At present ST responsibility).

### **NAOC UNITS IN THE DIVISION**

189. Ordnance Field Parks (OFP) are allocated on a scale of one per Bde and have a strength of approximately 64 all ranks. An OFP is fully mobile and holds the following:

- a. Stocks of fast moving items of MT and Tech spares for the unit

maintenance and repairs of vehs, wpns, radio and other major equipment.

- b. Stock of selected fast moving items of general stores.
- c. A very limited scale of controlled stores such as personal wpns and radio sets. It may include a mobile laundry and bath section which is capable of providing each man in the Bde with a change of clothing and shower once a week.

190. **NAOC Stores Section.** Each mechanized and armoured workshop has NAOC stores section. The task of this section is to hold and issue spare parts (including major assemblies) required by the workshop in order to carry out its repair tasks.

191. **Base Ordnance Depots.** There are 5 BODs, at one per division with command BOD for AHQ units in Lagos area. Each has a combined military and civilian strength of approximately 1000 all ranks. The proportion of civilians depends to a large extent on local conditions. BODs are static units. They hold complete range of materiel for which NAOC is responsible less vehs and ammo.

192. **Base Vehicles Depot.** These units do not exist but after re-organisation will be allocated one per division. The responsibilities of Base Vehicle Depot are:

- a. Holding stocks of all vehs relevant to the division for issue to units. Part of the stock may be part of NA reserve.
- b. The preservation and servicing of stock vehicles.
- c. Receipt and subsequent storage of repaired vehicles from technical base workshop NAEME where the original owner unit has

already received a replacement.

- d. The disposal of vehicle sentenced “beyond repairs”

193. **Base Ammunition Depots.** Similar to BODs, there are 5 BADs located geographically in divisional areas of operation with Ammunition Transit Depot located in Lagos. Their role and responsibilities include:

- a. Holding stocks of ammunition. Part of the stock can be NA ammo reserve, the remainder can be divisional ammo reserve held on its behalf.
- b. The inspection and repair of ammo stocks throughout the division, including both its stocks and those held under unit and Bde arrangement.

### **COMMAND CONTROL**

194. **Brigade HQ.** NAOC is represented at the Bde HQ by a Brigade Ordnance Officer (BOO) who acts as adviser to the units and the staff on ordnance matters.

195. **Division HQ.** HQ NAOC is represented by Commander Divisional Ordnance Service (CDOS) whose role is to ensure the provision and supply of all Ordnance materiel and services required by units in the division. His main responsibilities are as follow:

- a. Command of all OFPs in the division and technical control of NAOC store sections and any NAOC personnel attached to NACST units.
- b. Adviser to the GOC on all NAOC matters.
- c. Receipt, consolidation and processing of urgent demands for



operational vehicles and equipments.

d. Supervision of local purchases and procurement of materiel and services which are NAOC responsibilities.

e. The CDOS has technical control over the BODs, BADs and BVDs to ensure compliance to laid down procedures and report direct to the Comdt NAOCS/GOC on these. He has no power of direct command over these depots.

196. **Base Depots.** Although base depots are geographically located on a divisional basis, they are not normally under command of divisions, their stocks being controlled by AHQ through the Comdt. In war however it is likely that control of elements of each base depot and control over the whole or part of their stocks would be exercised by CDOS on behalf of the divisional commander.

### **ORDNANCE STORES**

197. **General.** The requirement for C Sups is normally predictable but this cannot be said of ordnance stores and complete equipments. Tactical consideration and the lack of carrying capacity, limits the amount of ordnance stores held by unit. As a result, only vital items or those known to be frequently required are held, the remainder being demanded from BOD. The scale which each unit or OFP holds must be carefully determined and subject to continuous review. The factors which must be taken into account are :

- a. The range and quantity of equipment in a unit or formation.
- b. Past experience of requirements.

