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ADMIN AND LOG

CAPTAIN TO MAJOR WRITTEN PROMOTION

EXAMINATION

DIRECT REGULAR COMMISSION OFFICERS

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ADMINISTRATION AND LOGISTICS

UNIT ADMINISTRATIVE INSPECTION

INTRODUCTION

1. All units in the army should be inspected each year by their formation commander. The inspection is known as Annual Administrative Inspection (AAI). The purpose of AAI 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.

2. 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. Unit inspections are not conducted as test or form of inquisition. The idea is to reduce the burden on units and soldiers. This module attempts to provide details of inspection procedure and to outline staff responsibilities in arranging them.

OBJECTIVES

3. At the end of this chapter, students will be able to:

a. Outline and discuss the need for unit administrative inspection.

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- b. Describe staff responsibilities during an AAI.

PURPOSES OF ANNUAL ADMIN INSPECTION

- 4. The purposes of AAI 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, receive ideas, and after examination, adopting them.
 - c. Finally, inspection report facilitates the resolution of difficulties where they occur.

STAFF RESPONSIBILITIES

- 5. **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.

6. **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 AAI and formations can make their programme to suit AHQ schedule.

7. **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.

8. **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 this Chapter. The formation commander would not normally re-inspect matters on which satisfactory reports have been written. The major exceptions to this are military hardware and security which must always be inspected by the formation commander.

9. **Staff Responsibility for Pre-Inspection.** The staff branch usually responsible for arranging and

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coordinating the annual inspection programme is G1-Cell. 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.

10. **The Inspection.** The instructions spell out clearly what units are expected to do, however, this is usually not the case as the inspecting team 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.

11. **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 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 be delayed, then this factor must

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be taken into account in the final report.

12. **Behavioural Pattern.** 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 G4-cell 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.

13. **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 regular visiting programme, they should be aware of any difficulties or troubles a unit has and should have initiated action on them. With good staff, it should be very easy for a CO 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.

14. **Inspection Reports.** The Staff Officer responsible for producing the inspection report should ensure that the complete report reaches the unit within 7 days and not after several weeks. It will have less impact,

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as the unit would have forgotten about the inspection. The staff must aim to produce the first draft copy of the report for the Commander a day after the inspection.

AIDE-MEMOIRE

15. An aide-memoire for unit administrative inspection procedure is attached as Annex B to this Chapter which is a copy of the Nigerian Inspection Report Form issued separately to students as an indication of what is involved.

SELF ASSESSMENT QUESTIONS

16. a. Why do we carry conduct unit AAI?
b. State accurately the staff responsibilities during an admin inspection.

HINTS ON ANSWERING SELF ASSESSMENT QUESTIONS

17. a. In discussing the need for admin inspection, see Paragraph 42. In addition, candidates should note the following:
- (1) Unit AAI seeks to inculcate unit efficiency.
 - (2) Improvement of the state of readiness is the main purpose.
- b. On staff responsibilities, see Paragraph 43 for details.

LOGISTICS AND THE MAINTENANCE SYSTEM

INTRODUCTION

18. 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.”

19. This module categorizes logistics into major and minor services, corps forming these services include:

a. Major services - CSS, 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, NAEC, etc.

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

21. Noted that in Nigeria, the CZ equates to the divisional

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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 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.

22. 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

23. It is important that all students have sound knowledge of the explanation of logistics units categorized in sub-paragraph 190a-c. Students are advised to study this module in conjunction with NA ORBAT 2016

OBJECTIVES

24. At the end of this chapter, students should 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, AP and CP.
 - (2) Explain the activities at XP and outline reasons for its establishment.
 - c. Describe general maintenance in the field

PRINCIPLES OF LOGISTICS

25. 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 the operation planning staff and always know the intention of

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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.

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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.

f. **Attainability.** This is the ability to provide the minimum essential supplies and services required to begin combat operations. The commander's logistics staff develops the concept of logistical support, completes the logistics estimate, and initiates resource identification based on supported commander's requirements, priorities, and apportionment. An operation should not begin until minimum essential levels of support are on hand.

CHARACTERISTICS OF LOGISTICS

26. The followings are the characteristics of logistics:

a. **Anticipation.** Anticipation means identifying, accumulating, and maintaining the assets and information necessary to support operations at the right time and place. Anticipation also means developing logistics capabilities that are versatile and mobile enough to accommodate likely operational or tactical events.

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b. **Integration.** Integration means that the logistical concept gives the commander the greatest possible freedom of action and enhances the agility and versatility of an operation. This includes being bold and

innovative and operating as part of joint and combined

forces, integrating support operations in order to yield efficiencies that may not otherwise be achievable.

c. **Continuity.** Continuity requires that the logistics effort should be robust enough to provide the commander with continuous support. The logistics plan and subsequent support execution must be adaptive and flexible enough to handle changing missions and priorities quickly.

d. **Responsiveness.** Responsiveness requires that the logistics system adapt rapidly. Responsive logistics, especially when time or other resources are constrained, relies greatly on worldwide, assured communications and automation networks.

e. **Improvisation.** Improvisation is the talent to make, invent, arrange, or fabricate what is needed out of hand. Operational level logistics is very inflexible because of the tremendous quantities of supplies and equipment used by the land forces. These amounts of materiel, once set in

motion, are extremely difficult to change or adjust. These facts make improvisation the most important logistic characteristic, at the operational level.

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

27. **First, Second and Third Lines of Support.** Lines of

Support refer to the level at which logistic support is controlled:

a. **First Line.** First line support is that support provided from a unit's own resources, that is by unit's 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 while the A2 Echelon provides immediate technical support for the unit. It is also a link between

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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, (e.g brigade ST battalion, 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.

28. **Administrative Areas.** In each brigade and divisional area, an area is allocated within which unit echelons and elements of logistic units are located. These which used to be known as an administrative area are now designated Support Areas.

a. **Brigade Support 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

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efficiently, eg a distribution point. All units in the fwd BSA are controlled by brigade HQ.

b. **Divisional Support 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 BSA. 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 DCOS G1.

c. **Rear DSA.** A rear DSA is not always formed but whenever a division is operating independently without the backing of higher formation HQ or troops, it will be necessary for the following reasons:

- (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 DSA.
- (3) Overcome the lack of unit transport as the majority of units in the Rear DSA will require NACST third line transport to move. The officer responsible for controlling units in the rear DSA is nominated by the DCOS G1 and is normally the CO of one of the logistic units located in the rear DSA.

d. **Siting of Support Areas.** There is always a dilemma when siting support 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 DSA is likely to cover a large area and include separate BSAs for each brigade under command. These BSAs must not be confused with fwd BSAs which have already been defined. The distances between fwd BSAs, and the rear DSA 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

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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.

29. **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.

(4) General stores including tentages and camp equipment.

(5) Stationery including office machinery.

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c. **Vehicle**. Vehicles are categorized into A,B,C,D and E vehicles, defined as follows:

(1) **A Vehicles**. A vehicles are vehicles which are armored 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 are unarmored vehicles of all types including trailers.

(3) **C Vehicles**. C vehicles 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 are amphibious vehicles designed to land troops over beaches.

(5) **E Vehicles**. E vehicles are basic B vehicles fitted with specialist equipment (e.g FFR Land- Rover).

d. Engineer and Defence stores.

e. Specialist medical and dental equipment and stores.

30. **Combat Supplies**. Combat Supplies are ammunition, POL and rations. The constant forward

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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.

(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 headquarters 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.

31. **Scales of C Sups.** The quantities of C Sups to be held in a formation vary from one operation 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.** First line scale 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.** Second line scale 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 headquarters directly administering the unit in operations.

32. **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.** First line stocks cover all expendable materials held by units but exclude combat reserves. They are controlled by the unit commander.

b. **Second Line Stocks.** Second line stocks 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.

33. **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 Comm

34. **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

GENERAL SYSTEM OF MAINTENANCE IN THE CZ

35. This section concentrates on the forward delivery of C Sups within the CZ. Replenishment Park (RP) is where the main holding of C Sups are held. These installations are controlled by the G4

Staff at higher formation. Normally, they are sited in the rear DSA 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.

36. **Distribution Points.** Distribution Points are normally located in the forward BSAs. 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.

37. **Commodity Points.** Commodity Points (CP) are points which dispense only one commodity. It 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.

38. **Second Line Transport Locations.** Second line transport units responsible for keeping DPs or commodity points stocked are normally located in the DSA. 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.

39. **Exchange Point.** If the RP is too far to the Exchange Point rear for second line transport to get there and back within 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

40. 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

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in the CZ. 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 by candidates, 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 at home or abroad is that the correct level of operating stocks and reserves necessary to sustain the operation can be decided. The most important of these factors 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, greater control and dispersion, which enable the system as a whole to withstand the loss of some logistic units and stocks

41. 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.

SELF ASSESSMENT QUESTIONS

42. Answer the following questions:
- a. State the principles of logistics and briefly explain them
 - b. Outline the echelons, their role, locations and who commands them.
- (1) Define the following:
- (a) RP.
 - (b) DP.
 - (c) XP.
 - (d) CP.
- (2) Explain the activities that take place at XP and justify its establishment.
- a. There is a need to comply with some tactical requirements as well as terrain features. Explain these tactical requirements and terrain features.
 - b. Describe the general maintenance in the field.

HINTS ON ANSWERING SELF ASSESSMENT QUESTIONS

43. Solution to the question in Paragraph 223 is as follows:

a. For the principles of logistics, see Paragraph 204. Special attention should be paid to the following:

- (1) Flexibility.
- (2) Economy.
- (3) Simplicity.
- (4) Foresight.
- (5) Cooperation.
- (6) Attainability.

b. In addition, candidates should attempt to provide an explanation of these characteristics:

- (1) Anticipation.
- (2) Integration.
- (3) Continuity.
- (4) Responsiveness.
- (5) Improvisation.

c. The echelons are F, A (A1, A2) and B echelons:

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- (1) F with the fighting forces.
 - (2) A (A1, A2) in immediate support of the Echelon.
 - (3) Echelon is brigade.
- d. 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.
 - (2) Thorough running.
 - (3) Cross loading.
- e. 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.

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CONTINENTAL GENERAL STAFF SYSTEM (CGSS)

BACKGROUND

44. The Continental General Staff System (CGSS) is used in most armies of the world. For instance, Britain adopted the system in the 1980s. Also, the UN and most NATO countries use the system. In Africa, the system is in use in South Africa, Ghana, Kenya and virtually all Franco-phone countries. The NA adopted the CGSS in its transformation process in order to conform to modern trends in warfare. CGSS is particularly relevant during joint and combined operations which calls for a harmonious staffing system.

45. The CGSS is closely associated with the Manoeuvrist Approach to Warfare (MAW) which gives room for elaborate staff contributions to commander's decision-making process. It also allows a considerable size of staff which includes professionals and specialists who are trained and skilled on staff duties. The implementation of CGSS in the NA will put her on the same commonality of staff structure with other armies. It will also facilitate easy adaptability of NA personnel inducted into Peace Support Operations (PSOs) in which the CGSS structure is the order of the day.

46. The adoption of MAW and the CGSS, however, requires some modifications to suit the peculiarities of the NA. This has necessitated the review, reorganization and reconfiguration of the entire NA staff system as well as

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modification of filing and security of documents. It is a common knowledge that files are used to store documents and papers for future consultation. This underlines the importance of studying the filing system in order to easily access the files for retrieval of information when required. Thus, this manual shall cover the fundamentals of CGSS, rules of classification, handling, storage and transmission of documents.

FUNDAMENTALS OF CONTINENTAL GENERAL STAFF SYSTEM

47. The CGSS identifies individual staff according to Service, functional areas and levels of appointment. To achieve this, a combination of letters, numbers and colour codes are used. The specific letters and colour codes used to identify single Service and joint staff are as depicted in the table below:

Serial	Services	Letter Codes	Colour Codes	Remarks
(a)	(b)	(c)	(d)	(e)
1.	Joint forces	J	Purple	
2.	Land forces	G	Green	
3.	Maritime forces	N	Dark Blue	
4.	Air forces	A	Light Blue	

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48. The CGSS has 9 staff branches. These branches are buttressed in the table below:

Serial	Letter Codes	Meaning	Remarks
(a)	(b)	(c)	(d)
1.	G1	Administration	
2.	G2	Intelligence	
3.	G3	Operations	
4.	G4	Logistics	
5.	G5	Future Plans	
6.	G6	Communication and Information System	
7.	G7	Exercises(Training)	
8.	G8	Finance and Budgeting	
9.	G9	Civil-Military Cooperation, Political/Legal Advisers	

49. It is pertinent to note that at corps and joint levels, the entire 9 branches could be functional. However, at tactical level of the army (battalion up to division), 6 branches (G1-G6) often suffice due to the relatively smaller staff work required to support the commander. Thus, G7 fuses into G3 while G8 & G9 fuse into G1.

