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ADMIN AND LOG

LECTURE NOTES FOR **SENIOR STAFF COURSE QUALIFYING EXAMINATION**

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LECTURE ONE: PART 1

MAN MANAGEMENT

INTRODUCTION

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

OBJECTIVES

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

DIFFERENCES IN MEN

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

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

WAYS OF ACQUIRING KNOWLEDGE AND UNDERSTANDING OF PERSONNEL

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

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

POINT OF CONTACT

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

- a. Informal visits to subordinate.

- b. Developing the habit of calling subordinates by their first names.
- c. Hosting of subordinates during national or service festivities.
- d. Ensuring that discipline is sustained.

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

SUMMARY

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

- a. Be a bit more strict than you would like to.
- b. Always look for efficiency and high sense of duty.
- c. Put their interest before your own.
- d. Explain things when necessary and be their champion and chief critic.
- e. Work, play together as much as possible but always be sure that everybody does his share.
- f. Always be an example.

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- g. Treat them like human being which they are, and not like machines but do not be afraid to demand for their best always and if you find anybody wanting tell him so at once.
- h. Rationally reward merits and punish defaulters. Do not be sarcastic.
- i. Try as much as possible to look into men's problem yourself, rather than delegating them to someone else.
- j. Pay particular attention to leave, pay, medical and fatigues.
- k. Be yourself always and never pose.
- l. Do not hamper your men. Remember you are the army to them and always try to make it clear that to be a soldier is to fulfill a vital role to your country.

SELF ASSESSMENT QUESTIONS

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

HINTS ON ANSWERING SAQ

9. a. This question calls for the enumeration of factors that account for some differences in personnel. Candidates should consider differences in personnel in terms of their home and environment, their religion, type of job and general upbringing. (See Paragraph 3)
- b. In describing ways of gaining knowledge and understanding of personnel, candidates should pay attention to opportunities provided by messes for social interaction and exchange of ideas. Similar opportunities provided during sporting activities, debates and dubars should also be considered. The role of direct observation in understanding personnel should also be emphasized.
- c. For points contact, the crucial thing is for the officers to take the initiative in opening communication with others. The officers should also encourage others to do so. The application of some psychological principles in dealing with fellow personnel is a necessity.
- d. To establish mutual respect and confidence in other personnel, a lot has to be done. For details, see the summary in Paragraph 7.

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LECTURE ONE PART 2

PRINCIPLES OF ADMINISTRATION

INTRODUCTION

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

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

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

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

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

15. In this Lecture, attempt will be made to outline the mission and vision of the NA, principles of administration, administrative responsibilities of COs and their staff officers in relation to the morale of soldiers in each unit.

OBJECTIVES

16. At the end this lecture a student officer will be able to:
- a. Outline the vision, mission and principles of administration.
 - b. Name the main staff officers of a unit and describes those administrative functions they do to supplement the CO's routine responsibilities.
 - c. Discuss administrative problems at company level. d. List G1 aspect of administration at unit level.
 - e. Explain vividly the relevance of training, health and hygiene in the life of a soldier.
 - f. Mention 7 strategies a unit should adopt to guarantee hygienic standards.
 - g. Describe the types of record that should be maintained for every soldier and where they should be maintained.

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

THE NA MISSION AND VISION

MISSION

17. "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

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

PRINCIPLES OF ADMINISTRATION

19. Administration as a principle of war refers to the management and organization of resources, personnel, and logistics to support and sustain military forces in achieving strategic objectives. Administration is the process of planning, organizing, and controlling the resources and services necessary to support military operations, ensuring effective and efficient utilisation of personnel, equipment, and supplies. The following are the principles of administration:

- a. **Economy of Forces.** The economy of forces implies the efficient allocation of resources, the minimisation of waste, and the maximisation of effectiveness.
- b. **Unity of Command.** Unity of command implies that lines of authority and responsibility for administrative tasks must be unambiguous.
- c. **Simplicity.** Simplicity connotes that administrative processes must be streamlined, thus reducing complexity.

- d. **Flexibility.** Flexibility in administration demands that systems should be adapted to changing operational requirements.
- e. **Standardization.** Standardization is achieved when common/uniform procedures and standards for efficiency are established.
- f. **Coordination.** Coordination implies that administrative functions must be integrated with operational planning.
- g. **Logistical Support.** Logistical support entails the timely and adequate supply, maintenance and transportation of men and materiel.
- h. **Personnel Management.** Personnel management implies the effective management of human resources.
- i. **Communication.** Communication as a principle of administration is the clear and timely exchange of information, which is key to success in operations.
- j. **Sustainability.** Sustainability implies the articulation of a plan for long-term support and maintenance through established channels for resupply and maintenance of the force.

STAFF OFFICERS AND THEIR RESPONSIBILITIES

20. For any given unit in the NA, routine administration is the responsibility of the CO and his staff officers. The CO's main responsibility is that of coordinating the activities of his staff officers and taking major decision after due consultations with

them. The staff officers of a unit and their corresponding responsibilities are as stated below:

a. **Adjutant.** The main duty of the Adjutant is to relieve his CO of as much routine work as possible, particularly about all he should know. He is directly responsible for the activities of the RSM and the Chief Clerk. He must therefore have sound military background thorough knowledge of the organization and role of every sub-unit. He must be aware of all the routine in the unit, be discreet and completely loyal to his CO who must have total confidence in him. His sense of duty, powers of discipline, efficiency and personality will have an important influence on the unit. His responsibilities include the following:

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

b. **Quartermaster.** A QM also has great influence in the unit. It is his duty to ensure that sub-units are provided with all their material needs, when and where required. He

must therefore be kept fully informed of CO's intentions. He must be energetic, neither too rigid nor too flexible in enforcing regulations. He must ensure that there is no waste of any kind of accumulation of stores by his own or other departments. He should establish personal contact with service representatives in the formation and visit sub-units frequently to solve as many problems as possible on the spot, and so reduce paper work. Such close liaison with the services and sub-units, coupled with intelligent anticipation will ensure that his unit needs are supplied promptly and without unnecessary accumulation of stores. A QM should be an experienced soldier, with a sound military knowledge of his services. Now, suppose you hold the appointment of a QM in your unit, would you consider these responsibilities adequate for your appointment? What working relationships would you establish with your CO?