- c. NAEME advice or Forecast.
198. **First Line Scale.** This comprises:
- a. **Unit Repair Scale.** Unit repair scale is a small stock of minor assemblies and spare parts of vehicles, wpns, radio sets and other technical equipments held by each unit. This enables unit personnel and attached NAEME tradesmen to carry out unit repairs.
  - b. **Unit Equipment Scale.** This is laid down in the units equipment table which authorized the QM to hold the equipment, tools and stores required by the unit to do its job.
  - c. **Clothing Scale.** The QM will normally hold one month's stock of clothing for his unit.
199. **Second Line Scale.** Second line scale with which it supports unit consists of:
- a. **Unit Support Scale.** The OFP holds sufficient items to replenish unit stocks based on the factors discussed paragraph in 197 a-c.
  - b. **Field Repair Scale.** The NAOC store section holds sufficient assemblies and spares to enable its parent workshop to carry out field repairs.
200. **Controlled Stores.** Vital operational items and stores in short supply are controlled by the G staff. When units require replacements they must obtain G staff release which is normally granted on a priority basis. NAOC unit may only issue such items when release has been authorized.

## **SUPPLY SYSTEM IN WAR**

201. The supply system is designed to cover all eventualities and that the division cannot expect only to conduct operations within its peace time boundaries. For these, the following assumptions have been made.

- a. The BOD has the capability to supply the division regardless of where it is operating. This means that unit would be able to deploy, on wheels, sufficient stocks to support the operation.
- b. The BAD has a similar capability and that it would form part of the RP supporting the division.
- c. Other NAOC units to the rear of the divisional area, are capable of replenishing the depots directly supporting the division.

### **DEPLOYMENT OF UNITS**

202. The deployment of NAOC unit involves:

- a. **OFP**. The OFP is normally located in the BAA. Depending on its location it will receive demands for the issue of stores to unit or A echelon respectively.
- b. **BOD and BVD**. The elements of BOD and BVD units necessary to support the operation are likely to be located in the rear DAA.
- c. **NAOC Stores Section**. The stores sections are attached to the NAEME sub units in the field. They replenish from BOD and not from OFP.
- d. **BAD** The BAD elements of unit necessary to support the operation are to be co-located with RP in the rear DAA.

### **SUPPLY AND DEMAND**

203. The channels for the supply of ordnance stores, veh and ammo are as follows:

- a. **MT Technical and General Stores.** The stores section demand items direct from the BOD without going through OFP.
- b. **Clothing.** Clothing is supplied monthly, unit demand are passed to BOD who consolidates them before notifying CDOS of the Bde requirements. Divisional units deal direct with the divisional staff.
- c. **Controlled Stores.** The demands for controlled stores are initiated by the units after an equipment casualty report. Supply depends on both releases from the G staff and the availability of the items required. Divisional units deal direct with the divisional staff.
- d. **Ammunition.** Ammunition Supply follows the normal system from C Sups.
- e. **Vehicle.** The demands are initiated by the staff after receipt of a veh casualty report. The supply chain utilizes the OFP as an RV where a unit driver can collect the veh or NACST collects vehs for units. Divisional units deal direct with divisional staff and may collect vehs from their OFP or the BVD depending on which is closer.

### **PEACE TIME SYSTEM**

204. The system described so far has concentrated on the divisional area in war. The peace time system differs very little and in many ways the following comments can be regarded as an extension of the war system.

205. **Command and Control.** Though the BODS are located within the

divisional area they are directly under the control of the Comdt. The CDOS has technical control over the Base Depot, OFPs and Wksp stores section.

206. **Base Depot.** The location of base depots are one per division. There is no difference between its role in war and in peace time. However it is important to realize that BODs are not necessarily co-located with the divisional HQs. Instead, the sitting of the depots depends on the geographical spread of formations and units.

207. **Central Ordnance Depots.** The CODs are planned, one handling Technical/MT spares while the other handles clothing and general stores. Each COD is commanded by a colonel and its responsibilities include:

- a. Replenishment of BODs.
- b. The control and receipt of material of ordnance responsibility.
- c. The placing and control of contracts for purchase of material after approval by AHQ. Presently, this is not so, AHQ Q places and control contracts.

208. **Central Vehicle Depots.** The CVD unit is responsible for the control and issue of vehicles. It is commanded by a colonel.

## **SUMMARY**

209. This module has been designed to explain the responsibilities of NAOC and the way in which a supply system can be built up within the divisional area.