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50. The hierarchy of command provides for a number of staff appointments. At AHQ level, there are chiefs, directors, deputy and assistance directors. In formations, there are Chief of Staff (COS), Deputy Chief of Staff (DCOS), Assistant Chief of Staff (ACOS), Staff Officers 1, 2 and 3 (SO1, SO2 and SO3). For instance, an ACOS in charge of Logistics Staff Cell would be designated ACOS G4. In the same vein, a grade one staff officer responsible for operations would be designated as SO1 G3. However, specific duties can be added for clarification. For example, SO2 G5 (Policy) and SO1 G1 (Personnel) means future plans handling related policies and administrative officer dealing with personnel respectively. Furthermore, a combination of staff areas can also be similarly indicated. For example, the equivalent of SO1 A/Q would be SO1 G1/G4 which combines administration and logistics, especially at lower formation levels. On that note, some of these cells are combined at brigade and divisional levels in the process of narrowing from operational to tactical level. For example, the Plans and Training cells at these levels are jointly reflected as G3 Plans/Trg. Similar combination of responsibilities could be initiated to suit staff offices and the filing system. The duties of each of the staff/cell are at Annex A.

51. The organograms of the CGSS at the department, formation and corps levels are at Annexes B-U. It is necessary to note that the cells are equal in their functions.

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Annexes:

- A. Duties of the Staff/Cell.
- B. Organogram of Office of the COAS.
- C. Organogram of TRADOC.
- D. Organogram of Department of Army Policy and Plans.
- E. Organogram of Department of Army Training Operations.
- F. Organogram of Department of Army Administration.
- G. Organogram of Department of Army Logistics.
- H. Organogram of Department of Military Secretary.
- I. Organogram of Department of Army Standard and Evaluation.
- J. Organogram of Manoeuvrist Divisional Headquarters.
- K. Organogram of Manoeuvrist Brigade Headquarters.
- L. Organogram of HQ ICC.
- M. Organogram of HQ NAAC.
- N. Organogram of HQ NACA.
- O. Organogram of HQ NAE.
- P. Organogram of HQ NAS.

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- Q. Organogram of HQ NACST.
- R. Organogram of HQ NAMC.
- S. Organogram of HQ NAOC.
- T. Organogram of HQ NAEME.
- U. Organogram of NA Directorates.

THE RESPONSIBILITIES AND ROLE OF NAMC

INTRODUCTION

139. The NAMC is one of the major CSS Corps in the NA. The out-line organization 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

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and to advise his commander. At the brigade level the MRS has a hygiene platoon whose duties are shown at paragraph 148 sub-paragraph.

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. The outline of CASEVAC is shown diagrammatically in Annex E.

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, armored 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:

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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

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surgery unless a surgical team is attached. The outline organisation of an MRS is shown diagrammatically at Annex F 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.

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(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 BSA.

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.

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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

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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.

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(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.

a. **Role.** The role of a field hospital is to:

(1) Provide early life saving surgery.

(2) Provide post operative treatment and

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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

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

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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.
- (1) Controls all medical units allocated to his division.
- (2) Implements the divisional medical plan.

- (3) Allocates and control nurses within his/her division area.
- (4) Advises on nursing matters.
- (5) 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

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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

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evacuation system has a 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 G3 staff provides casualty estimates, the A staff is responsible for coordinating the medical and logistic plans and the G4 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.

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- 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). 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 DSA outside the dental and medical equipment supply as shown in

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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

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- (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

DUTIES OF THE STAFF/CELLS

CHIEF OF STAFF

52. Chief of Staff (COS) is the most senior staff officer in the HQ and coordinates the works at the main HQ. During operations, he is at the main HQ. He supervises the G2, G3 and G5 Cells directly.

- a. Initiates the staff led estimates.
- b. Coordinates with DCOS to ensure the integration of logistics component of the estimate and plan.
- c. Leads the decision brief.
- d. Orchestrates and coordinates the delivery of orders.
- e. Ensures the dissemination and distribution of orders.
- f. Ensures the production of estimates, like the Surveillance Target Acquisition Plan (STAP), Targeting list, Communication Equipment Information (CEI), Task Orgs, Fragmentation Orders, and Contingency Plans.
- g. Works closely with the signals and DCOS on movement of HQ.
- h. Works closely and liaises with combat arms advisers and their staff.

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- i. Keeps the Comd informed of the latest situation and remain in the picture to be able to plan ahead.

DEPUTY CHIEF OF STAFF

53. Coordinates and works with the COS for the proper functioning of the HQ. Coordinates the HQ works at the Rear HQ (Brigade Support Group (BSG), Division Support Group (DSG)).

- a. Coordinates Rear Area Security with mnvr comd.
- b. Directs supervision of G1 and G4 Cells and elements of G5 Cell.
- c. Initiates Combat Service Support (CSS) estimate and plan.
- d. Conducts logistical risk analysis and management of ops plan.
- e. Prepares the Combat Service Supports Orders
(CSSO), which forms part of the Op Order.
- f. Briefs the Comd on personnel and logistical matters.
- g. Works closely and liaises with CSS Comds and their staff.

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- h. Coord of O gp, prep and production of CSSO.

G1 CELL

54. The following are the activities of G1 Cell:
- a. Maintaining and coordinating casualty state.
 - b. Maintaining and coordinating manning state.
 - c. Control and issue of personnel reinforcement including Battle Casualty Replacement (BCR).
 - d. Protection and coordination of the PW including location of PW Cage.
 - e. Management and disposal of stragglers and refugees.
 - f. Coord of medical support.
 - g. Liaison with Civil and Military Police including the coordination of their efforts.
 - h. Providing close protection for designated high threat personnel.
 - i. Personnel administration and field records.
 - j. Burial and grave registration.
 - k. Population movement control.
 - l. Work closely with specialist branches; chaplains,

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medical, provost, legal, finance and education.

m. Spiritual welfare, Chaplaincy. n.
Recruitment and discharge.

o. Ceremonial, medals, welfare and leaves.

G2 CELL

55. The following are the activities of G2 Cell:

a. Maintaining data base of adversary.

b. Preparing detailed information collection plan.

c. Conducts interrogations.

d. Prepares traffic ability studies.

e. Compiles intelligence annexes of ops order.

f. Int and sy liaison with other agencies.

g. Prepares Intelligence Preparation of the Battlefield (IPB) and intelligence estimate.

h. Provides intelligence for psy ops, deception and counter deception.

i. Censorship.

j. Security.

G3 CELL

56. The following are the activities of G3 Cell:

- a. Manages current ops.
- b. Plans tactical movement.
- c. Coordination of Combat.
- d. Watch keeping.
- e. Contingency planning.
- f. Organization and Deployment.
- g. Public information.
- h. Command Control Communication and Intelligence (C31).
- i. Nuclear, Biological and Chemical related matters.
- j. Operational planning and coordination.
- k. Production of Op O. I. Deception.
- m. Internal Security.
- n. Liaison duties.
- o. Training policy, preparation and modification.
- p. Tactical doctrine and lessons learnt.

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- q. Maintain Order of Battle.
- r. Allocation of Troops for Specific Ops.

G4 CELL

57. The following are the activities of G4 Cell:
- a. Transportation matters.
 - b. Administrative and logistical movement.
 - c. Holding and distribution of C Sups.
 - d. Holding and commandeering of materiel.
 - e. Catering services.
 - f. Pioneer services.
 - g. Coordination with G5 Cell to implement CIMIC plan.
 - h. Logistic planning for future ops.
 - i. Planning and allotment of accommodation.
 - j. Postal services.
 - k. Real estate construction and mgt.
 - l. Prep and issue of Log O.

G5 CELL

58. The following are the activities of G5 Cell:

- a. Contingency Planning.
- b. Situation Awareness.
- c. War gaming.
- d. Future Operations.
- e. Strategic Plan and Policy.

G6 CELL

59. The following are the activities of G6 Cell:

- a. CIS.
- b. Organization and coordination of deployments functions.
- c. Control, management and operation of electromagnetic spectrum.
- d. Information management.
- e. Procurement, planning and coordination of electronic requirements.

G7 CELL

60. The following are the activities of G7 Cell:

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- a. Doctrine Development and review.
- b. Exercises.
- c. Lessons Learnt.
- d. Development of manuals.

G8 CELL

61. The following are the activities of G8 Cell:
- a. Forecast and collation of demands.
 - b. Budgeting.
 - c. Finance.
 - d. Accounts.
 - e. Internal auditing.

G9 CELL

62. The following are the activities of G9 Cell:
- a. Forecasting.
 - b. Humanitarian CIMIC policies.
 - c. Peace building.
 - d. Quick impact project management.
 - e. Cultural awareness.

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- f. Media relations.
- g. Liaison with civil org.
- h. Negotiations, MOU, SOFA, customs, taxes, etc.
- I. Negotiation for CIMIC projects.

<u>RECRUITMENT</u>	<u>TRAINING</u>	<u>SERVICE</u>
<u>RETIREMENT</u>	<u>RESERVE</u>	<u>AND</u>
<u>PROCEDURES</u>		<u>BURIAL</u>

RETIREMENT OFFICERS

63. Retirement of NA officers is guided by the Harmonised

Terms and Conditions of service (HTACOS) for Officers 2012(Revised). An officer may either voluntarily retire or be compulsorily retired from Service.

64. Paragraphs 09.01 and 09.02 of HTACOS for Officers 2012 (Revised) specify the various reasons for which an officer may be called upon to retire. In addition, Paragraph 02.10c of HTACOS for Officers 2012 (Revised) states that an officer may only serve for a maximum of 35 years after commission, except as deemed fit by the C-in-C.

65. However, officers holding DSSC or SSC who are unable to convert to a superior commission will also be called upon to retire on attaining their 10 years run out dates in accordance with the provisions of Paragraph 03.14 and 05.08 of HTACOS Officers 2012 (Revised).

66. Officers eligible for retirement are presented before a career review board to determine their further suitability in Service in line with the provision of Paragraph 15.15 and 15.16 of HTACOS Officers 2012 (Revised). The decision of the career review board is however subject to the approval of the Army Council (AC).

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67. Officers earmarked for retirement, except those on the basis of disciplinary grounds, incompetence and disloyalty, are notified at least 6 months prior to their effective dates of retirement in accordance with the provisions of Paragraphs 02.10b and 09.02d of HTACOS for officers 2012 (Revised). Such officers are also advised to apply for voluntary retirement, failure of which, they will be compulsorily retired from Service. The notification of retirement also conveys the effective date the officer should proceed on 90 working days terminal leave and also the effective date of retirement. Officers whose retirements are approved by the AC are formally issued with letters of retirement and are expected to undergo the NA retirement procedure within 90 days from their effective date of retirement.

68. The retirement procedure for NA officers is designed to ensure proper documentation of retiring officers and facilitate the prompt payment of retirement benefits amongst others. The procedure begins from the retired officer's last unit and entails the procedure for the personnel for retirement benefit is also attached to the retirement letter to guide the officer.

69. Further documentation takes place in Abuja at MPB, AHQDOAA, AHQ Dept of MS, HQ NAIC and HQ NAFC.

Enclosures:

1. NA Form 9 (Revised 2008).
2. Indemnity Certificate.
3. NAWIS/BENFUND Claims Form.
4. National Housing Scheme Form.
5. National Security Declaration of Military Property (MOD).
6. NA Form A452.
7. Procedure for the Processing of Retirement Benefits.

**PROCEDURE FOR THE PROCESSING OF
RETIREMENT BENEFITS**

AT UNIT LEVEL

70. The unit will do the following:
 - a. On receipt of retirement letter, the unit completes Part 1 of NA Form A453 in 6 copies which are to be personally carried by the officer to MPB with a covering letter from the unit.
 - b. The retired officer will complete 3 copies each of the under listed forms which are to be personally carried by the officer to AHQ DOAA with a covering letter from the unit:

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- (1) NA Form 9(Revised 2008).
- (2) Indemnity Certificate -affix one passport each.
- (3) NAWIS Claims Form.
- (4) BENFUND Claims Form.
- (5) National Housing Scheme Form

c. The retired officer will complete the National Security Declaration of Military Property and the unit will forward this to AHQ Dept of MS. All the forms mentioned above are attached to the letter of retirement issued by AHQ Dept of MS.

AT AHQ DOAA

71. The retired officer proceeds to AHQ DOAA for further documentation. He goes with 7 passport size photographs (snapped in uniforms on the last rank) with the completed forms listed at Paragraph 1b above with a covering letter from his last unit to AHQ DOAA.

72. NA Form 9 will be completed at HQ CAR Desk Office at AHQ DOAA after the calculation and authentication of the retired officer's years of Service. The Form after endorsement will be forwarded to APPO Representative HQ NAFC Abuja.

AT HQ NAFC ABUJA

73. The retired officer would go to APPO Representative at HQ NAFC with 3 passport size photographs (snapped

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in uniform on the last rank) and 3 copies of NA Form 9 from AHQ DOAA.