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

- (1) Give advice to CO on spiritual well-being.
- (2) Counseling of personnel.

- (3) Preparation and conduct of respective religious services.
- (4) Burial conduct.
- (5) Identification of individual graves.
- (6) Sanitary aspect of cemeteries.
- (7) Maintenance of burial records in conjunction with adjutant.
- (8) Watch keeping during hostilities.

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

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

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

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

- (1) Advising unit commander on financial matters.
- (2) Operating unit impress accounts and maintaining all pay documents.
- (3) Advising soldiers on their pay, allowance, pensions and gratuities.
- (4) Other duties, including those connected with service funds as may be allocated to them by the CO.

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

- (1) Signing and collection of issued vehicles on behalf the unit.
- (2) Conduct of initial servicing.

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

g. **President of the Regimental Institute.** The PRI is under the COs direction. He also controls the regimental accounts and canteen arrangement. The conduct of these duties has a direct bearing for good or otherwise of the amenities available in the unit. In administering the regimental accounts, the aim must be to provide sufficient

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

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

- (1) Procurement of flesh ration for troops where not contracted in peace time.

- (2) Inspection and certification of fresh ration supplied by contractors.
- (3) Provision of catering services during exercises and other unit functions such as WASA, Mess meetings, conferences etc.
- (4) Indenting for ration for exercises and during operations.
- (5) Local selection and training of catering staff on the job.
- (6) Recommendation of unit catering staff for specialist NACST Training.
- (7) Maintenance of and accounting for catering facilities within the unit.
- (8) Staff administration.
- (9) Give advice to CO on catering matters.

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

- (1) He is the CO's adviser on all matters relating to technical maintenance.
- (2) Advise on the battle worthiness of units vehicles arms and technical equipment in his executive capacity.
- (3) He commands the LAD or unit workshop.

- (4) He is responsible for coordinating all repairs within their capacity and recovery, when required of unit equipment.
- (5) Vehicle/equipment periodic inspection and report.
- (6) Maintenance of vehicle serviceability chart.
- (7) Back loading of equipment casualties.

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

ADMINISTRATIVE PROBLEMS AT COMPANY LEVEL

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

- a. Arms and Ammunition.
- b. Equipment.
- c. Vehicles
- d. Health and drug related.
- e. Clothing.

- f. Ration.
- g. Mail.
- h. Wireless set for communication to the Battalion HQ and to the platoons.
- i. Rest.

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

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

G1 MATTERS

21. G1 Matters in the unit occupy much of the time of commanders, officers and CSMs, General responsibility for administrative matters at unit HQ rests with the Adjutant and the RSM. The G1 aspect of administration at unit level includes:

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

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

- a. Health, education and training in the maintenance of personal health.
- b. Good unit hygiene.
- c. Other methods of protection against disease.
- d. Curative medicine.
- e. Referral and evacuation capacity.

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

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

24. Every soldier must be aware of the particular health hazards to which he is likely to be exposed, and he must be taught the measures to be taken personally to reduce these hazards. He must know for example, how to take care of his health in both tropical and cold weather climates; the importance of a high standard of hygiene; how to protect himself against the bites of disease carrying insects; the necessity of accepting protective

vaccinations; how best to use his water, ration and his protective clothing. Health education is fundamental to the prevention of disease. It requires time and effort, but the rewards may mean the difference between an effective and a non-effective unit.

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

- a. The provision of safe drinking water.
- b. The sanitary disposal of waste, including both human and kitchen waste.
- c. Food hygiene.
- d. Unit measures to combat insect and rodent infestation.
- e. Provision of suitable, properly fitting clothing.
- f. Provision of laundry and bathing facilities.
- g. Provision of adequate accommodation and protection against extreme heat and cold.

26. **Unit Documentation and Records.** Unit must maintain accurate records for every soldier which must be frequently cross-checked for accuracy, and to ensure that men are obtaining the necessary qualifications for pay increases and promotion.

27. **Soldiers' records should be held in 3 places:**

- a. The Orderly Room Records Office.
- b. The Company office. To include:
 - (1) Conduct sheets and annual reports.

- (2) Qualification and Record Cards.
- (3) Essential information e.g next of kin, religion and home address.
- (4) Clothing record.
- (5) Leave record including warrant issue.

c. The pay office, for pay documents only.

28. **Welfare.** Welfare is an important aspect of man management and administration. It is thus one major responsibility of a CO, sub-unit commander, officers and NCOs. Soldiers with welfare problems should be sympathetically dealt with. The aim must be to guide them as far as possible to the solution for their own problems. In addition to the treatment of soldiers' welfare, the provision of amenities and facilities, such as recreational areas, canteens, messes, clothing and equipment, pay and allowances and sporting facilities are areas of concern. Other aspects are:

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

29. **Promotion.** Promotion of soldiers up to the rank of WO is the responsibility of the Unit Commander on the approval of

CAR. The CAR is responsible for promotion of soldiers to MWO through selection boards. Qualifications for promotion are:

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

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

31. **Resettlement.**

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

- (1) Personal accommodation in a place of soldiers choosing.