210. It must be realized that:

RESTRICTED

- a. NAOC units within the division cannot hold the complete range of items. It is therefore vital that holdings are kept under constant review.
- b. Mainly due to the size of divisional areas, the NAOC support within them is comprehensive and generous.
- c. The peace time organisation can be modified to suit war time conditions provided elements of each base depot are mobile.

**SAQ/REVISION QUESTIONS**

211. a. A young subaltern fresh from NDA is posted to your unit. He staggers into your office one fine morning and says: "I am really getting confused about these logistics units, I don't know who is who. Sir, can you sort me out? What does the NAOC do for the Army?"
- b. Name the divisional NAOC units and their role in the maintenance system in the field.

**HINTS ON SAQ/REVISION QUESTION**

212. a. In answering this question, students should state the primary and secondary responsibilities of the NAOC. The role of NAOC in war time is also relevant.
- b. Divisional NAOC units are:
- (1) OFP – One per Bde.
  - (2) Stores Section attached to Infantry and Armoured workshops.

**NOTE: Candidates should not the BODs, BADs, and BVDs may be located in the geographical area of the division, but they are not divisional NAOC units.**

**LECTURE TWO PART 6**

**ORGANISATION AND FUNCTIONS OF  
ORDNANCE FIELD PARK**

**INTRODUCTION**

213. The Ordnance Field Park (OFPs) are mobile store holding units serving troops in the combat zone. They support units by holding a selected range of stores and spare parts for units maintenance. OFPs are provided on a scale of one per Bde group.

**ROLE OF THE OFP**

214. The main role of the OFP is to support its parent formation by holding on wheels fast moving scale of MT, technical stores to maintain units AFG 1098 and Scale of Technical equipment spares. The scale is normally calculated on the basis of a 60 day requirement. This can, however be modified according to existing situation or experience.

**COMPLIMENTARY TASK**

215. The OFPs also carries out the following subsidiary tasks:
- a. Holds stocks of fast moving items for general stores.
  - b. Holds small reserve of clothing and any other stores ordered by the formation HQ.
  - c. Receives and breaks down the formation monthly bulk supply

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of clothing and general stores of issue to units.

- d. Holds in transit, stores consigned direct to units of the formation.
- e. Obtain for units of the formation, items demanded by them which are not scaled by the OFP.
- f. Initial charging of all MT batteries prior to issue.
- d. Provides a clean change of under clothing once a week.
- e. Holds limited reserve of controlled stores.

216. OFPs also holds a small reserve of controlled stores, usually complete technical equipment such as small arms and radio sets whose issues are controlled by staff.

**RESPONSIBILITIES OF OFP**

217. The OFPs are responsible for holding the Bde's reserve of controlled stores. Most of these stores are:

- a. Attractive.
- b. Expensive.
- c. Vital to operation.

**PROVISION**

218. Provision reviews are carried out on a cycle every six months to ensure that:

- a. Slow moving items are back loaded.
- b. Stock do not exceed the OFPs transport carrying capacity.
- c. 30 days stock level is the lowest that an OFP should



maintain.

### **ISSUE**

219. Two types of issue:

- a. **Scale Items**. These are items scale for the OFP inventory. Units demand on prescribed forms.
- b. **Non-Scaled Items**. These are items which are not scaled for OFP holding. Demands on OFP are forwarded to the Ordnance Depot in the communication zone.

### **RECEIPT**

220. The speed at which items demanded by OFP are delivered depends on the urgency of need. The 2 common ones are stated below:

- a. **Normal**. Normal refers to those moved by rail or road from Depots to XP from where 2<sup>nd</sup> line transport collects and forward to the OFPs.
- b. **Red Star**. Red Star are given priority. They are transported direct to the OFPs. Items on red star demand should be delivered within 24 hours.

### **HEAVY LIFT ITEMS**

221. OFPs also hold a limited stock of heavy lift items such as gun barrels, tanks tracks, 'A' vehicle tyres and gas cylinders.

### **CONTROLLED STORES**

222. OFPs hold small reserves of controlled stores. Demands are passed by

units by means of controlled stores casualty states to staff of formation HQ.