74. APPO Representative at HQ NAFC will complete Part C of NA Form 9.

75. HQ NAFC will forward the duly completed NA Form 9 together with other relevant documents to MPB for purpose of pension and gratuity.

76. HQ NAFC will endorse the duly completed National Housing Scheme Form and forward to Post Housing Limited.

AT MPB

77. MPB will complete Part 2 of the NA Form A453 (6 copies) which Part 1 must have been completed by the retired officer's last unit and forward to AHQ Dept of MS (A).

78. The retired officer is required to submit 2 passport size photographs (in civil or uniform).

79. The retired officer's biometric data will be captured and his benefits processed accordingly.

AT AHO MS

80. AHQ Dept of MS will issue Certificate of Military Service or In lieu of the Certificate (If the Certificate is not ready) to the retired officer.

81. The Department will complete Part 3 of NA Form A453 (6 copies) and forward same to HQ NAIC for Retired NA Officer's ID Card.

AT HQ NAIC

82. On receipt of NA Form A453 from AHQ Dept of MS, HQ NAIC will process the Retired NA Officer's Identity Card.

STEPS FOR COMPLETING ATTACHED FORMS

83. Complete 3 copies each of the under listed forms and forward to AHQ DOAA:

- a. NA Form 9 (Revised 2008).
- b. Indemnity Certificate-affix one passport each.
- c. NAWIS Claims Form.
- d. BENFUND Claims Form.
- e. National Housing Scheme Form.

84. Complete one copy of the National Security Declaration of Military Property-(MOD) and forward to AHQ Dept of MS.

85. NA Form A 453 - 6 Copies.

- a. Complete Part 1 at unit level.
- b. Personally carry the same form to MPB for Part 2 to be completed.
- c. Collect and personally carry same form for Part 3 to be completed at AHQ Dept of MS for the issuance of Certificate of Military Service (CMS).
- d. Personally carry same form to HQ NAIC for the issuance of Retired Officers' Identity Card.

DISCHARGE SOLDIERS GENERAL

86. There are various means through which a soldier may disengage his Service with the colour. He may:

- a. Discharge Voluntarily (Voluntary Discharge).
- b. Compulsory Discharge (Discharge compulsorily):
 - (1) Discharge on Medical Grounds.
 - (2) Discharge on Disciplinary Grounds.
 - (3) Discharge on ROD/Age.

VOLUNTARY DISCHARGE

87. Discharge on voluntary ground is carried out twice a year. Modalities for this category of discharge demands that soldiers concerned must give 6 months' notice to their respective formations/units, which commences from date of AHQ DOAA approval. All discharging soldiers will be required to complete all the necessary forms to enable the processing of their discharge benefits as stated in Annex A.

88. The discharge soldier should proceed on terminal leave at the end of the 5 months on AHQ DOAA confirmation. During this period, HQ CAR, NAFC and MPB are expected to work out the discharge benefits which will be paid at the expiration of the terminal leave. The discharging soldier will receive 3 months salary advance deductible from the terminal benefits. However, if a discharging soldier has not been paid even after the 6

months, the soldier should be allowed to come back to work if he so wishes. The soldier who has returned to work will continue to receive his salary and allowances. Meanwhile, soldiers who are trained by the NA must serve the bonded years as provided by the Service Regulations before they are allowed to go on voluntary discharge.

89. The disengagement date is the last day of the 6 months period thereby making discharging soldiers subject to military law until the end of the 6 months. The discharging soldier will vacate the barracks accommodation at a period when all the relevant terminal benefits have been paid.

COMPULSORY DISCHARGE

90. **Discharge on Medical Grounds.** All the soldiers to be discharged on medical grounds will be attached to the nearest military hospital to their respective homes. All measures taken in respect of soldiers discharged on voluntary grounds, length of service and old age will be applicable. They must however, continue to enjoy free medical treatment before and after payment of discharge benefits as provided for in the HTACOS.

91. **Discharge on Disciplinary Grounds.** All discharge on disciplinary ground will be treated with dispatch and discharging soldier must vacate the barracks immediately. The relevant terminal benefits will be paid when funds are released for such purpose from appropriate quarters.

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92. **Discharge on ROD/Age.** All soldiers discharged compulsorily as a result of ROD and or old age will similarly be given 6 months' notice to discharge. All measures taken in respect of soldiers discharged on voluntary ground will be applicable.

APPLICATION

93. When a soldier is to be discharged for any of the reasons given in Paragraph 1, he will write an application to his Commanding Officer stating the reason for his discharge. If it is on medical grounds, a copy of Medical Board Report, recommending his discharge will be attached to the application. If it is on compulsory grounds, the Commanding Officer will write a letter to the ASA explaining the reasons for the soldier's compulsory discharge.

94. The following documents are then prepared at unit level and dispatched to the brigade headquarters for further processing:

- a. Handwritten Application (Voluntary Discharge) – 6 Copies.
- b. NA Form 6B (R) - 6Copies.
- c. Passport Photographs - 6 Copies.
- d. NA Form 3/49D(R) 1998 Admin - 6 Copies.

95. The Brigade Commander and the DCOS G1 at the divisional headquarters have portions to endorse on the NA Form 3/49D (R) 1998 procedure. On completion of this

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process at the divisional headquarters, forms will be dispatched.

- a. From Division/Corps to AHQ DOAA.
- b. From AHQ DOAA to HQ CAR.
- c. From HQ CAR to Field Records Offices.

PROCESSING

96. The following additional documents will be completed at the relevant Divisional Records Office.

- a. NA Form 6B(R) - 3 Copies.
- b. NA Form 34 (Disch Cert) - 1 Copy.

97. The divisional records offices will then return the following document to HQ CAR.

- a. Handwritten Application - 5 Copies.
- b. NA Form 6B(R) - 5 Copies.
- c. Passport Photographs - 5 Copies.
- d. NA Form 3/49D(R) 1998 Admin - 3 Copies.

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98. The divisional records offices will return the following document directly to the unit which will publish the soldier on his terminal leave on receipt of the document:

- a. NA Form 6B(R) - 3 Copies.
- b. NA Form 34 (Disch Cert) - 1 Copy.

Annex:

A. Voluntary Discharge Process.

BURIAL PROCEDURE OFFICERS GENERAL

99. Morale is an essential factor that needs to be sustained at all times in the NA. This can be achieved in various ways. One of the ways is to render a befitting burial for deceased serving or retired officer. This is usually in form of financial assistance in order to provide immediate succor to family of the deceased.

AIM

100. The aim of this procedure is to highlight burial assistance that can be rendered to a deceased serving or retired officer.

BURIAL OF DECEASED RETIRED ARMY OFFICERS

101. a. **Maj Gen.**

(1) Provision of coffin infantry if acceptable to the family of the deceased or the sum of N 50,000.00.

(2) Burial Expenses of N 250,000.00.

(3) Token financial assistance by CO AS N 1,000,000.00.

(4) Fmn or Unit close to the site of the burial should be tasked to provide pallbearers and burial party.

(5) Letter of condolence signed by the COAS or his Representative.

(6) Attendance of the ceremony by the COAS or his Representative.

b. **Brig Gen.**

(1) Provision of coffin infantry if acceptable to the family of the deceased or the sum of N 50,000.00.

(2) Burial Expenses of N 150,000.00.

(3) Token financial assistance by CO AS N 800,000.00.

(4) Fmn or Unit close to the site of the

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burial should be tasked to provide pallbearers and burial party.

(5) Letter of condolence signed by the COAS or his Representative.

(6) Attendance of the ceremony by the COAS or his Representative.

c. **Cols and Lt Cols.**

(1) Provision of coffin infantry if acceptable to the family of the deceased or the sum of N 50,000.00.

(2) Burial Expenses of N 150,000.00.

(3) Token financial assistance by CO AS N 500,000.00.

(4) Letter of condolence signed by COA (A) on behalf of the COAS to be issued.

(5) Any security assistance from the Fmn or Unit in whose AOR the deceased retired officer is to be buried.

d. **Majs and Below.**

(1) Provision of coffin infantry if acceptable to the family of the deceased or the sum of N 50,000.00

(2) Burial Expenses of 150,000.00.

(3) Token financial assistance by CO

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AS N 300,000.00.

(4) Any security assistance from the Fmn or Unit in whose AOR the deceased retired officer is to be buried.

BURIAL OF DECEASED SERVING PERSONNEL

102. On the event of the demise of a serving personnel, AHQ Gar or the last Fmn/Unit of the deceased officer is to take following actions:

- a. Publish the occurrence in Part 2 Orders.
- b. Publish NOTICAS.
- c. Forward condolence letter to the NOK.
- d. Forward relevant documents to HQ CAR for payment of death benefits to the NOK.
- e. Initiate actions for payment of NAWIS, Benevolent fund and Burial Expenses Allowances to the NOK.
- f. Pay the family a condolence visit.

(4) Fmn/unit close to the site of the burial to be tasked to provide pallbearers and burial party.

(5) Letter of condolence signed by the COAS or a PSO on his behalf to be issued.

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- (6) Attendance at the burial ceremony by the COAS or his Representative.

BURIAL PROCEDURE SOLDIERS GENERAL

104. Morale is an essential factor that needs to be sustained at all times in the NA. This can be achieved in various ways. One of the ways is to have a well fashioned out burial procedure when a serving soldier dies.

AIM

105. The aim of this procedure is to highlight burial assistance that can be rendered to a deceased serving soldier.

BURIAL OF DECEASED SERVING PERSONNEL

106. On the event of the demise of a serving soldier, AHQ Gar or the last Fmn/Unit of the deceased soldier is to take following actions:

- a. Publish the occurrence in Part 2 Orders.
- b. Publish NOTICAS.
- c. Forward condolence letter to the NOK.
- d. Forward relevant documents to HQ CAR for payment of death benefits to the NOK.
- e. Initiate actions for payment of NAWIS, Benevolent fund and Burial expenses Allowances to the NOK.
- f. Pay the family a condolence visit.

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g. Attend and support all functions in relation to the burial.

h. Organize a decent burial for the soldier.

107. In addition to the actions listed above AHQ will henceforth take the following actions:

a. **AWO.**

(1) Provision of coffin infantry if acceptable to the family of the deceased or the sum of N 50,000.00.

(2) Token financial assistance by CO AS N 150,000.00.

(3) Formation/Unit close to the site of the burial to be tasked to provide Pall bearers and burial party.

(4) Letter of condolence signed by the formation commander or a staff officer on his behalf.

(5) Attendance at the burial ceremony by the formation commander or a staff officer on his behalf.

(6) Funeral oration to be read by formation commander or a staff officer on behalf of the COAS.

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b. **MWO and WO.**

(1) Provision of coffin infantry if acceptable to the family of the deceased or the sum of N 50,000.00.

(2) Token financial assistance by CO AS N 70,000.00.

(3) Formation/Unit close to the site of the burial to be tasked to provide Pall bearers and burial party.

(4) Letter of condolence signed by the formation commander or a staff officer on his behalf.

(5) Attendance at the burial ceremony formation commander or a staff officer on his behalf.

(6) Funeral oration to be read by formation commander or a staff officer on behalf of the COAS.

c. **Sgt – SSgt.**

(1) Provision of coffin infantry if acceptable to the family of the deceased or the sum of N 50,000.00.

(2) Token financial assistance by CO AS N 50,000.00

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(3) Formation/Unit close to the site of the burial to be tasked to provide Pall bearers and burial party. (3) Letter of condolence signed by the formation commander or a staff officer on his behalf.

(4) Attendance at the burial ceremony by the formation commander or a staff officer on his behalf.

(5) Funeral oration to be read by formation commander or a staff officer on behalf of the COAS.

d. **Pte-Cpl.**

(1) Provision of coffin infantry if acceptable to the family of the deceased or the sum of N 50,000.00.

(2) Token financial assistance by CO AS N 30,000.00.

(3) Formation/Unit close to the site of the burial to be tasked to provide Pall bearers and burial party. (4) Letter of condolence signed by the Commanding Officer.

(5) Attendance at the burial ceremony by the Commanding Officer.

(6) Funeral oration to be read by Commanding Officer on behalf of the COAS.

CONCLUSION

108. The abovementioned actions are without prejudice to the statutory burial expenses allowance which the family of the deceased are entitled to be paid by the formation, corps or units of the deceased.

CUSTOMS TRADITIONS AND ETHICS OF THE NA

INTRODUCTION

109. Military traditions, customs and ethics are interesting, rich and often amusing to outsiders. They are required for the effective administration of the NA and as such very key to the management of troops both in peace and war time. They give our soldiers a feeling of pride to understand just why things are done in peculiar ways. Army traditions are customary patterns of thoughts, action or behaviour that are identifiable with a group of people. They include information, beliefs and customs that are handed down by word of mouth or by example from one generation to another with or without written instructions. Ethics on the other hand are rules or principles of behaviours for persons, groups or communities which are sometimes written down to be observed. Ethics have to do with the person's conscience to judge between what is right or wrong while customs are established practices of a community or group and may be written or unwritten.