- (2) Training of dependants.
- (3) Development of post service trade.
- (4) Gratuity and investment.
- (5) Pension centre.
- (6) Re-engagement to the reserve.

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

c. Resettlement Training. The NA in collaboration with the Ministry of Establishments organizes courses for those leaving the service. The course will include:

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

conditions are met. Attachments to civilian firms may not exceed a period of 30 days, and may cover the serviceman's terminal leave.

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

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

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

G4 MATTERS

35. G4 matters in the unit is primarily the responsibility of the unit QM, TQM (if appointed) and MTO.

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

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

38. **Stores.** Procedures for accounting must be clearly laid down according to NA instructions. The various categories of stores to be maintained to scale, held and accounted for are QM Stores, Technical Stores and G 1098 Stores:

a. **QM Stores.**

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

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

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

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

SUMMARY

41. Administration in barracks is the daily concern of all Officers, WOs and NCOs in the unit. Nothing destroys unit morale more quickly than poor administration for which there is no rational excuse or logical explanation.

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

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

given to the family's accommodation, health and children education.

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

SELF ASSESSMENT/REVISION QUESTION

45. These questions will help you to revise:

- a. List the principles of administration.
- b. If you were the CO of a given unit, and you have the opportunity of appointing your staff officers:
 - (1) List the categories of officers you would appoint.
 - (2) Describe the administrative functions they should perform to boost the morale of soldiers under command.
- c. Discuss, giving examples, the most likely administrative problems at company level in any unit you have served.
- d. What is the relevance of good training, health and hygiene in the life of a soldier?
- e. In what ways can a CO guarantee the hygiene standards of his unit?
- f. What type of records should a unit maintain for every soldier, and where can the records be found?

- g. Discuss some welfare problems which soldiers worry about in a given unit.
- h.
 - (1) Outline the criteria for the posting of soldiers.
 - (2) How would you arrange for the resettlement and rehabilitation of a soldier due for retirement?
- i. What welfare problems of a soldier's family would you consider worth attending to? What suggestions would you make towards solving them?
- j. What stores should the QM maintain and how can he effectively account for them?

HINTS ON ANSWERING SAQ/REVISION QUESTIONS

46. The Hints provided below are in serial conformity with the question:

- a. The following are the principles of administration:
 - (1) Economy of Forces
 - (2) Unity of Command
 - (3) Simplicity
 - (4) Flexibility
 - (5) Standardization
 - (6) Coordination
 - (7) Logistical Support
 - (8) Personnel Management

(9) Communication

(10) Sustainability

- b.
 - (1) Consider the following categories of staff officers: Adjutant, QM, Chaplain, RM, UFO, MTO etc.
 - (2) Examine the role of the staff officers vis a vis the CO in the daily administration of the unit. Take note of the relevant qualities the officers should possess to qualify them for the appointment.
- c. Consider the following problems at company level:
 - (1) Ammunitions.
 - (2) Postal services.
 - (3) Equipment, boots and socks.
 - (4) Ration.
 - (5) Wireless set for communication.
 - (6) Rest.
 - (7) Think of other problems you have experienced as a company commander or 2ic and discuss them.
- d. Consider the special qualities of a soldier in relation to his professional duties. Can his enthusiasm, determination and readiness to fight in war situation be affected by ill-health and unhygienic condition?
- e. The CO can guarantee hygiene standards of his unit by adopting many measures including:

- (1) Provision of safe drinking water.
- (2) Dutiful disposal of waste.
- (3) Combating insect and rodent infestation.
- (4) Provision of clothing, laundry and bathing facilities.
- (5) Provision of adequate accommodation and protection against extremes of heat and cold.

f. For the types of records that should be kept, consider the following: records showing educational and military qualifications, conduct sheet and annual reports; Essential information record relating to NOK, religion, and home address etc. For the location of these records, consider the following:

- (1) The Orderly Room.
- (2) The company Office.
- (3) The Pay Office.

g. For soldiers' welfare problems, consider the following:

- (1) Career planning and promotion.
- (2) Leave
- (3) Education.
- (4) Resettlement.
- (5) Families' welfare.

(6) Postal arrangement etc.

h. (1) On the criteria for the posting of soldiers consider the role of the following: the MRO, the respective Corps or AHQ and the Divisions.

(2) For the resettlement and rehabilitation of soldier, consider the role of NAEC in providing guidance and counseling and other resettlement training endeavours by the NA.

i. The welfare problems of a soldier's family worth attending to include:

(1) Accommodation.

(2) Health.

(3) Children's Education.

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

i. For the QM stores, and the procedure for maintaining them, see Paragraph 38 for details.

RESTRICTED
LECTURE ONE PART 3

UNIT ADMIN INSPECTIONS

INTRODUCTION

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

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

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

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

OBJECTIVES

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

PURPOSES OF INSPECTION PROCEDURE

52. The purposes of annual inspection report are:

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

STAFF RESPONSIBILITIES

53. Inspecting Officers and Inspecting Teams.

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

54. The Inspection Programme. A suitable date is arranged between the unit and the formation inspecting HQ to ensure that the inspection does not clash with other activities. The date should be fixed at least 6 weeks in advance. In order to avoid clashes, AHQ lays down the period for Administrative Inspection, and formations can make their programme to suit AHQ schedule.

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

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

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

58. **The Inspection.** The instructions make it clear what units are expected to do, but human nature and inbred tradition being what they are, the inspection depends in the last resort on the personal views and outlook of the inspecting officer. The inspecting officer's staff should know him well. It is the

responsibility of the staff to inform a unit about to be inspected of all that is required. Staff should also endeavour to clear all doubts from a unit before any programme would be prepared for an inspection. Furthermore, the unit should be informed of the likes and dislikes of the inspecting officer/commander. No good unit fears an annual inspection, and having put a great deal of work into preparation, will expect to be inspected thoroughly. Nothing destroys unit confidence in the staff more quickly than failure to forewarn the unit of something they should have been told.