Controlled stores include the following:

- a. Radio or wireless sets.
- b. Rifle or other equipment.
- c. Binoculars, Compasses, etc.

### **STORAGE**

223. The 2 types of storage are:

- a. **Detail Stores**. Detail Stores are held in binned 5 ton vehs with movable bins.
- b. **Bulk Stores**. Bulk Stores are carried in 5 or 10 ton vehs. Some items are carried in cases, others in special racks or pallets.

### **SITTING**

224. OFP sitting requirements are:

- a. Firm, level, well drained ground, having cover and affording reasonable camouflage.
- b. Sufficient area to permit some dispersion of the unit.
- c. Road facilities for a traffic circuit within the park (for OFP veh only) traffic circuit in and out of car park for unit vehs, collecting stores.
- d. Proximity to the main supply route.
- e. Covered accommodation if possible for general stores.
- f. The area should be one where defence against enemy actions can be achieved with minimum loss of technical efficiency.

## **LAYOUT**

225. Area required by a Bde group OFP is about four acres depending on the terrain and the degree of dispersion required. The layout will depend upon the tactical situation and topography but must contain the following:

- a. **Park HQ.** Park HQ for regimental and technical control.
- b. **Control Office.** The control office contains accounts and clerical staff.
- c. **Stores Area.** Stores Area consists of 3 areas:
  - (1) Binned store lorries holding detail stock.
  - (2) Cargo lorries holding bulk stores.
  - (3) Heavy lift lorries for items which require crane.
- d. **Transit Area.** Transit is to handle all in-coming stores.
- e. **Receipt and Issue Area.** Receipt and issue area is where units can collect their requirements.
- f. **Transport Area and MT Lines.** Other vehicles not mentioned above will be sited at the transport area and MT lines. EME fitters will operate from this area, maintenance of park vehs are carried out here.
- g. **Admin Area.** Admin area consists of cook house, dining shelters and rest areas.

## **MOVEMENT**

226. Movement orders will be received from formation Q staff but all

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aspects of movement orders must be covered by unit standing orders. Organisation for a move may take the following:

- a. **Recce Party.** Recce party consist of one officer (OC) and senior NCO with driver ¼ ton land-rover and trailer.
- b. **Advance Party.** Advance Party includes CSM 1 NCO plus 1 guard per area, cooks and drivers. Vehicles include 1 Motor cycle, 1x5 ton trucks carrying party. 1x5 ton carrying ordnance signs etc.
- c. **Rear Party.** Remainder of OFP less advance party is the rear party.
- d. One officer and remainder of administrative detail.

**METHOD**

227. The following procedure will be followed:

- a. Immediately on receipt of warning order, recce party will move to new location. OC recce party will select sites for various groups and determine defensive positions to be manned.
- b. Advance party will follow the recce party. It will sign up the part and carry out detailed siting of vehicles as directed by the OC recce party.
- c. After signing is completed, guards will wait at the beginning of the circuit. On arrival of the main body, they will guide the vehicles to their exact location, camouflage of vehicles, digging of trenches for nuclear protection, weapon pits etc will be carried out according to priority.
- d. The rear party will clear the old site and report to the new site as quickly as possible.

### **CONVOY PROCEDURE**

228. The OFP moves in small packets of 5 to 10 vehicles, will move quickly but not in excess of 52 Km PH. Each packet will be under the control of a packet command. Each driver in the convoy will carry a route card.

### **DEFENCE**

229. The OFP is responsible for the defence of its own admin area. OFP commander will implement the defence plan by sitting unit defensive positions to cover likely enemy approaches. OFP defensive plan must be simple and be rehearsed by all unit personnel. Sentries will be posted to detect any likely enemy approach. The unit will stand to at first and last light. As protection against air attack, shallow trenches should be dug in the working area so that personnel may take cover quickly.

### **DEFENCE ON THE MOVE**

230. All ranks must be constantly at alert to possible ground and air attack. Each packet commander will ensure all round observation. In the event of air attack, vehicles should continue to move. When ambushed or under heavy air attack, vehs will be driven off road if possible and personnel will take cover.

### **AIR PORTABILITY**

231. The OFP also carried its stores by air. The quantity of stores is

however limited. When this happens all OFP personnel must be given the high standard of training in air portability.