OBJECTIVES

110. At the end this chapter, a student should be able to know:

- a. Routine parades in unit.
- b. Types of colours and flags in the NA and how they are arranged during parades and Mascots.
- c. Importance and use of Mascots.
- d. Some ethics in the NA.
- e. Etiquettes and Taboos in the NA.

ROUTINE PARADES IN THE UNIT

111. **Reveille**. Reveille is the first bugle call sounded in the early hours of the morning at exactly 0600 hours. It is meant to signify the commencement of the day's activities in a military barracks. The parade entails turning out the Quarter Guard by the Quarter Guard Sergeant, hosting of the National Flag by the Duty RP while the bugle is sounded. All ranks within earshot are to halt and face the direction of the flag while Officers and Warrant Officers in uniform are to salute. It is important in a military barracks' daily routine as it instills time consciousness in the officers and soldiers. Deliberate efforts must be made by all NA formations and units to train buglers so as to sustain the practice of this important army tradition.

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112. **Retreat.** The term "Retreat" is taken from the French word "Retraite" and refers to the evening ceremony. The bugle call sounded for retreat was first used in the French Army and dates back to the era of the Crusades. Retreat is sounded at sunset to notify sentries to start challenging intruders until sunrise, and to tell all troops to move back to their quarters or leave the centre of fighting. The ceremony which remains as a tradition today is also applicable to the NA. The parade involves the turning out of the Quarter Guard and the sounding of the bugle while the National Flag is lowered. Similarly, all troops within earshot are expected to halt and face the direction of the flag while officers and Warrant Officers in uniform are to salute.

113. **Tattoo.** Tattoo is an out-door military show with the use of the bugle at night to check men on daily basis after the day's work. Originally, this word was rendered in English as 'tap toe' or 'tap too'. In the NA, once in a while, officers and soldiers may be treated to tattoo musical show. At unit level, the event is used to check the men on daily basis after the day's work. This is to ensure that all personnel are back and complete in the barracks. It helps commanders at all levels to account for their men. Immediately after tattoo the signal for lights out are to be given. The timing for tattoo will depend on the exigency of duty for the unit, though it is expected that by 2300hrs all unit activities should have ended.

114. **Quarter Guards.** Quarter guards are mounted by units and formations to showcase the discipline,

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alertness and readiness of the unit. They are inspected by unit commanders on a daily or weekly basis as may be convenient and also by visiting formation commanders as well as deserving special guests to the unit. The Quarter Guard will consist of 9 soldiers; a sergeant as guard commander, a corporal or lance corporal as second in command, 6 privates and a bugler. During the inspection, the best turned out soldier among the privates is selected as the stick orderly to the Commander/Commanding Officer for the day. His duties will be as follows:

- a. He will report to the Adjutant when his guard has taken over.
- b. He will wear full ceremonial dress, and the regalia of his office.
- c. He will be attendant upon the Commanding Officer throughout the tour of duty of his guard.
- d. He will accompany the Commanding Officer wherever he goes unless specifically ordered not to do so.
- e. When not attending upon the Commanding Officer, he will remain outside the Commanding Officer's office and will not go away without permission of the Adjutant.

115. **Change of Quarter Guards.** Change of quarter guard parade is mounted weekly in a battalion/regiment to signify the end of duty for a Quarter Guard. The parade entails the turning out of the Old Quarter Guard and the

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replacement by the New Quarter Guard. This parade is conducted under the supervision of the Unit Adjutant. The two Guard Commanders will report to the Adjutant and take permission to march off the guards. For procedure, please see NA pamphlet entitled Ceremonial for the Army 1975.

116. **Change of Guards.** Change of Guard Parade is a ceremonial parade which is conducted at the State House and the National Cenotaph to signify the changing of the old set of guards with a new one. The parade entails the old guard formed up facing the new guard with the National and Regimental Colours on parade. The old and new guard commanders march off to signify their moving to the office to sign the handing and taking over notes and while this is done, the colours patrols between the 2 guards. At the same time the old Quarter Guard hands over to the new one. This parade is conducted on a weekly basis by troops from the Guards Brigade and could also be conducted on special occasions.

117. **Guard of Honour.** Guard of Honour parade is mounted for important dignitaries visiting a country, unit or formation. The 2 types of guard of honour are full and half guard of honour. When authorized a full guard of honour consists of 5 officers and 96 soldiers with a major or captain in command. Two officers of the rank of subaltern are ensigns to the National and Regimental Colours while the 2 sub guard commanders are also subalterns. One Company Sergeant Major, 3 colour sergeants and 2 sergeants may be mounted, with the regimental band in attendance. This

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parade is mounted for visiting presidents, heads of state and governments, foreign sovereigns, and state governors. Half Guard of Honour not exceeding 5 officers and 48 soldiers with a captain as the commander. Two officers are assigned as ensigns to the National and Regimental Colours respectively; sub guard commanders and a regimental band may be mounted for the following personages:

- a. Foreign diplomats accredited to the Federal Republic of Nigeria during presentation of Letters of Credence.
- b. Visiting Chiefs of Defence Staff, Service Chiefs and Commanders of United Nations, African Union as well as Sub-Regional Peacekeeping Forces.
- c. Chief of Defence Staff.
- d. Chief of Army Staff on his first official or farewell visit to a formation.
- e. Other Service Chiefs.
- f. General Officer Commanding, on assumption of Command and when relinquishing command.
- g. A Commonwealth or foreign general, Flag or Air Officer Commanding visiting a military formation.
- h. Distinguished personages other than those mentioned in above Paragraphs.

118. **Regimental Guard Mounting.** Regimental guard mounting is one of the unit daily routine activities. All guards mounted by a regiment reflect its state of alertness, turnout, discipline and military bearing. These parades are mounted to ensure that all troops for guard duties are complete and ready for duty before the appointed time. The regimental guard mounting is supervised by the Duty Officer who may use the opportunity to pass instructions to the guards. They are often the only means by which the outside world forms its opinion on the quality of the unit. It is the duty of all ranks to exert their best behaviour in all matters pertaining to the Regimental Guard Mounting Parade. The parade is mounted twice daily, in the morning and evening as appropriate at the unit parade ground.

119. **RSM's Parade.** RSM's parade is more or less a rehearsal for the Commanding Officer and Adjutants parades. It is usually conducted weekly on Mondays or as otherwise directed in the unit. The RSM uses this parade to infuse the newly posted recruits into the unit before presenting them for the Commanding Officers parade.

120. **Adjutant's Parade.** Adjutant's parade is a regimental parade in which all officers subordinate to the Adjutant participates. It is usually conducted on a monthly basis or as otherwise directed in the unit. The details of the sequence are also contained in the Ceremonial for the Army 1975.

121. **Commanding Officer's Parade.** Commanding Officer's parade is a regimental parade that is held at unit level usually on a monthly basis. All personnel of the unit attends and the Commanding Officer reviews the parade. All sub-units attached to the unit also form up on the parade. The procedure is the same as the Battalion/Regimental Parade except that the Commanding Officer reviews the parade. Details are contained in Ceremonial for the Army 1975.

122. **Regimental/Battalion Parade.**

Regimental/Battalion parade is a dismounted parade by all regiments and corps. Battalions will parade with 4 companies, sized up and of equal strength, and further divided into not more than 3 platoons. The band will be on parade and will either form up 8 paces in rear of the centre of the parade or, if this is impracticable, on the right flank. Detachments or individual personnel of other arms permanently attached to a unit (e.g LAD) may parade with the unit to which they are attached. They will, when possible, form an

individual troop/platoon in the headquarters of that unit. The unit parade is the most important forum for fostering discipline, esprit de corps, uniformity in action, good turn out and military bearing. It is the high point in regimentation for any unit. Procedures for this parade are as contained in Ceremonial for the Army 1975. The CO commands the parade.

123. **Amalgamation Parade.** Amalgamation parade is held when a new unit is formed by other units contributing sub units. The parade takes the form of a regimental parade with the review and march past by the troops. The highlights include the presentation of the unit flag, mascots and insignia. The importance of this parade is that it is like breathing a new life into a new born baby and it signifies the beginning of the life of the unit. The COAS or his representative presents the unit with the flag which is received by the commanding officer on behalf of his troops.

124. **Disbandment of Unit/Regiment Parade .** Disbandment of unit/regiment parade is held when a unit is being disbanded. A unit can be disbanded to conform to the changes in force structure, or if it is involved in a case of mutiny, losing a battle during a military campaign or as a result of security breach involving large number of the personnel of the unit. When the disbandment of a unit is ordered, published and gazetted, a parade is held. The parade is solemn and sober like a funeral ceremony to signify the end of the unit. During the parade, the flags are lowered, colours are cased for the last time after which they will be taken to the museum and the retreat bugle is sounded.

125. **Handing and Taking Over Parade.** Handing and taking over parade otherwise known as Vesting Day Parade is conducted to mark the end of a command and the commencement of a new one. The importance of this parade is underscored by the following:

- a. It provides the forum for the out-going commander to bid farewell to the officers and soldiers of his unit.
- b. It gives the in-coming commander the opportunity to impress his personality and style of command on the officers and soldiers of his new command in his introductory address.
- c. It enhances a quick rapport between the in-coming commander and the troops of his new unit.

126. **Passing Out Parade.** Passing out parade is conducted in training institutions such as the Nigerian Defence Academy and Depot NA to mark the end of training for a set of cadets or recruits respectively. It involves the cadets or recruits marching past and taking their oath of commission or attestation as the case may be.

127. **Trooping and Presentation of Colours.** The trooping and presentation of colours parade is conducted when retiring the old colours of a unit and presenting the unit with a new one. It entails marching/trooping the old colours past the formed-up soldiers of the regiment, retiring the colour, presenting the new colour to the regiment and then consecrating the new colour. The sequence of the procedure is contained in Ceremonials for the Army 1975.

128. **Armed Forces Remembrance Day Parade.** The Armed Forces Remembrance Day parade holds on 15 January every year. It is the day set aside to remember Service personnel that paid the supreme sacrifice during the 2 World Wars, the Nigerian Civil War and other operations. It is customary to hold religious services to commemorate the Remembrance Day. The church services and juma'at prayers are held on the last Sunday and Friday proceeding the Remembrance Day. These may take place in a church/mosque or at local war memorial. In the case of the church service or juma'at prayer, there is a set order of service. The Remembrance Day Parade is conducted according to regimental tradition. The National and Regimental Colours are carried on the parade. For procedures of this parade, see Ceremonial for the Army 1975.

129. **Independence Day Anniversary Parade.** The Independence Day Anniversary parade is to commemorate the National Anniversary Day which is held on 1 October yearly. Procedures for this parade are contained in Ceremonial for the Army 1975. The parade is usually mounted in conjunction with other Services and the Nigerian Police as well as para-military organizations. The parade is also conducted in all state capitals of the federation.

COLOURS FLAGS AND MASCOTS COLOURS

130. The National and Unit Colours carried during parades and ceremonial activities are called the National and Regimental Colours respectively. The origin of colours dates back to the early days, when men fixed their family badge to a pole and held it aloft in battle for the dual purpose of indicating their position and as a rallying point should the occasion arise. Victories in the olden days were sometimes expressed in terms of the number of enemy colours captured. The fact that colours are consecrated and presented before being taken into use, and after service are laid supreme sacrifice during the 2 World Wars, the Nigerian Civil War and other operations. It is customary to hold religious services to commemorate the Remembrance Day. The church services and juma'at prayers are held on the last Sunday and Friday proceeding the Remembrance Day. These may take place in a church/mosque or at local war memorial. In the case of the church service or juma'at prayer, there is a set order of service. The Remembrance Day Parade is conducted according to regimental tradition. The National and Regimental Colours are carried on the parade. For procedures of this parade, see Ceremonial for the Army 1975.

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COLOURS FLAGS AND MASCOTS COLOURS

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131. **Regimental Colour.** The Regimental Colour

shows various patches of honours/campaigns a unit has taken part in. It is therefore the unit's heritage and must be treated with pride. Furthermore, it is inappropriate for it to be used by another unit nor loaned for whatever reason.

132. **Occasions when Colours are Carried.** The occasions when Colours are carried are specified in the Ceremonials for the Army 1975. The National and Regimental Colours are carried on all ceremonial parades such as National, Independence, Armed Forces Remembrance, Change of Guards, Guard of Honour, Trooping of Colour parades and other national ceremonies.

133. **Colours in Officers' Mess.** Keeping of colours in Officers' Mess is an ancient tradition practiced since the modern revolution in military affairs. When not on parade, colours are normally kept in the colour stands in the officer's mess. The customary method of placing the colour in the stand is as contained in Ceremonial for the Army 1975.