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

60. **Behavioural Pattern.** Obviously, staff officers or the inspecting team must do their job thoroughly. They should avoid any unnecessary or unjustified snooping and must aim to give advice and help rather than just criticism. They must never make invidious comparisons between units. In their reports to the inspecting officer, they must confine themselves to comments on matters which they have fully investigated. For example, it would be wrong for the SO3 G4 to report that stores accounts are accurate since he could not do a sufficiently detailed audit in the time available to justify such a comment. He could, however, report that accounts are maintained in accordance with the regulations.

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

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

AIDE-MEMOIRE

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

SAQ/REVISION QUESTIONS

64. a. Why do we need to carry out unit administrative inspection?

- b. State accurately the staff responsibilities during an admin inspection.

HINTS ON ANSWERING SAQ

65. a. In discussing the need for admin inspection, see Paragraph 52.

In addition, candidates should note as follows:

- (1) Unit admin inspection seeks to inculcate unit efficiency.
- (2) Improvement of the state of readiness is the main purpose.
- b. For staff responsibilities, see Paragraph 53 for details.

LECTURE ONE

PART 4

LOGISTICS AND THE MAINTENANCE SYSTEM

INTRODUCTION

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

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

67. This module seeks to categorize logistics into:

- a. The major services NACSTS, NAMC, NAOC and NAEME, which are all G4 Services (with the exception of NAMC which is an G1 Service).
- b. The minor Services NACMP, NACHD, NAEC etc.

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

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

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

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

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

OBJECTIVES

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

- (2) Explain the activities at XP and outline reasons for its establishment.
- c. Describe general maintenance in the field.
- d. Carry out simple staff check.

PRINCIPLES OF LOGISTICS

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

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

- c. **Flexibility.** The administrative units must be flexible in order to meet the strains and stress imposed by a tactical plan. The conflict between dispersion and centralization must be resolved by striking a proper balance between the forward and the rear areas when planning the deployment of the administrative resources. Support must always be made available to meet any major alteration in the tactical plan.
- d. **Simplicity.** A good logistic support plan should be a simple one which can be readily adopted to counter the effect of enemy actions. The use of standardized procedure for daily replenishment eases administrative planning.
- e. **Co-operation.** Cooperation is reciprocal requirement between the staff and service advisers, all of whom must work as a team to achieve the commander's aim. Unit should feel confident that the staff and services shall not fail them in emergencies. Similarly, the staff and services should feel confident that they shall not be asked to meet unreasonable demands.

LINES OF SUPPORT AND THE ECHELONS' DESCRIPTIVE TERMS

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

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

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

(2) **A Echelon.** Those elements of the unit echelon which are located close behind F Echelon in order to provide immediate support are known as A Echelon. In certain tactical situations, especially for mechanized units, it may be necessary to split A Echelon into A1 and A2 Echelons in which case the A1 Echelon provides immediate combat supplies and the A2 Echelon provides immediate technical support for the unit and a link between the unit and the second line, or divisional system. The unit LAD is usually located in the A2 Echelon. The A2 Echelon normally comes under brigade control.

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

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

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

75. **Administrative Support Areas.** In each brigade and divisional area, an area is allocated within which unit echelons and elements

of logistic units are located. This is known as an administrative support area.

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

b. **Divisional Support Area.** The Divisional Support Area (DSA) 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 as a divisional logistic units. This area is controlled by rear divisional HQ which may be located in or adjacent to it. The officer responsible is nominated by the divisional commander but is usually the DCOS G1/G4.

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 in order to:

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

(2) Avoid concentrating a large number of logistic units in the 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/G4 and is normally the CO of one of the logistic units located in the Rear DSA.

d. **Siting of Administrative Support Areas.** There is always a dilemma when siting administrative 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 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. The schematic diagram of the layout of the combat zone showing the support areas is at Annex A.

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

a. **Combat Supplies.** Combat Supplies (C Sups) cover ammunition, POL and rations and is discussed later in the module.

b. **Ordnance Stores.** This term covers:

(1) Technical stores including spares, assemblies, armaments and complete technical equipment such as guns, radios and generating sets.

(2) Mechanical transport stores including spares and assemblies for all vehicles.

(3) Clothing.

(4) General stores including tentage and camp equipment.

(5) Stationery including office machinery.

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

(1) **A Vehicles.** A vehicles are vehicles which are armoured and may be designed to carry offensive

armaments. This category includes specialist A Vehicles such as armoured engineer and recovery vehicles and APCs.

(2) **B Vehicles.** B vehicles these are unarmoured vehicles of all types including trailers.

(3) **C Vehicles.** C vehicles these are mobile items of earth moving equipment and all types of crawler, wheeled, and truck mounted cranes and mechanical handling equipment.

(4) **D Vehicles.** D vehicles these are amphibious vehicles designed to land troops over beaches.

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

- d. Engineer and defence stores.
- e. Specialist medical and dental equipment and stores.

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

a. **Ammunition.** The term ammunition includes mines, explosives, grenades, guided missiles and free flight rockets. The principles of ammunition re supply are:

(1) Ammunition must be passed automatically from rear to front.

(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 G3 staff, with appropriate advice from artillery and engineer staff, to assess the requirement and for the G4 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 G4 staff on the basis of the operational plan provided by the G3 staff.

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

necessary to indent at a specified time before they are required.