### **FIELD DEPLOYMENT**

232. When the BAA is to move, preliminary recce of the new area is carried out by a 'Q' staff officer. Unit recce parties go with him and are allocated areas in which to site their units.

### **LAYOUT**

233. An area of about four acres is required for a Bde OFP depending on the terrain and the degree of dispersion required. The traffic circuit will be about one Km. A corps troops OFP requires about six acres with a correspondingly large traffic circuit of about one and a half Km.

### **SAQ/REVISION QUESTION**

234. Describe the deployment of an OFP in war time, and explain how it carried out its support role.

### **HINTS ON ANSWERING SAQ**

235. Students should remember the logistic presentation at JDSC in Jaji. You find that there is usually a need to split the OFP into 2 a forward column located in the forward BAA, and the rest of OFP located in the BAA. Refer to the module for support provided by the OFP and the demand system for items not available.

## **LECTURE TWO PART 7**

### **THE ROLE OF THE NIGERIAN ARMY ELECTRICAL AND MECHANICAL ENGINEERS (NAEME) IN BATTLE**

#### **INTRODUCTION**

236. The NAEME is one of the major CSS Corps in the NA. It is a highly technical corps staffed with equally qualified manpower. In the 1990 ORBAT the school came under the direct command of the Headquarters and the corps Commander became known as the Comd of NAEMES.

237. This lecture describes the support provided by NAEME for the repair and recover of equipment in the combat zone. This support is described in greater detail in NAEME Training Recovery Manuals. Students are also advised to study the Staff Officers Hand Book and the current NA Organization for more details.

#### **OBJECTIVES**

238. At the end of this lecture, student will be able to understand:
- a. The command and control of NAEMEs.
  - b. The repair and recovery systems.
  - c. Depths of repairs.
  - d. The condition of equipment.

#### **COMMAND AND CONTROL**

239. NAEME representatives form part of all formation HQs in area of operations. Thus at the divisional headquarters will be Commander Divisional Electrical and Mechanical Engineers (CDEME). At the Brigade headquarters will be the CO Bde Wksp while at the Battalion or Regiment level will be OC Light Aid Detachment (LAD). They are responsible to the unit/formation commanders for the technical operations and standard of NAEMEs services within the AOR.

### **REPAIR AND RECOVERY**

240. Repair and recovery are complementary functions, producing a capability for the rapid return to service of equipment, which could have a decisive influence on the conduct and outcome of the battle. In war, there will be a need for a very rapid repair or replacement of critical equipment casualties. It is therefore, a general policy to repair equipment as close to the point of damage or failure as is operationally possible and technically feasible.

### **DEPTH OF REPAIRS**

241. Repairs of all NA equipment are classified into 3 depths according to the extent of the engineering content:

- a. **Unit Repair.** Unit repairs involve minor adjustment or the replacement of components and minor assemblies. These types of repairs are carried out by NAEME tradesmen in LAD attached to units. This is known as First Line NAEME Support.
- b. **Field Repairs.** Field repairs are repairs that require more time and workshop facilities than can be made available in the units. These



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repairs are carried out by field workshop established in BAA/DAA. This is known as Second Line NAEME Support.

c. **Base Repair**. Base repairs involve the complete rebuild of equipment or assemblies to 'as new' condition. Base repairs are classified as Third Line NAEME Support. They are carried out by base workshops or central workshop.

**CONDITION OF EQUIPMENT**

242. The condition of equipment determines the type of repairs required and hence the type of unit that will carry it out. Condition is expressed by a letter classification and the consequent degree of repair required will be as follows:

- S Serviceable.
- O No repair required but the fault should be kept under observation.
- Q Can be made serviceable by the crew.
- X Can be made serviceable by the unit.
- Y Can be made serviceable by field repair.
- Z Can be made serviceable by base repairs.

**BLR** Beyond Local Repair due to lack of spares, tool and other resources or due to lack of time. It may involve the equipment being struck off unit charge.

**BER** Beyond Economic Repair under current regulations. This category will include items for which movement costs will be excessive.