134. **Colours in Places of Worship.** Colours in Places of Worship are the display of colours during a church parade or other appropriate services. The colours may be deposited in a place of worship or paraded as part of the Church service. This is not to be confused with the laying up of Colours. The detailed procedure for Colour in church is contained in Ceremonial for the Army 1975.

FLAGS

135. **Flags, Pennants and Guidons.** Flags, pennants and guidons are unit identification symbols displayed in offices, messes and during ceremonial parades. The flags to be hoisted by NA units and formations are the National, the NA, formation and unit flags. The national flag will however, be flown at a higher level than others and at the right of all flags. These flags are expected to be flown daily unless otherwise directed. In such cases, it will be specified in the routine orders. The national flag or any flag will not be flown in a defaced or bad condition. It is an offence under Section 5 of the Flags and Coat of Arms Act CAP F30 Laws of the Federation of Nigeria 2004 to fly the flag in a defaced or bad condition.

136. **Flying of Flags at Half Mast.** The flying of flags at half- mast is an old military tradition to honour fallen heroes. Flags will be flown at half-mast on the directive of army headquarters or as may be directed. In addition, the unit flag is to be flown at half- mast when a unit officer, soldier or the mascot dies.

137. **Commander's Presence Flag.** The Commander's Presence Flag is a formation/unit flag of smaller dimension than the usual formation/unit flags. This is flown when the Commander/Commanding Officer is in the office and it is normally hoisted in an inclined position away from the other flags but in a conspicuous place at the entrance into the headquarters complex.

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138. **Flags in the Messes.** Flags are part of the decoration in the mess. Formations and units will display the authorized flags to be position behind the PMC's seat.

139. **Period to Fly Flags.** Period to fly flags is from reveille to retreat daily. In other words, the flags are to be flown from 0600hrs to 1800hrs daily.

140. **Guidons.** Guidons are originated from knights of the Middle Ages and are similar to the small triangular flags used on naval ships for identification. The guidon is a company, battery, or troop identification flag. It is present at all unit/formations parades unless otherwise directed by the commander. The position of the guidon is directly behind the Commanding Officer whether the parade is mounted or dismounted.

141. **Flying of Pennants on Official Vehicles.** The flying of pennants on official vehicles is to signify the presence of the Commander or Staff Officer so designated. Pennants are to be flown only when the Commander/Staff Officer is in the vehicle and all ranks are expected to salute all military vehicles flying pennants. The following officers of the NA are entitled to fly flags/pennants on their official vehicles:

- a. Chief of Army Staff.
- b. Commandant Training and Doctrine Command (TRADOC).
- c. Army Commandants of Tri-service institutions.

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- d. General Officer Commanding (GOC).
- e. Corps Commanders.
- f. Principal Staff Officers in AHQ and Military Secretary (MS `A').
- g. Commandants of Nigerian Army Schools.
- h. Brigade/Formation Commanders.
- i. Officers on acting appointment will fly the flag of the office in which they are acting.

MASCOTS

142. Mascots are objects, animals or persons that are chosen as a symbol of a regiment and are assumed to bring good luck. The affinity between soldiers and animals particularly dogs is as old as the profession. The general belief is that the spirit lodged in the mascots procures good luck for the units. The belief is now popularly accepted and contributes in no small measure to the morale and psychological spirit of the troops. Mascots, especially tamed animals, may be brought to the parade ground during ceremonial parade involving the regiment. All battalions/regiments are expected to have their own mascots which must be approved by AHQ and Army Number allotted to them for payment of personal emoluments. The salary paid to the mascots is for their up keep and maintenance.

ETHICS OF THE NA

143. Ethics are moral principles that influences or control a person's behaviour within a group. The adjective, ethical refers to what is morally correct or honourable and therefore generally acceptable. The peculiar nature of the military profession makes it imperative that a uniform ethical code of conduct be laid down for military personnel to observe as a matter of duty. This would reduce doubts as to the appropriateness of behaviour and ensure a high standard of uniform conduct on the part of NA officers and soldiers. Ethics of NA are the 'Dos' and 'Don'ts' in military life which culminate to the display of high standard of discipline. The strict observance of these ethics is an important factor in the maintenance of discipline and absolute loyalty to the army. Some commonly easily disobeyed/forgotten ethics of the NA are discussed below:

- a. **Protection of NA Image.** Be careful not to ridicule the army in the presence of civilians, social media or other ICT platforms. Do not pass cynical comments on superior officers and authority. Esprit-de-corps should be paramount and maintained at all times. Personnel are also to protect the good image of other units as their own. Give courtesy to other regiments and do not run them down.
- b. **Utterance and Sounding Off.** Good manners are determined through people's utterances. A good service personnel does not talk

frivolously and must be careful with what he says. He must talk less, listen more and see most. Service personnel must watch their public utterances.

c. **Exhibitionism**. Exhibitionism means drawing attention to oneself in public place e.g. through shouting, whistling and loud laughter. These are acts of bad manners that must be avoided.

d. **Apologies**. Apologies at appropriate times show good manners. For instance, if you interrupt a speaker, you should say 'I am sorry'. All service personnel must endeavour to apologize when there is breach of etiquette occasioned by their own action or inaction. However, apologize only when you are manifestly wrong.

e. **Keeping Bad Company**. Officers and soldiers must not be seen in a company of men of questionable character as they are assessed by the type of company they keep. Military personnel are men of honour and integrity and as such they must strive to maintain good image for the military by avoiding bad company.

f. **Pocketing**. Pocketing one's hands in uniform does not portray one as disciplined. It makes the officer or soldier look arrogant. It is a slight and disrespect to address troops with hands in your pocket.

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g. **Lying.** This is a dishonest act punishable by law. The image of the liar is tarnished and it is difficult to know when he tells the truth. A liar is prone to any other type of misconduct such as stealing, adultery, etc. All military personnel must avoid telling lies.

h. **Hand Shake.** The superior will initiate handshakes with the subordinates by stretching out his hand first. The subordinate will respectfully accept the hand in a gentlemanly manner. The subordinate will not slap the superior's hand nor squeeze it in an un-gentlemanly manner.

i. **The Use of Sir.** The use of 'Sir' is appropriate as it is a mark of respect when answering a telephone call. Pay attention to the callers rank and name and use them wherever appropriate during conversation. If the person being called is not in, offer to take a message or refer the caller to another party who may be able to help. Listen patiently and respond politely. Many people who ask for information do not know what they want and sometimes you have to help them to phrase their questions. Above all, speak distinctly and with confidence. Some people answer the telephone as if they do not really know who they are and this gives very bad impression of the organization they represent. Do not tie down the telephone in long personal conversation. Should you dial a wrong number, never just hang up without saying anything, excuse yourself of the interruption and

check the number you have dialed. Never allow the telephone to ring more than three times without picking.

j. **Sanctity of Parade Ground.** Smoking while on the parade ground or walking across it in civil clothes is prohibited. Never interrupt a parade by walking between the parade and its commander even if you are senior to all ranks on parade.

k. **Compliments.** Compliments are normally initiated by the subordinate and compliments to their superiors at all times. Officers and soldiers entering an office will pay compliment irrespective of the rank of the occupant. A subordinate officer must stand up when a senior officer enters his office and must remain standing until he is asked to sit down by the senior officer.

l. **Loyalty.** Military personnel will show and demonstrate absolute loyalty to the country and uphold the constitution, laws and regulations of the Federal Republic of Nigeria. They will not use any official information available to them due to their positions and responsibilities as public officers as a means of making private gains.

m. **Integrity.** Military personnel shall not engage in criminal, infamous, dishonest, immoral or disgraceful conduct, or other conducts prejudicial to the government. Moreover, military personnel shall avoid any action whether or not specifically

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prohibited by this part, which might result in or create the appearance of:

- (1) Using public office for private gain.
- (2) Giving preferential treatment to any person.
- (3) Losing complete independence or impartiality.
- (4) Impeding government efficiency or economy.
- (5) Making a government decision outside official channel.
- (6) Affecting adversely the confidence of the public as to the integrity of the government.

n. **Corruption.** Corruption refers to dishonest or illegal behaviour such as bribery and gratification, especially by those in advantaged position. It is therefore unethical for the officer/soldier to be involved in any act of corruption.

o. **Bribery.** Bribery is the act or practice of offering and taking some favour in cash or kind to persuade someone to do something illegal, improper or behave in certain way. Bribery is illegal and ungentlemanly. Demanding, taking and

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giving it must therefore be avoided by all NA personnel.

p. **Gratification.** Military personnel will not solicit or accept any gift, gratitude, favour, entertainment, loan or any other thing of value either directly or indirectly from any person, firm, corporation or entity.

q. **Membership of Associations.** NA personnel who are members of professional associations must formally declare their membership in writing to the ASA. All military personnel who are members or officers of non-governmental association or organizations must avoid participating in activities on behalf of the association or organization that are incompatible with official government positions. They are to relinquish their membership of such associations if their position and responsibilities are in conflict with their position as government employees.

r. **Acceptance and Use of Titles.** Officers and soldiers of the NA must obtain the written permission of the COAS before accepting any title bestowed on them by non-military institutions such as traditional, religious and social titles. Military personnel on active service are prohibited from using their civilian and military titles or positions in connection with any commercial enterprises or in endorsing any commercial product. However, all

retired military personnel and all members of NA reserved components, not on active service are permitted to use their military titles in connection with commercial enterprises. Such use of the military titles shall in no way cause discredit to the military service or the Ministry of Defence.

ETIQUETTES AND TABOOS IN THE NA

144. **Etiquettes**. Etiquette of the NA comprises written and unwritten conventions of polite social behaviour expected of NA officers and soldiers. They include polite behaviour and conduct expected of NA personnel at the work place, during social functions and in their day to day interactions with other persons and organizations.

a. **Relationship between Officers and Soldiers**. Relationship between officers and soldiers is based upon firm and friendly foundation of respect without any familiarity. Both officers and soldiers have the utmost confidence in each other and a profound sense of pride in belonging to the same army.

b. **Attitude Towards Subordinates**. It is an accepted custom of the NA and in the best interest of good discipline that a superior officer will not admonish his subordinate be he an officer, warrant officer or non- commissioned officer in the presence of subordinates or more particularly, personnel under the subordinate's command.

c. **Familiarity with Subordinates.** It is improper for an officer to get too familiar or personals with a soldier. The same applies generally in official dealings with subordinate officers. Since regulations and customs forbid a military man being familiar with his superiors, it is only common decency that the superior should govern his own conduct accordingly. This custom is not snobbery but is dictated by sound psychological principles that have periodically challenged and proved to be valid. Familiarity does breed contempt. This is not to say however, that an officer should not have interest on the welfare of his soldiers.

d. **Smoking.** Officers and soldiers must not smoke while on the parade ground. They must not smoke with headgear on. All are to observe 'No Smoking' sign when posted and never smoke in an automobile if there are non- smokers present. While it is permissible to smoke out door, it is never done at ceremonies such as military review or funerals or while wearing gloves. When on duty post, subordinate must observe the preference of the most senior person present. In public places, do not light up without first asking other persons present, 'Do you mind if I smoke'. It is improper for service personnel to be seen smoking while in uniform on the following occasions:

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- (1) Saluting.
- (2) Moving outside his office.
- (3) Marching with troops, except during halts.
- (4) On parade, parade ground or at the range.
- (5) Acting as a reviewing officer at his post, or at a sport meet, obstacle course etc. If he desires to smoke during a suitable interval when he is not required to be at his post, service personnel must remove his head dress and do so at an appropriate place.
- (6) At a conference or lecture unless permitted to do so by the senior officer present.

e. **Courtesy to Officer's Wives.** All officers must greet officers' wives on meeting them. It is a sign of being a gentleman. All officers irrespective of their rank will greet an officer's wife even if the lady is a wife to a subaltern. Officers' wives when greeted are equally expected to respond accordingly with respect. A formal hand salute is not part of the courtesy to officers' wives.

f. **Official Knock.** One rap on the door is considered to be official knock and is the warning for persons in that room to be ready for an official visit. The official knock might be used by battalion Commander entering a Company Commander's office while other officers and soldiers of the company entering into the same office would knock

twice.

g. **Cosmetics and Jewelries.** Gentlemen do not go around highly scented or with powder puff marks on the face, neck or ears. It is improper also for officers or soldiers to wear beads, bangles, or chains while in uniform.

h. **Driving Military Vehicles by Officers/ Soldiers.** Military vehicles are expected to be driven by assigned drivers. However, officers and soldiers may drive military vehicles on the following occasions:

(1) During emergency or after an accident where the driver becomes incapacitated.

(2) If the driver suddenly becomes indisposed or casualty.

(3) During operations, when they are so permitted.