Formation HQs consolidate demands and arranges the forward delivery of rations. These are normally drawn at pre-arranged times during the hours of darkness from locations selected by the staff and notified to units.

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

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

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

79. **Operating Stocks.** Operating stocks may be defined as the stocks of material required for day to day maintenance based

on the frequency of delivery into the theatre and the time taken to distribute them within the theatre. This includes the following.

- a. **First Line Stocks.** These cover all expendable materials held by units but exclude combat reserves. They are controlled by the unit commander.
- b. **Second Line Stocks.** These are the stocks held immediately behind first line (eg stocks held by ST companies and OFPs) and are scaled to support first line stocks. Note that second line units do not normally hold combat reserves. Second line stocks are controlled by the immediate formation HQ.
- c. **Other Stocks.** Stocks dispersed in material holding units and installations in or behind the CZ.

80. **Reserves Stocks.** Reserves are those stocks of material which are held to ensure against emergency, unexpected increases in usage, delays and losses in transit. As these factors are mainly affected by the enemy threat and the intensity of operations, the G3 Staff control the level of reserve to be held. The total reserves in a theatre consist of:

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

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

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

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

LOGISTICS STAFF CHECK

82. The aim of logistics staff check is to ascertain the capacity for a successful dumping. The details of the staff check calculation is at Annex B.

GENERAL SYSTEM OF MAINTENANCE IN THE CZ

82. This section concentrates on the forward delivery of C Sups within the CZ. The layout of the CZ is at Annex C.

83. **Replenishment Park.** 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.

84. **Distribution Points.** Distribution Points are normally located in the fwd 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.

85. **Commodity Points.** Commodity Points (CP) are points which dispenses only one commodity is referred to by the type of commodity it provides, (eg an Ammunition Point AP). While

commodities points form the DP, in some exceptional circumstances, it could exist in isolation. This is more likely in fluid operations where speedy re-supply is required to sustain operational intensity.

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

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

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

SUMMARY

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

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

a. The need for all commanders to fully understand the logistic system and the capabilities and limitations of logistic units.

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

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

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

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

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

SAQ/REVISION QUESTION

91. Provide answers to the following:
- a. State the principles of logistics and briefly explain them
 - b. Outline the echelons, their role, locations and who commands them.
 - c. In the logistics installations consider:
 - (1) Define the following:
 - (a) RP.
 - (b) DP.
 - (c) XP.
 - (d) CP.
 - (2) Explain the activities going on at XP and justify its establishment.
 - d. There is a need to comply with some tactical requirements as well as terrain features. Explain these tactical requirements and terrain features.
 - e. Describe the general maintenance in the field.

HINTS ON SAQ/REVISION QUESTIONS

92. a. For the principles of logistics, see Paragraph 73. Special attention should be paid to the following:
- (1) Flexibility.

- (2) Economy.
- (3) Simplicity.
- (4) Foresight.
- (5) Cooperation.

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

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

RESTRICTED

(3) Hard Standing.

(4) Good traffic circuit etc.

e. Read Paragraph 82. General system of maintenance in the combat zone.

LECTURE TWO PART 1

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

INTRODUCTION

93. The main task of the G1 and G4 staff is to plan and coordinate logistic support. This call for close and continuous liaison with the G3 staff, services and units to ensure that:

- a. The G3 staff tactical and future planning requirements are checked for feasibility and are met when battle is imminent and after it has started.
- b. A check is kept on the progress and problems of the services.
- c. The needs of the units are being met.

94. A substantial part of G1/G4 staff work in war is concerned with producing, adjusting and updating the maintenance plan for a force. This revision process involves:

- a. Continuously keeping in the operational picture.
- b. Obtaining information from the G3 staff, as early as possible, about future commitments and changes of plan.
- c. Anticipating and solving problems.
- d. Seeking and studying advice from the services.
- e. Referring alternative courses of action to the commander, advising him of the advantages and

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

OBJECTIVES

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

THE BDE HQ

96. The Brigade HQ is made of the following:
- a. General staff.
 - b. Administrative staff.
 - c. Arms Adviser.
 - d. Service Representatives.
 - e. Independent Operations.
97. This composition can vary according to circumstances such as alternations in establishment or the effect of casualties. Each officer must be prepared to understudy his immediate superior.
98. **General Staff**
- a. **ACOS G3/G7.** The ACOS G3/G7 is the principal staff officer at Brigade HQ. He is responsible for policy, as directed by the commander, and for the coordination supervision of the working of the whole HQ. In conjunction with CO brigade signals he is responsible for the training and operational efficiency of the HQ. In war

he should never be away from the HQ at the same time as the brigade commander.

b. **SO2 G3/G7.** The SO2 G3/G7 normally works in brigade HQ and take his turn with other staff officers and acts as a watch-keeper in the operations room. It is usually the SO2 G3 who is sent forward before main HQ moves, or he may accompany the brigade commander if the ACOS G3/G7 is away from the HQ for any length of time. He understudies the ACOS G3/G7. In peace he is also responsible for the staff work necessary for formation and unit training. He also handles Public Relations (PR) matters.

99. **Administrative Staff**

a. **ACOS G1/G4.** The ACOS G1/G4 is responsible for all G1 and G4 policy as directed by the commander. He coordinates the work of the administrative staff and CSS units. He deals with MS matters. It is a G3 staff responsibility to keep the G1/G4 staff up to date on the tactical situation. ACOS G1/G4 in turn should make sure that the G1/G4 cell is always briefed. Similarly, the ACOS G1/G4 must keep the G3 staff informed of any administrative factors likely to affect operations.

b. **SO3.** The 2 Staff Officers Grade 3 assist the ACOS G1/G4 in all duties. Although they should be interchangeable the SO2 G1 will normally work on G1 Matters and the SO2 G4 on G4 Matters. The SO 3 G4 may be detached temporarily to control the fwd BSA or the rear BSA.