**BR** Beyond Repair.

### **THE REPAIR SYSTEM**

243. In order to reduce the length of time equipment are out of action and to avoid the unnecessary movement of heavy equipment casualties, repairs are carried out as far forward as possible. However, the technical efficiency of repair facilities provided in forward areas will be severely limited by the need for mobility and dispersion. These conflicting requirements can, to some degree, be overcome by the deployment of the field workshop when divided into its constituent groups. A field workshop consists of:

- a. HQ and HQ Pl.
- b. A forward repair Pl containing a number of Forward Repair Teams (FRTs).
- c. 2 repair Pls equipped to undertake field repairs to all equipment of NAEME responsibility within the AOR.
- d. A recovery PL.
- e. A stores section of NAOC.

244. The NAEME Support System is illustrated diagrammatically in the SOHB.

245. A field workshop is self administering and normally divides into 2 parts, a Forward Repair Group (FRG) and a Main Repair Group (MRG). The composition and functions of these 2 parts are as follows:

- a. **FRG.** The FRG is made up of a number of FRTs, recovery vehicles and store elements. It will effect major assembly changes to

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operationally vital 'A' vehicles. The work of FRG is controlled by the CO Bde workshop. The FRG will normally be located in BAA and be under command of the Bde for movement and daily maintenance.

b. **MRG**. The MRG carries out field repairs to the remainder of the equipment in the Div AOR. The work of the MRG is controlled by the CDEME.

### **THE REPAIR POLICY**

246. The staff, in conjunction with the CDEME will establish a repair policy which will define priorities, the time limits of repairs and the categories of vehicles and equipment which will be repaired for economic or operational reasons. The repair policy will be reviewed periodically in the light of the operational; available NAEME resources and the provisions of new or reconditioned vehicles and equipment. Equipment which can not be repaired within appropriate time limits will normally be reduced to salvage and will not be backloaded beyond second line. The only routine exception will be engines and major assemblies which are planned for rapid repair at the third line in the rear combat zone.

### **RECOVERY**

247. Recovery is the process of extricating disabled equipment from the point of breakdown to the place where it can be repaired or backloaded. The movement of this equipment out of the theatre of operation is known as evacuation.

248. There are 3 basic recovery tasks in battle.

- a. **Vehicle Casualty.** The first stage of vehicle casualty recovery is the towing of vehicles to a place of relative safety where repairs can be completed. Vehicles become casualties when they have been damaged in battle or suffered serious automotive failure. This process is illustrated in SOHB
- b. **Immobilized Vehicles.** Immobilised vehicles refer to the recovery of AFVs that are in every other respect fit for battle but are bogged or ditched. Current recovery policy provides for rapid response so that such vehicles are extracted without delay and are consequently returned to their units battle worthy.
- c. **Route Clearance.** Route clearance is essential to retain the ability to manoeuvre and redeploy forces in battle. This flexibility will be prejudiced unless routes can be kept open, particularly at choke points. Recovery vehicles are, therefore, placed to remove vehicle casualties at critical points where any delay in the movement could lead to failure of operations.

249. The flexibility of the system allows recovery tasks to be undertaken outside the normal role. Thus resources may be allocated to the provisions of recovery post on main supply routes, battle field clearance and recovery operations at river crossings. Some of those tasks may be undertaken in conjunction with the military police and with units collocated where possible.

### **SUMMARY**

250. This lecture has described in outline the support NAEME provides in battle highlighting salient points on the following:

RESTRICTED

- a. Repair and recovery.
- b. Depths of repair.
- c. Condition of equipment.
- d. The repair system mentioning the functions of the following:
  - (1) FRTS.
  - (2) FRG.
  - (3) MRG.

251. The functions of the staff and CDEME in formulating the repair policy were mentioned and the 3 basic stages of recovery were stated.

**SELF ASSESSMENT QUESTION**

252. a. What type of repairs does the LAD attached to your battalion or regiments carry out on your equipment.
- b. List out all the equipment condition highlighted in this lecture.
- c. Name the functions of FRT, FRG and MRG and how is NAEME represented at all formation HQs?

**HINTS ON ANSWERING SAQ**

253. The aim of these questions is to test the students understanding of the role of NAEME in battle. A revision of this lecture and close study of the diagram provide all the answers.