(4) Where lives need to be saved.

i. **Carrying of Umbrella.** It is unmilitary for an officer or a soldier to carry umbrella in uniform. Officers and soldiers are to use rain coats and poncho capes respectively.

j. **Place of Honour.** The place of honour is to the right. Accordingly, when a subordinate officer walks, rides or sits with a superior, the

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subordinate must take position to the left of his senior. The subordinate is to walk in step with the superior, step back and allow the superior to be the first to use the door. When 2 subordinate officers are walking with a superior officer, they are to flank the superior officer, but the one to the right must make room for the superior officer to take salute appropriately.

TABOOS

145. The following practices and behaviours are regarded as taboo in the NA and forbidden by all its personnel:

a. **Discrimination and Harassment.** All service personnel have the right to live and work in an environment free from harassment, discrimination and intimidation. Service personnel must not harass, discriminate or intimidate any person.

b. **Bullying.** Bullying involves forcing other people to do things against their wish. It entails the use of physical strength or the abuse of authority to intimidate or victimize others or to give unlawful punishment. Bullying is unacceptable behaviour which will undermine trust and respect. It is the responsibility of commanders to protect others from physical and mental bullying and

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to report any incident promptly. Similarly, initiation practices involving permitted.

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h. **Bestiality**. It is unnatural and unlawful for an officer or soldier to have sexual intercourse with an animal.

i. **Irresponsible Indebtedness**. All service personnel must manage their debts responsibly and must not allow such debts to reach an overwhelming scale. Unmanageable or otherwise irresponsible indebtedness amounts to indiscipline and therefore should be avoided by all service personnel.

j. **Utterances and Sounding Off**. All service personnel must watch public utterances and avoid sounding off or boasting.

k. **Rumour Peddling**. Rumour peddling is dangerous to the trust within the formation, regiment or unit. Service personnel must avoid

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hearsay or rumour peddling. Any doubtful information is to be promptly cleared with the appropriate authority.

l. **Smoking.** Service personnel must adhere to rules and regulations guiding smoking.

m. **Exhibitionism.** All acts of exhibitionism such as shouting, whistling and loud laughter must be avoided by all service personnel.

n. **Keeping Bad Company.** We are assessed by the type of company we keep. Officers and soldiers must not be seen in company of men of questionable character.

o. **Cult and Secret Societies.** Service personnel are forbidden from associating with or being members of cult and secret societies.

p. **Gambling.** All forms of gambling are forbidden in the barracks except those organized as part of social functions.

q. **Lying.** Lying is a dishonest act. All military personnel must therefore avoid telling lies in any form.

r. **Dud Cheque.** Service personnel must not overdraw their accounts or issue dud cheque.

s. **Indecent Exposure.** Service personnel must avoid any form of indecent exposure.

t. **Reckless Driving.** Service personnel

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either in service or personal vehicles must avoid reckless driving and driving under the influence of alcohol.

CONCLUSION

146. Armies all over the world have a history, which series of traditions, customs and ethics were born. By implication these traditions, customs and ethics govern and direct their new way of life. The NA is not an exception, as it has a long and elaborate customs, ethic and traditions. Keeping abreast with this trio will not only ensure the NA keeps it's past but also assist in sustaining its future through sound regimentation.

SELF ASSESSMENT QUESTIONS

147. a. What are the routine parades in the unit?
- b. What is a unit mascot?
- c. What is the ethics of the NA?

HINTS ON ANSWERING SELF ASSESSMENT QUESTIONS

148. a. The routine parades in the NA includes the following:

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- (1) Reveille.
- (2) Retreat.
- (3) Tattoo.
- (4) Quarter Guards.
- (5) Change of Quarter Guards.
- (6) Change of Guards.
- (7) Guard of Honour.
- (8) Regimental Guard Mounting.
- (9) RSM's Parade.
- (10) Adjutant's Parade.
- (11) Commanding Officer's Parade.
- (12) Regimental Parade among others.

b. **See details on mascot.** Consider, a unit mascot is an object, animal or person that are chosen as a symbol of a regiment and are assumed to bring good luck. The affinity between soldiers and animals particularly dogs is as old as the profession. The general belief is that the spirit lodged in the mascots procures good luck for the units.

c. The ethics of the NA are the moral principles that influences or control a person's behaviour within a group. The adjective, ethical refers to what is morally correct or honourable and therefore generally acceptable. Some ethics are:

- (1) Protection of NA image.
- (2) Utterances and sounding off

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- (3) Exhibitionism.
- (4) Apologies.
- (5) Keeping bad company.
- (6) Pocketing.
- (7) Handshake.
- (8) Sanctity of the parade ground.
- (9) The use of sir.
- (10) Compliments.
- (11) Membership of associations among others.

CLASSIFICATION OF HONOURS AND AWARDS MEDALS

7. There are 4 classes of honours and awards medals in the NA. These are:

- a. Nigerian National Honours and Awards Medals.
- b. Foreign National Honours and Awards Medals.
- c. Service Honours and Awards Medals.
- d. Special Honours Awards Medals.

NIGERIAN NATIONAL HONOURS AND AWARDS

MEDALS

8. Nigerian National Honours and Awards Medals are awarded to Service personnel by the President and Commander -in- Chief of the Armed Forces for distinguished and outstanding services to the benefit and progress of the nation and humanity in various areas including: gallantry, professionalism, research, inventions, training, sacrifice and honesty. Currently, there are 9 National Honours and Awards Medals: These are:

- a. Grand Commander of the Order of the Federal Republic.
- b. Grand Commander of the Order of the Niger.
- c. Commander of the Order of the Federal Republic.
- d. Commander of the Order of the Niger.
- e. Officer of the Order of the Niger.
- f. Officer of the Order of the Niger.

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- g. Member of the Order of the Federal Republic.
- h. Member of the Order of the Niger.
- i. Federal Republic Medal.

FOREIGN NATIONAL HONOURS AND AWARDS

MEDALS

9. Foreign National Honours and Awards Medals (FNHAM) are medals awarded to NA Personnel for their services to the awarding countries or for services such countries regard or adjudge beneficial. These medals include those from:

- a. **Liberia**. General Service Order.
- b. **Liberia**. Distinguished Service Order.
- c. **Brazil**. Peace Maker/Brazilian Military Order of Merit (BMOM).
- d. **Cote d'Ivoire**. Ivorian Order of Merit (IOM).

SERVICE HONOURS AND AWARDS MEDALS

10. Service Honours and Awards Medals (SHAM) are awarded by Service Chiefs to their personnel. There are 3 categories of SHAM in the NA. These are:

- a. Customary HAM (CHAM).
- b. Operations HAM (OHAM).
- c. Proficiency HAM (PHAM).

CUSTOMARY HONOURS AND AWARDS MEDALS

11. Customary Honours and Awards Medals (CHAM) are Service medals awarded to officers and soldiers based on length of service, good or exemplary character, good behaviour and discipline. There are 4 categories of the CHAM and Unblemished/Exemplary CHAM. Details are stated below.

- a. **Officers' CHAM.** CHAM for officers are as stated below:
 - (1) Forces Service Star (FSS).
 - (2) Meritorious Service Star (MSS).

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- (3) Distinguished Service Star (DSS).
- (4) Grand Service Star (GSS).
- (5) Corps Medal of Honour (CMH).
- (6) Nigerian Army Medal (NAM).

b. **Soldiers' CHAM.** CHAM for soldiers are:

- (1) Soldiers' Medal (SM).
- (2) Loyal Service and Good Conduct Medal (LSGCM).
- (3) Meritorious Service Medal (MSM).
- (4) Force Medal (FM).
- (5) Loyal Service and Good Conduct Clap (LSGCC).
- (6) Distinguished Loyal Service Medal (DLSM).

c. **All Ranks CHAM.** CHAM for all ranks are as stated below:

- (1) Independence Medal (IM).

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- (2) Republic Medal (RM).
- (3) National Service Medal (NSM).
- (4) General Service Medal (GSM).
- (5) Silver Jubilee Medal (SJM).
- (6) Golden Jubilee Medal (GJM).
- (7) Centenary Medal (CeM).

d. **Unblemished/Exemplary CHAM**. CHAM for officers and soldiers with unblemished Conduct and exemplary qualities are as stated below:

(1) **Officers**.

(a) General Staff Medal of Honour (GSMH).

(b) Field Command Medal of Honour (FCMH)

(c) Training Support Medal (TSM).

(d) Field Command Medal (FCM)/Field Support Medal (FSM). Command Medal (CM)/Unit Support Medal (USM).

(f) NA Outstanding Tactical Command Medal (NAOTCM).

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(g) NA Outstanding Operation Command Medal (NAOOCM).

(h) NA Outstanding Decisive Command Medal
(NAODCM)/Staff Medal
(NAODSM).

(i) COAS Commendation Award (CCA)/COAS Commendation Letter (CCL).

(2) **Soldiers.**

(a) Army Regimental Star Medal (ARS).

(b) Distinguished Regimental Star Medal (DRS).

(c) Regimental Service Star Medal (RSS).

(d) Meritorious Regimental Star Medal (MRS).

(e) Regimental Star Medal (RS).

(f) Distinguished Staff Support Medal (DSS).

OPERATIONS HONOURS AND AWARD MEDALS

12. Operations Honours and Awards Medals (OHAM) are Service medals awarded to individuals for participation in an operation or for their unique performance during such operations. There are 5 types of OHAM in the NA. These are:

a. **Campaign Medal**. A Campaign Medal is designed for a specific operation outside Nigeria or for defending the borders of Nigeria. Operation Harmony IV Medal (OHM) in respect of Bakassi Peninsula Campaign and the Multi National Joint Task Force (MNJTF) Medal are examples of Campaign Medals.

b. **Nigerian Defence Service Medal**. The Nigerian Defence Service Medal (NDSM) is awarded for service during period of national crisis necessitating active deployment of troops. The first NDSM

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covered the period between July 1967 and January 1970 (Civil War era).

c. **General Operation Medal.** The General Operation Medal (GOM) is awarded to troops who participate in any internal security operation with effect from 18 July 2004. Some of the operations are erstwhile while others are current. Details are as follows:

- (1) **Erstwhile GOM.** These include:
 - (a) Op RESTORE HOPE (Niger Delta).
 - (b) Op CRYSTAL CALM (Plateau State).
 - (c) Op FLUSH OUT I (Lake Chad Basin)
 - (d) Op FLUSH OUT II and III (Niger-Delta).
 - (e) Op PULO SHIELD (Niger-Delta).
 - (f) Op RESTORE ORDER I, II and III.

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- (g) Op BOYONA.
- (h) Op ZAMAN LAFIYA.
- (i) Op LAFIYA DOLE, which includes subsidiary operations such as:
 - i. Op DEEP PUNCH I and II.
 - ii. Op TURA TAKAIBANGO.
 - iii. Op GAMA AIKI.
 - iv. Op RESCUE FINALE.
 - v. Op LAST HOPE etc.
- (j) Op AYEM AKPATUMA (Benue and Nasarawa States).
- (k) Op SHIRIN HARBI (Bauchi State).
- (l) Op HARBIN KUNAMA (Kaduna, Sokoto and Zamfara States).
- (m) Op CROCODILE SMILE (Niger-Delta).

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(n) Op PYTHON DANCE (South East).

(o) Op CETO DOLE.

(2) **Current GOM.**

(a) Op MESA (across the country).

(b) JTF NE Op HADIN KAI
(Adamawa Borno and Yobe
States).

(c) JTF NW Op HADARIN
DAJI (Katsina, Sokoto,
Kebbi and Zamfara States).

(d) Op DELTA SAFE (South-South).

(e) Op SAFE HAVEN (Kaduna and
Plateau States).

(f) Op AWATSE (Lagos and Ogun States).

(g) Op WHIRL PUNCH (Kaduna and Niger
States).

(h) Op WHIRL STROKE (Benue, Nasarawa
and Taraba States).

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- (i) Op FOREST SANITY (1, 2 and 8 Div AORs).
- (j) Op DESERT SANITY and LAKE SANITY (JTF NE Op HADIN KAI AOR).
- (k) Op THUNDER STRIKE (1 Div AOR).
- (l) Op BUGUN KARKANDA (Bauchi State).
- (m) Op NUT CRACKER III (Nasarawa, Kogi and FCT).
- (n) Op PARK STRIKE (Niger State).

d. **Foreign Operation Honours and Awards Medals.**

Foreign Operation Honours and Awards Medals (FOHAM) are in respect of any operation sponsored by ECOWAS, AU, or the UN. These include any operations undertaken by Nigeria to aid any country as may be ordered by the C-in-C. Some of the operations are erstwhile while others are current. Details are as follows:

(1) **Erstwhile FOHAM**

- (a) UNMOFIP.

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- (b) ONUCI.
- (c) UNTEA.
- (d) OAU CHAD.
- (e) UNIFIL
- (f) UNIMOG.
- (g) UNITAG.
- (h) EOM.
- (i) UNMIK.
- (j) UNAVEM.
- (k) NIKOM.
- (l) MINURSO.
- (m) UNPROFOR.
- (n) UNOSOM.
- (o) UNAMIR.
- (p) UNMOT.
- (q) UNPREDEP.
- (r) UNTAES.
- (s) UNMOP.
- (t) UNOMSIL/UNAMSIL.