100. **Arms Advisers**

- a. The CO of the field regiment (close support) and the OC engineer field squadron are usually located with brigade HQ in the field and advise the commander on matters peculiar to their own arms.
- b. The CO of the brigade signal advises the commander on signal matters.
- c. Air advice is provided by a Brigade Air Liaison Officer (BALO) who is attached from NAF. He will have forward air controller (FACs) under his control for particular operations.

101. **Service Representatives.**

- a. **NACST.** Advice on tpt matters is normally given by the CO of the affiliated Bde ST Battalion. If considerable movement problems are likely to arise, a Maj from NACST could be attached from the Div ST battalion to act as Brigade Transport Officer (BTO).
- b. **NAMC.** The CO of the affiliated field ambulance acts as the commander's medical adviser.
- c. **NAIC Det.** The CO of NAIC Det is responsible for all operational intelligence and security matters within the Brigade. He must organize and run the intelligence office, and work closely with the artillery and engineer intelligence staff. He normally delegate his staff to take turn as a watch-keeper in the operations office. This operational role is interchangeable with the S03 G3. The NAIC Detachment works under his control.

- d. **LOs.** LOs are not held on the established strength of the HQ but are called in from units when needed. It is important that the same officers are provided for both training and operations so that they are familiar with the staff systems and working of the HQ as well as the units under command. At least 2 LOs and 4 watch-keepers are required. These may be found from any suitably qualified officers available in units.
- e. **NAOC.** There is a Brigade Ordnance Officer (BOO) at the Bde HQ. He is to advise the Bde Comd on all Ordnance matter. He is under technical control of the Commander Divisional ordnance Services (CDOS).
- f. **NAEME.** The Brigade Electrical Mechanical Engineer (BEME) is the commander's adviser on NAEME matters. For the time being this function is being carried out by CO Brigade Workshop.
- g. **NACMP.** The OC of the brigade provost company also acts as provost adviser to the commander.
- h. **NAFC.** The brigade finance officer is responsible for advising the brigade commander on all finance administrative matters.
- i. **NA Chaplain Services and Islamic Affairs Department.** There are 2 Chaplains (RC, Protestant) and Imam for each major unit in the brigade. In addition at brigade HQ there are 2 Chaplains and Imam Chaplains to look after the spiritual needs of men in the HQ as well as providing advice to the commander on matter affecting their particular denomination/faith.

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

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

- a. **SO3 Air Liaison.** This SO3 Air Liaison would be essential if the brigade was involved in a major air move. On arrival in the area of operations he would be responsible for dealing with offensive and transport air support, working closely with the BALO.
- b. **BOO and SO3 G4.** The primary concern of the BOO and SO3 G4 is with the supply of Ordnance Stores and combat supplies.
- c. **BTO.** The BTO is usually attached from the divisional ST battalion if required.

SUMMARY

103. The Organisation of the Brigade HQ has been clearly described in this lecture 2. The main task of the G1/G4 staff is to plan and coordinate logistic support. The roles of each staff change only when circumstances so demand or the effect of casualties.

SELF ASSESSMENT QUESTIONS

104. a. State in outline form the duties of the ACOS G3 and the ACOS G1/G4.
- b. How is a Bde HQ organised.

HINTS TO SELF ASSESSMENT QUESTIONS

105. a. See the module for the duties of ACOS G3 and the ACOS G1/G4.
- b. See the flow chart diagram of a Bde HQ in the SOHB.

LECTURE TWO PART 2

THE RESPONSIBILITIES AND ROLE OF NACST

INTRODUCTION

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

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

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

INSTRUCTIONAL OBJECTIVES

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

ORGANISATION OF NACST

108. HQ NACST has been separated from NASST with the Commander Corps of ST as the head of the Corps and the Commandant as the professional head of the School. This arrangement affords him the opportunity to influence the training of NACST personnel directly and still carry out other functions. The Director of Logistics Planning (DLP) is a senior NACST officer of the rank of Brig Gen who offers advice on logistics matters at the AHQ. However, when major policy issues are involved the Comd NACSTS would be consulted.

NACST UNITS IN THE DIVISION

109. **Basic Organisation.** The majority of NACST units are organized on the "brick system" which provides standard establishments for company HQ and individual transport platoons irrespective of the unit's role or equipment. A transport battalion normally consists of 45 x 5 ton task vehicles and its own domestic vehicles. NACST has established mixed transport companies as the need for them is quite evident in tank and mechanized units. This system is sufficiently flexible to allow NACST to meet the varied commitments of any type of operation by building up units based on the standard transport platoon the factors which should be taken into consideration include:

- a. The size of the force being supported.
- b. Terrain.
- c. The length and nature of the lines of communication.

d. The availability of allied logistic support, local resources and air transport.

110. The composition of ST units in a division are as follows:

a. **ST Battalion.** Each brigade is allocated a supply transport battalion which includes 5 companies (Admin, 2 x Transport, mixed tpt, C Sup and LAD). The following apply:

(1) Each transport company holds a mixture of general load carrying vehicles up to 25 tones capacity.

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

(3) The Bn HQ includes an Admin company and LAD.

b. **ST Battalion in Armoured Brigades.** The ST Bn in armoured brigades has a total of 80 task vehicles to meet the requirement of 3 transport companies and holds the following:

(1) 50 x 5 tones cargo vehicles.

(2) 20 x 10 tones cargo vehicles.

(3) 10 x 10 tones TTF.