RESTRICTED

<b><u>AIDE MEMOIRE-UNIT ADMINISTRATIVE INSPECTION</u></b>					
SER	Staff Branch Responsible	Subject	Inspection Details	Action By Inspecting Officer	Remarks
(a)	(b)	(c)	(d)	(e)	(f)
1.	G Int	Security	Pre-inspection by Int Team to cover: a. Physical Security. b. Document Security c. Arms and Ammunition. d. Personnel Vetting.	Check any unsatisfactory aspects. Discuss any problems. Carry out spot checks	
2.	G Trg	Training	Pre-inspection by Staff to cover: a. Trg Records and Courses. b. Physical Fitness Test. c. Weapon Test. d. Weapon Classification. e. Comds Trg Directive.	Check any unsatisfactory aspect. Discuss any problems eg shortage of trg areas or ammo.	
3.	G Ops	Operational Plans	Pre-inspection by Int Team to cover: a. Checking Op plans are up to date. b. Mobilization procedures. c. Unit SOPs.	Discuss any problems	
4.	G SD	Establishment	Pre-inspection by staff or Specialist team to Inspect all established posts.		Not nec on an annual basis
5.	A	Discipline	A staff pre-inspection to check: a. Unit record of disciplinary offences e.g. Absence, theft, traffic accident. b. Awards of punishments within laid down powers and rules. c. Conduct sheets and individual records.	Discuss any problems. Re-inspect any unsatisfactory aspects.	

RESTRICTED

(a)	(b)	(c)	(d)	(e)	(f)
			d. Orders for soldiers in arrest, investigation of charges.	Discuss any problems. Re-inspect any unsatisfactory aspects	
6.	A	Guards and duties	A Staff pre-inspection to check a. Duty rosters are maintained correctly. b. Orders for Guards and Requests exist. c. Fatigues are being kept to the minimum necessary	Discuss any problems. Re-inspect any Unsatisfactory aspects.	
7.			A Staff Pre-inspection to check a. Promotion and b. Unit and sub-unit records and documentation (A team from Army Records Office should do this if possible).	Check any Unsatisfactory aspects Discuss Problems. Check young officers know their responsibilities in looking after their soldiers e.g keeping of platoon books.	
8.	A	Medical	Specialist Pre-inspection reports by NAMC team from Fd Amb or ADAMC	Discuss any problems	
9.	A and Q	Fire	Specialist Pre-inspection report by NAOC Team.	Discuss any problems	Q Staff Responsible for physical aspect of works services
10.	A	Pay	Specialist Pre-inspection report by NAPC (Audit) team of: a. All public accounts. b. All service funds accounts.	Discuss problems. Re-inspect any aspect which is unsatisfactory	

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(a)	(b)	(c)	(d)	(e)	(f)
11.	A	Education	Specialist Pre-inspection report by NAEC team of unit.	Discuss and problems.	
12.	Accounting for Stores, Arms and Ammunition.		Specialist Pre-inspection team to carry out a check of all 'Q' accounts and Stores. Normally co-ordinated by ADOS at Div HQ.	Re-inspect any unsatisfactory aspects	G Staff will check any controlled stores during their inspection
13.	Q	Arms, Guns and Controlled Stores.	Physical Pre-inspection of all items held by unit. Carried out by NAEME team.	(1) Inspect on parade as necessary. (2) Spot checks on service-ability only	
14.	Q	Unit Transport	Pre-inspection by NAEME team.	Inspect MT platoon on parade with vehicles.	
15.	Q	Unit LAD or Workshop	Technical inspection by CDEME.	Visit during inspection.	
16.	Q	Messing/Catering	Pre-inspection by ST catering	Discuss problems. Check handling of classified mail (G Staff).	
18.	Q	Barracks	Staff inspection to ensure works services, provision of facilities going according to plan.	Inspect general cleanliness and appearance of barracks accommodation. Discuss any problems	
19.	Q	AFIN. Canteen Welfare Facilities	Staff inspection as necessary.	Discuss any problems. See facilities.	
20.	A/Q	Civil	Staff inspection to discuss any problems e.g. Recruitment. Quality of staff, need for additional posts.		