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- (u) UNMEE.
- (v) UNAMET.
- (w) MONUC.
- (x) UNMIS.V
- (y) UNUCI.
- (z) UNMIL.
- (aa) UNAMID.
- (bb) UNAMIL
- (cc) AMIS.
- (dd)AFISMA.
- (ee)AMISOM.

(2)**Current FOHAM.**

- (a)MNJTF
- (b)MINUSMA.
- (c)MONUSCO.
- (d)MINUSCA.
- (e)UNISFA.

c. **Gallantry Honours and Awards Medals.**

Gallantry Honours and Awards Medals (GHAM) are awarded by the COAS to both officers and soldiers

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who exhibit fearless courage, extra-ordinary selfless sacrifice, and achieved outstanding results during any operation within or outside the country. There are 2 types of GHAM in the NA. These are Operation and Non-Operation Duty GHAM.

(1) **Operation GHAM**

Operation GHAM are for gallantry acts during operations in the face or in the presence of the enemy. The NA has 4 Operation GHAM: These are:

- (a) Nigeria Star.
- (b) River Niger Star.
- (c) Distinguished Service Medal.
- (d) Nigerian Army Purple Heart.

(2) **Non-Operation Duty GHAM**. Non-Operation Duty GHAM are in respect of gallantry acts in non-operational situations. Medals in this area are:

- (a) River Benue Star.

(b) Nigeria Eagle.

PROFICIENCY HONOURS AND AWARDS MEDALS

13. Proficiency Honours and Awards Medals (PHAM) are Service medals awarded to NA personnel for excellent achievements in various fields including training, research, invention and sports. There are 7 PHAM in the NA. These are:

- a. Foreign Training Assistance Medal.
- b. Local Training Assistance Medal.
- c. Marksmanship Medal.
- d. NA Invention Medal.
- e. NA Research Medal.
- f. Distinguished Sports Personnel.
- g. Nigerian Army Sports Medal.

SPECIAL HONOURS AND AWARDS MEDALS

14. The fourth category of honours and awards medals in the NA is the Special Honours and Awards Medals. The

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Special Honours and Awards Medals are awarded to NA personnel by other countries or international bodies for their unique services to the affected countries, region, continent, UN, and humanity. Others in this class are anniversary medals awarded to NA personnel for being in some countries during certain anniversaries. The Special Honours and Awards Medals include:

- a. UNHQ Medal.
- b. NA Training Assistance to Gambia (NATAG) Medal.
- c. International Military Assistance Training Team (IMATT) to Sierra Leone.
- d. Command and Staff College Quetta (CSCQ) and other foreign staff colleges as applicable.
- e. Anniversary medals awarded to NA personnel for being in some countries during certain anniversaries.

SAQ

1. What are the 4 classes of honours and award medals in the NA?
2. List the categories of SHAM in the NA.

HINT ON ANSWERING SAQ

1. There are 4 classes of honours and awards medals in the NA. These are:
 - a. Nigerian National Honours and Awards Medals.
 - b. Foreign National Honours and Awards Medals.
 - c. Service Honours and Awards Medals.
 - d. Special Honours Awards Medals.
2. There are 3 categories of SHAM in the NA. These are:
 - a. Customary HAM (CHAM).
 - b. Operations HAM (OHAM).
 - c. Proficiency HAM (PHAM).

ADMINISTRATION IN THE FIELD

INTRODUCTION

149. A soldier would only be responsive to combat duties and effective in discharging them, when his needs are serviced and maintained continually. Failure to do so would lead to declining morale and physical ailments that eventually lead to failure in the field. However, individual soldiers owe themselves the responsibility of self administration.

AIM

150. The aim of this chapter is to teach the soldier how to remain healthy in battle.

PERSONAL CLEANLINESS

151. Personal cleanliness of a soldier is of paramount importance in the field. The soldier must ensure that:

- a. **Hair**. The hair should be kept short to permit easy treatment of head injuries and combed regularly to prevent parasites. If possible, it should be washed regularly as situation may permit.
- b. **Face**. The face must be washed daily and shaved regularly as this ensures the respirator fits correctly.
- c. **Teeth**. The teeth should be cleaned at least twice a day to prevent oral infections and tooth decay. Particular attention should be paid to the

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gums and the teeth. If possible, teeth should be cleaned after every meal.

d. **Body.** The body must be washed daily, with special attention to the arm and groin/private part. These areas are warm and moist and if not washed regularly, fungus will grow. Any cuts, especially to the hands must be cleaned and covered with a waterproof dressing to prevent infection. Always take the opportunity of having a shower when available. Washing in all climates is the most important part of a soldier's daily routine, however irksome.

e. **Feet.** Feet must be kept clean and powdered and nails cut to prevent in-growing toenails. Surgical spirit toughens the skin and prevents blisters. Socks must be changed daily and the feet, if possible, kept dry. If practicable, loosen the boot laces, or even better massage the feet.

SAFE FOOD AND WATER

152. The preparation of food and water in the field is extremely important. If stringent standards of hygiene are not applied, the soldier will at best feel 'off colour', or become ill and unable to do his job. There are a few rules which, if applied, will prevent illness:

a. **Food.** Ensure that you:

(1) Clean the hands before preparing

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food or opening rations.

(2) Only consume issued rations and foodstuff. Do not try and supplement rations from unknown or unsafe sources.

(3) Drink only issued water.

(4) Clean mess tins, mug, cutleries thoroughly after use. If in doubt, rinse prior to use.

(5) Proper disposal of refuse is essential, otherwise, it will attract flies, cockroaches and rats.

(6) Keep the 'cooking area' clean and tidy. Use related items, clean and put away. Wastes are either buried in the field or disposed as would be arranged.

b. **Water.** If supplied water is unavailable, use the following:

(1) **The Mill bank Bag.** If available, the bag will filter extremely dirty water.

(2) **Puritabs.** Puritabs are normally issued to each personnel to sterilize the filtered water for drinking. They can be used on their own, even if the water is very dirty.

(3) **Boiling.** Boiling of water is the last

resort and must be for at least ten minutes. Scum must be taken off the top prior to cooling and then drinking.

THE EFFECT OF WEATHER

153. Soldiers deployed to parts of the world with extreme climates will be briefed and issued with appropriate clothing and equipment. The basic requirements for cold and hot climates are as follows:

a. **Cold Weather.**

- (1) Try and maintain body temperature by increasing the intake of food and hot drinks. Never take alcohol as it causes a reduction of the body's core temperature.
- (2) Wear appropriate clothing, keep it dry and change into dry clothing to sleep. Remember the rule 'loose and in layers'.
- (3) Keep socks dry and the feet well massaged.
- (4) Keep exposed skin protected and use Vaseline and lip salve.
- (5) Avoid frostbite by protecting the extremities- fingers, toes, ears and nose.
- (6) Be sensible and if working hard, take a layer of clothing off. If static put extra

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clothing on. Always keep limbs stretched alert, then the body will follow.

b. **Hot Weather.**

(1) The main dangers are from heat exhaustion, which can rapidly turn into heat stroke. Heat exhaustion is caused by the loss of fluids and body salts that occur in any climate, if precautions are not taken.

(2) The fluid intake must be increased to at least 8 to 10 pints of safe water daily. If working extremely hard in a very hot climate, extra pint of water should be taken for every extra hour of work.

(3) Alcohol should not be consumed because it causes dehydration.

(4) The sun rays can cause painful sunburn. Exposure should be gradual to allow the skin to tan.

SANITATION

154. Sanitation in the field is very important. Bowel movement must be carried out within defined areas. When the location is left, these areas must be marked. The basic rules are:

- a. If a 'latrine' has been built, it must be sited correctly and used.

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- b. If there is no latrine, a hole must be dug and the excreta covered over with soil. Remember to retrieve digging implements as well as personal weapon; all too often one or the other can be left behind.
- c. Hands should then be washed accordingly.

CONCLUSION

155. The analogy 'man the machine', linked to a car needing serving. The body is no different. Good health means being combat effective. Apply good, sound common sense to personal

THE NA MISSION AND VISION MISSION OF THE NIGERIAN ARMY

156. "To win all land battles in defence of the territorial integrity of Nigeria, protect her national interests and accomplish other tasks in aid of Civil authority."

VISION OF THE NIGERIAN ARMY

157. "To have a professional Nigerian Army ready to accomplishing assigned missions within a joint environment in defence of Nigeria."

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ANNEX A TO NOPROM 501

DATED OCT 24

<u>AIDE MEMOIRE-UNIT ADMINISTRATIVE INSPECTION</u>					
SER	Staff Branch	Subject	Inspection Details	Action By Inspecting	Remarks
(a)	Responsible (b)	(c)	(d)	Officer (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 neon 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.	

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(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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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 A DOS 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 NA EME 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.	

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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.		

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ANNEX B TO

NOPROM 501

DATED OCT 24

LOGISTICS STAFF CHECK WORKING EXAMPLE

Requirement

1. As the DCOS at HQ 2 Mech Bde, you are required to ensure that the approved stores are delivered to the bn loc within 72hrs using the following second-line tpt approved by the Bde Comd:
 - a. 10 x 7 ton trucks.
 - b. 35 x 10 ton trucks.
 - c. 42 x 5 ton trucks.

The turnaround time to and fro the DP to BN loc is 6hrs, including loading and unloading times. Movement is confined to the hrs of darkness, which is 12 hrs per day. Remember that ammo and POL should not be carried in the same vehicle and that the ammo must arrive at the Bn loc by D + 1. You are equally required to move a minimum of 50 x 5 ton load each of def stores and POL to the bn loc on each day. Clearly show your workings, stating the requirements, restrictions, adjusted daily and total availabilities, priorities and movement/loading plan. Is the task achievable within the given time? Can some vehs be

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released in the morning on D + 2 for other duties? If yes, how many can you release?

Solution

2. a. Requirements. DCOS is required to mov:

- | | | |
|-----|-------------------------|--------------------------|
| (1) | 1000 tons of ammo | |
| | | =200 x5 ton load. |
| (2) | 1000 tons of def stores | |
| | | =200 x 5 ton load. |
| (3) | 1750 tons of POL | =350 X5 ton load. |
| (4) | Total | <u>=750 x5 ton load.</u> |

b. Restrictions.

- (1) POL and ammo should not be loaded in the same veh.
- (2) Mov is restricted to the hours of darkness.
- (3) Mov is to be complete within 72 hours (3 days or 3 nights).

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c. Availabilities. DCOS has the fol veh for the mov.

(1) 10 X7 ton trucks

= 70ton load = 14 x5 ton veh.

(2) 35 X10 ton trucks

= 350ton load = 70 x5ton veh.

(3) 42 X5 ton trucks

= 200ton load = 42 x5 ton veh.

(4) Total

= 620ton load = 126 x 5 ton load.

d. Adjustment to Availabilities.

(1) Time available for mov per day

= 12hours of darkness

(2) Turn round trip per veh= 6 hours

(3) Number of trips poss per day

= 12 hrs = 26 Hrs

(4) Veh aval per day

= (126 x 2) x 5 ton

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= 252 x 5 ton.

(5) Duration of mov nights

= 36hrs of darkness or 3

(6) Total veh available

= (252 x 3) x 5 ton = 756 x 5 ton.

e. Priorities.

(1) All the ammo must arrive the bn loc latest by D +1.

(2) A minimum of 50 x 5 ton load each of def stores and POL must be moved to the bn loc on each day.

f. Mov Plan

(1) D Day

(a) Ammo 100 x 5 ton load.

(b) Def Store 60 x 5 ton load.

(c) POL 92 x 5 ton load.

(d) Total = 252 x 5 ton load.

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(2) D + 1

- (a) Ammo 100 x 5 ton load.
- (b) Def Store 60 x 5 ton load.
- (c) POL 92 X 5 ton load.
- (d) Total =252 x 5 ton load

(3) Stock Balance at the End of D+1

- (a) Ammo 200 - 200 = 0
- (b) Def Stores 200 - 120 = 80 x 5 ton load.
- (c) POL 350 - 184 = 166 x 5 ton load.

(4) D + 2

- (a) Def Stores = 80 x 5 ton load.
- (b) POL = 166 x 5 ton load
- (c) Total = 246 x 5 ton load
- (d) Surplus Veh = 252 – 246 x 5 ton.
-
- = 6 x 5 ton.