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

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

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

- (1) Advice to the Brigade Commander and HQ staff on transport and air dispatch matters.
- (2) Coordination of NACST transport within the brigade area.
- (3) Liaison between the Bde ST and Brigade units.
- (4) Detailed siting of NACST units in the Brigade areawithin the general area allocated by the Q staff.
- (5) Coordination of programme (Opening time etc) for DP with the G4 staff.

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

- (1) Give advice to the Commander and Divisional HQ staff on transport and air dispatch matters.
- (2) Collecting, holding, and distribution of C Sups in the divisional area.

- (3) Carriage of defence stores and casualty evacuation.
- (4) Detailed siting of DP in locations already allocated by the G4 staff.

PEACE TIME SYSTEM

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

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

115. 70 Comd ST. This 70 Comd ST Battalion was recently formed and holds a considerable number of vehicles in reserve for AHQ movements and support duties. It is likely that this unit would provide the third and fourth line transport necessary to support a division in operations. The following units are placed under command of 70 Comd ST in the new NA ORBAT.

- a. **Boat Bn** The boat coy was established to provide boat transport and logistic support to amphibious assault units, Most of the boats are at Calabar with

Amphibious Trg Wing. Though part of 70 Comd ST Bn the boat bn would be administered by 76 ST Bde in peace time.

b. **NA Port Clearing Bn.** The Port Clearing Bn established primarily to clear NA Equipment and stores from all ports to NAOC depots. It is self-contained and has in its manpower trained Quay Staff and Plant Operators.

116. **Petroleum Reserve Depots.** At present stocks of POL for the Army are held in the Petroleum Reserve Depots (PRD) as strategic Reserve. At the moment only one of the depots is functional, that is 1 PRD in Kaduna. In the future the Army will have a total of 4 PRDs, one in each of the divisions. Except for the newly created 6, 7, 8 and 81 Divisions. They are controlled by AHQ and placed under the supervision of the Comd ST Bde. It will be clarified here that the PRDs do not operate administrative requirements of POL for the NA. Such duties are normally handled by the ST Bdes and the ST Bns in their areas of operation.

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

117. The movement forward of combat supplies from Army and base areas to the combat zone to meet the requirement of the fighting elements is one of the major responsibilities of NACST. It has to ensure that stocks reach the forward areas at the right time at the right place and in the right condition.

118. In order to fulfill this role NACST units in the divisional areas are organized into smaller logistic units as Replenishment Parks, (RP). XP (when applicable) and DP. These units are normally dispersed throughout the combat zone each holding

combat supplies for specific number of days. Transportation is provided from second, third and fourth line resources.

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

a. **DP.** These are installation where C sups are held on wheels by second line transport units. They are normally located in the forward BSA at the scale of one per brigade. A DP consists of about 30 tank loaded ST vehicle from which unit echelon vehs draw their requirements to replace expended first line stock. However, if the tactical situation, terrain and routes permit, second line vehicles may distribute C Sups direct to the unit locations. Usually artillery ammunition is delivered direct to the gun positions. In the case of Armoured formations, when the facilities exist fuel may be carried in fuel pods on vehicles with cross country performance to deliver direct to the tanks they are supporting. DPs are replenished from RPs or XPs by NACST road transport. The siting of a DP is a joint responsibility of the G4 staff and the Comd ST Bde while the OC ST carries out detailed execution of their directives. These responsibilities are split as follows.

(1) **G1/G4 Staff**

(a) Decide the number of DPs necessary to support the formation depending on the extent to which units are dispersed and the tactical situation.

(b) Carry out map recce and select the DPs of map and inform the Comd ST Bde.

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

(2) **Comd ST Bde.**

(a) He implements the G4 staff plan.

(b) He ensures that the sites allocated by the G4 Staff for the ST Company and DP location are good.

(3) **CO ST.**

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

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

(c) He ensures good traffic circuit.

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

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

(1) **Continuous Running.** The system whereby a vehicle moves continuously over a route, being transferred from third line driver to second line driver at the XP.

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

(3) **Cross Loading.** Third line veh off loads its stocks into second line veh at the XP.

c. **RP.** These are installations allocated on the scale of one per division where main holdings of C Sups are held. They are controlled by G4 staff. NACST is responsible for providing command and technical control elements for each RP. It is likely that the Comd ST Bde could draw the necessary NACST manpower from third line transport units and such units as the Army petroleum Reserve Depots. In addition the CDOS provides and account for ammunition. The staff is responsible for providing labour and local protection. Rps are normally sited in the rear DSA within daily range of second line transport so that daily replenishment can be achieved preferably in the hour of darkness. A maximum of 2 days stocks are located in the RP. The CO of the Command element is responsible for:

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

(5) Liaison.

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

e. Second Line Transport Locations. Second Line transport units responsible for keeping DPs or commodity points stocked are normally located in the DSA. In order to control transport, loaded vehicles serving between RPs and DPs and empty vehicles returning to the RPs stage through the second line transport unit locations. It should also be noted that units in the vicinity may draw direct from second line transport unit location.

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

- (1) Supply Platoon NACST.
- (2) Petroleum bulk operating platoon NACST.
- (3) Petroleum filling platoon NACST.
- (4) Equipment platoon NACST.
- (5) Ammunition platoon NAOC.

- (6) Detail store platoon NAOC.
- (7) Bulk store platoon NAOC.
- (8) Vehicle platoon NAOC.
- (9) Local resources platoon NAOC.
- (10) Laundry and bath section NAOC.

SYSTEM OF DELIVERY IN THE THEATRE OF OPERATION

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

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

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

122. The Bde second line transport then moves the supplies from the RPs forward to the DPs in the Fwd BSA. From the DPs unit veh (first line Tpt) draw unit requirements. For arty ammo the second line transport normally moves direct to the gun position depending on the prevailing operational situation. Empty vehicles from the DPs stage through their Divisional ST locations to a predetermined XP or direct to the RP.