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g. Specific Answers

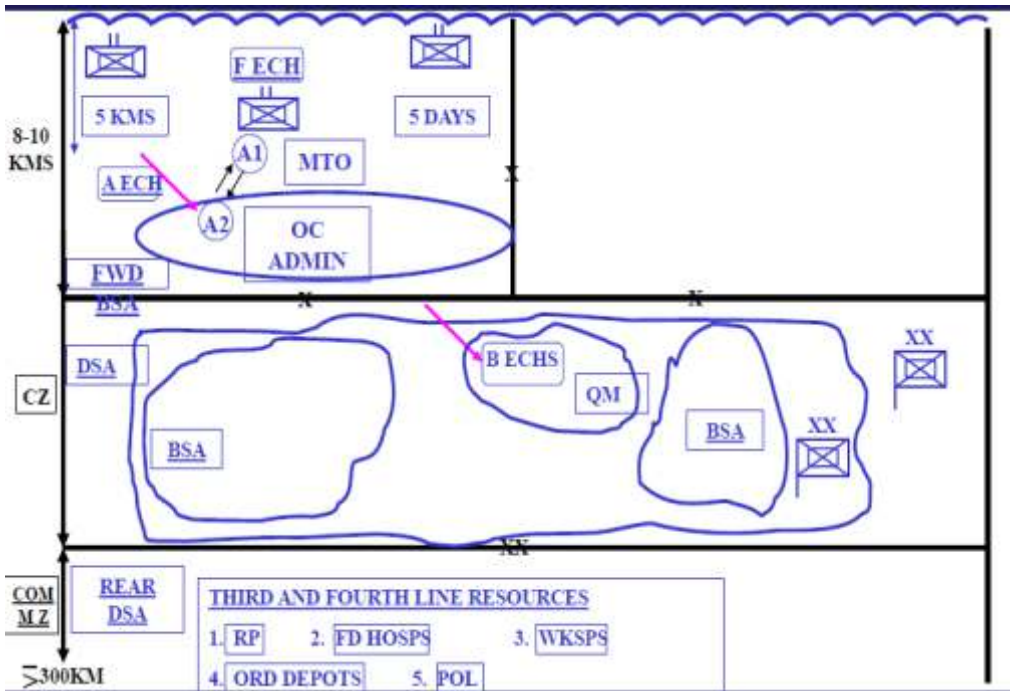
- (1) The movement can be accomplished within the stipulated time.
- (2) It is possible to release some vehicles on D +2.
- (3) Only 3 x5 ton veh can be released in the morning of D +2. Please note that the surplus of 6 x 5ton veh indicated in the mov plan translates to 3 x 5 ton veh making 2 round trips per day.

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**ANNEX C TO
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LAYOUT OF COMBAT ZONE



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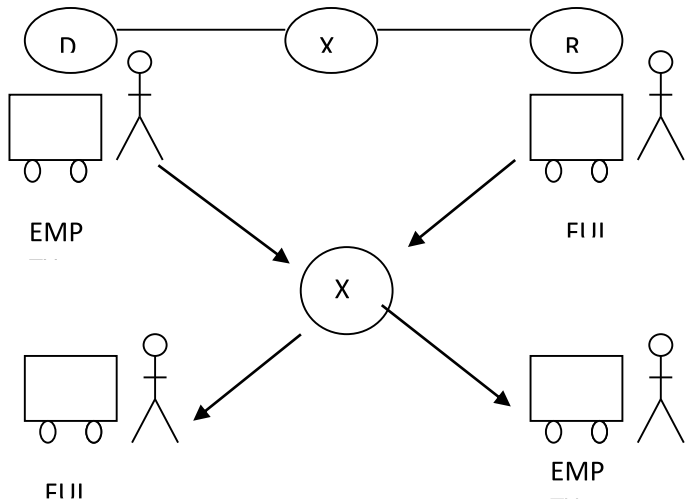
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DIAGRAM SHOWING EXCHANGE POINT ACTIVITIES

9a. **XP Activities in a CZ.** These are Continuous Running, Cross Loading and Through Running.

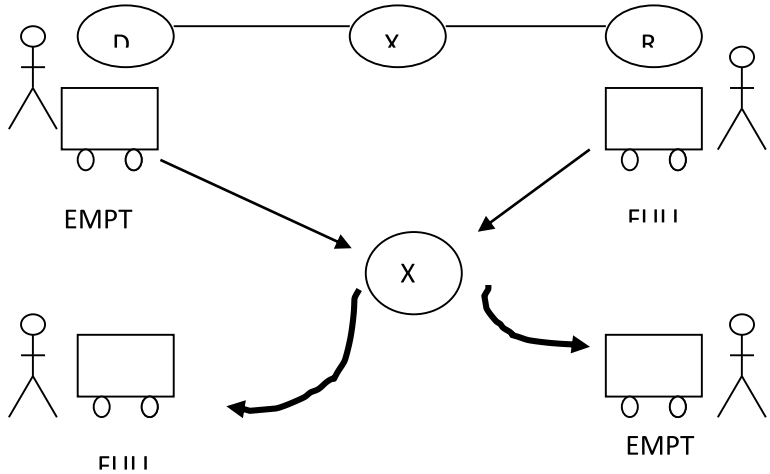
- (1) **Continuous Running.** Second line driver hands over his empty vehicle to third line driver. Third line driver in turn hands full vehicle over to the second line driver.

(2)

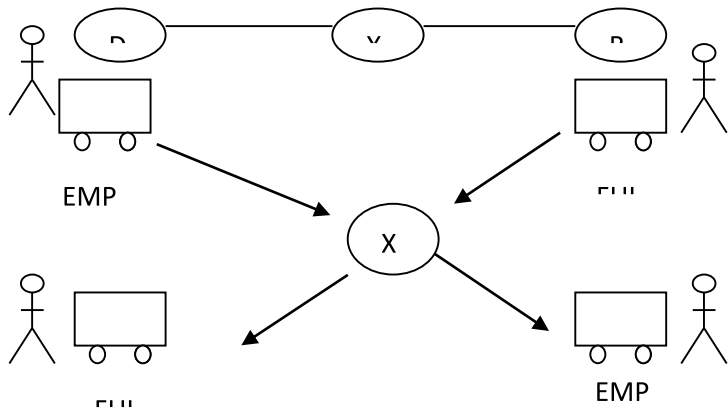


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(2) Cross Loading. Load from third line vehicle is transferred to empty second line vehicle.



(3) Through Running. Third line driver and vehicle replace second line driver and vehicle, ie as though there were no XP there at all.



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(4) An XP is established to reduce the turnaround time only when the RP is too far to the rear for second line transport to get there and back within 24hrs or preferably during the hours of darkness.

Note: The diagram with explanation of XP activity attracts 3 marks each, while the reason for establishment is 1 mark, thus making a total of 10 marks.

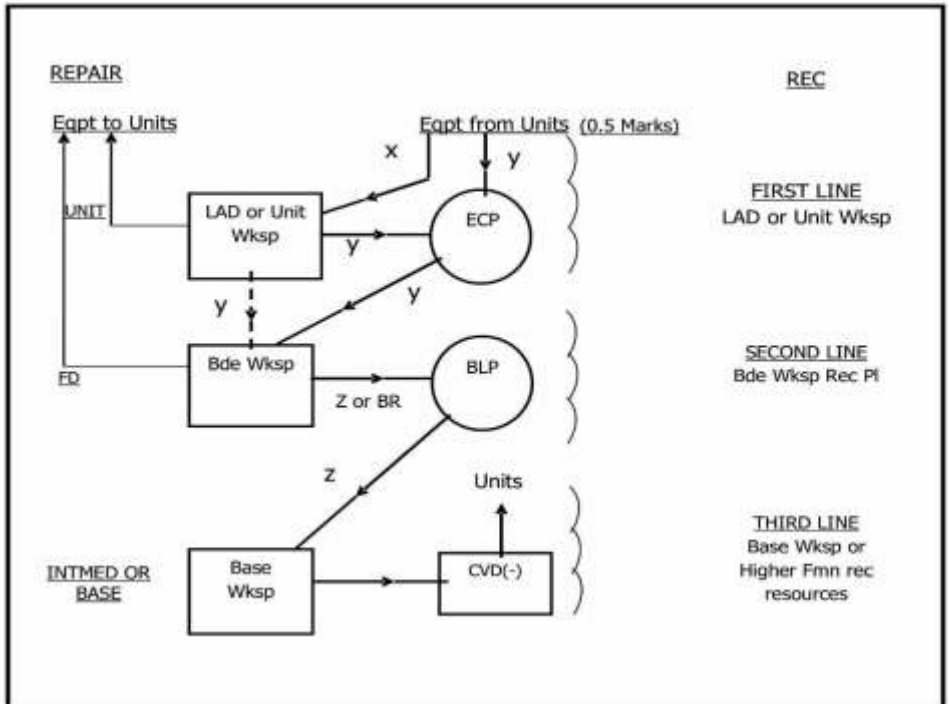
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REPAIR AND RECOVERY SYSTEM IN THE FIELD



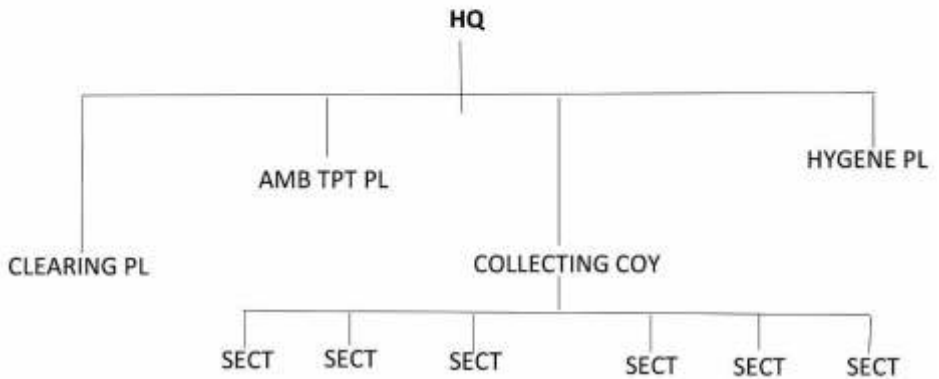
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ORGANIZATION OF A FD AMB



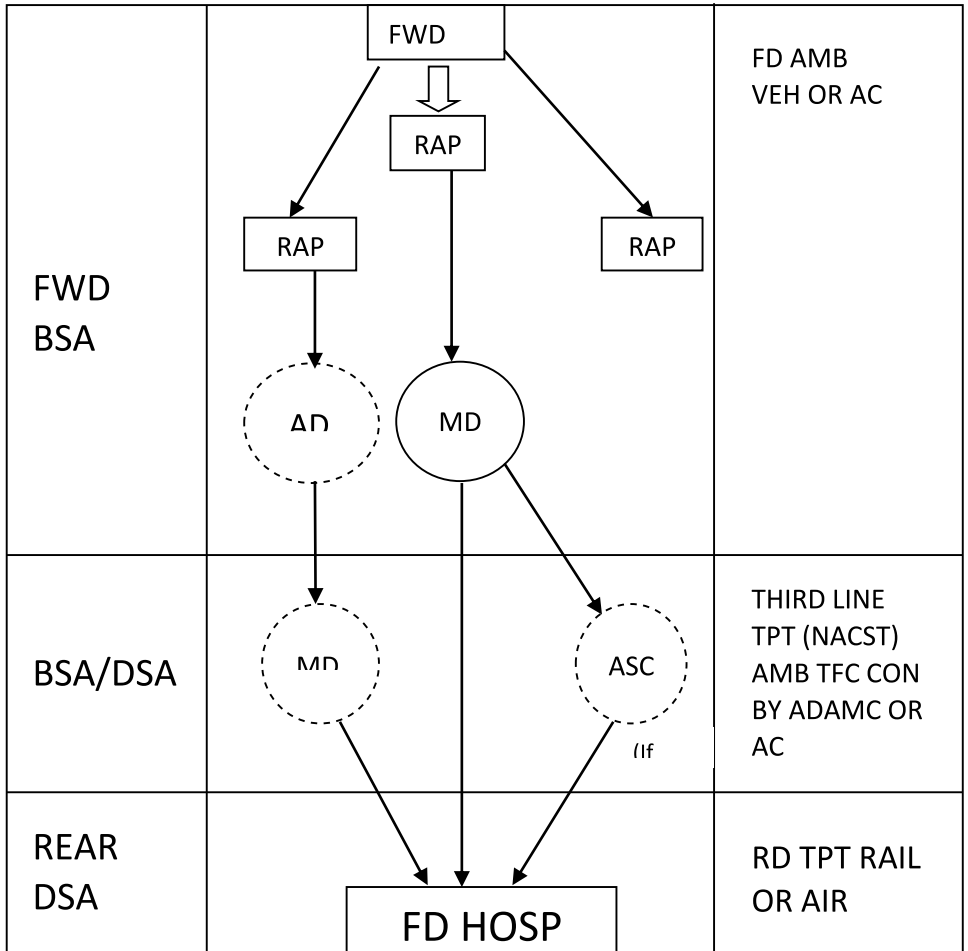
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DIAGRAM OF CASEVAC PROCEDURE



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