ROAD TRANSPORT IN A THEATRE OF OPERATION

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

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

124. **First Line Transport.** This is transport organic to units. It can be sub-divided into F, A and B echelons. In certain units such as armoured regiments and mechanized battalions A echelon are split into A1 and A2.

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

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

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

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

METHODS OF HANDLING COMBAT SUPPLIES AND TRANSPORT CONTROL

127. The science of transportation involves the movement and delivery of goods in the right condition at the right place and the right time. This calls for a sound technique and control of the transport resources which will be considered under the following headings:

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

individual vehicle collects standard loads from the RP. For example, a standard load may consist of:

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

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

- (1) **Use of Containers.** Bulk stocks can be loaded into large containers which are then moved fwd on specialist road vehicles. Containers help to prevent pilferage and offer good protection to their contents. Depending on the size of the containers, the use of special lifting gears may be required. This, however, limits the use of this item in forward areas.
- (2) **Use of Pallets.** Commodities in their packages can be loaded on pallets in NACST and NAOC depots and handled in this form throughout the whole supply and movement system until delivered to units. Mechanical handling equipment is required for lifting and positioning of the pallets. This system reduces labour and the risk of damage.
- (3) **Racking.** The capacity of a vehicle to carry ammunition can be greatly increased by fitting special racks. In this way a 5 ton vehicle may carry

as many as 160 rounds of 105mm tank gun as compared with 88 rounds without racking. These are, however, penalties as it takes longer to unload the vehicle and the vehicle itself cannot be used for carrying other loads until the racking is removed.

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

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

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

(c) **Fuel Pods.** This method relies on the use of flexible pod which can be carried by vehicle with an equivalent e-country performance to the vehicles or tanks they are supporting.

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

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

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

OTHER FORMS OF TRANSPORT

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

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

SUMMARY

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

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

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

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

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

135. Comd Bde ST has to liaise closely with G4 staff so that the division can be provided with the necessary number of DPs and RPs with the correct overall capacity.

136. Centralized control of second line transport enables the maximum use to be made of transport primarily by retaining flexibility.

SELF ASSESSMENT QUESTIONS

137. a. You have been operating for the past 7 days and suddenly your QM ran into your comd post to tell you that the unit has run short of POL and ration and that your ammo is almost exhausted. You quickly got on your set to make a quick demand for these items. How do you see these items reaching you in the fwd BSA from RP in the rear DSA and in what transport. Support your explanation with a diagram.

- b. Explain briefly the following terms:
 - (1) Materiel.
 - (2) First line support.
 - (3) F, A and B echelons.
 - (4) Replenishment point.
 - (5) Dumping.
- c.
 - (1) What is combat supply?
 - (2) What principles apply to the distribution of combat supply?
- d. What are the main responsibilities of NACST?
- e. What is an XP, why is it required? Roughly where will it be located and what happens there?
- f.
 - (1) Define a DP and state its composition.
 - (2) Explain how an established DP will be operated. How do you refuel a Tank in a DP and how do you operate a DP for an infantry unit?

HINTS ON ANSWERING SAQ

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

- a. What should be supplied in C Sups, Ordnance stores.
- b. The replenishment cycle, indicating line of tpt used at each level. (first, second and third).
- c. The pers to man the different supply points e.g Ord man ammo pts while ST pers man rats and petrol points.
- d. The diagram should show correct sitting of the different admin areas e.g DP in Fwd BSA, RP in rear DSA see Annex A to Lecture Two. The question can be discussed as follows:

1. This should be a sub-sub presentation to Paragraph 138 d. It should, therefore, be numbered (1) and (2) as indicated. From transit areas supplies are transferred by force transport (third line tpt) to composite Maintenance Area in the communication zone and also to replenishment part in the corps Areas of the combat zone.
2. The ST Bn second line tpt then moves the supplies from replenishment parks forward to the Distribution Points established in both the Division and Brigade Sp Areas.

LECTURE TWO PART 3

THE RESPONSIBILITIES AND ROLE OF NAMC

INTRODUCTION

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

OBJECTIVE

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

RESPONSIBILITIES OF NAMC

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

- e. The preparation of the medical plan and for the implementation of the plan when it has been agreed by the staff. A medical plan includes provision for wounded prisoners of war and refugees.

PRINCIPLE OF OPERATION

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

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

- a. Remove casualties as quickly as possible from unit to allow those units to retain their mobility.
- b. Evacuate them as far from the battle as is necessary to enable effective treatment to be carried out.

144. Casualties should not be held in forward areas during battle for longer than necessary. The policy is that only minor cases are treated in the battle area. In most cases, casualties are evacuated to field hospital as soon as possible. Experience in previous wars has shown that if possible, a casualty in need of surgery should reach the surgeon within 6 hours of being wounded, having had some skilled attention in units and in the MRS on the way. 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, armoured regiment and artillery regiment has a Regimental Medical Officer (RMO) who commands the medical unit. He is assisted by nursing officers and medical assistants. The RMO is responsible for establishing and operating the Regimental Aid Post (RAP). At the RAP the RMO carries out the following procedure:

- a. He assesses the condition of all casualties and gives the appropriate treatment enabling the individual to return to duty or preparing him for evacuation. Fit soldiers are sent back to unit.
- b. He initiates the field medical card which is fastened to the casualty and on which is recorded the diagnosis and treatment given at each stage of evacuation.

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

148. **Field Ambulance.** Second Line Medical cover is provided by an FD AMB which are allocated on scale of one per brigade. A Fd Amb is fully mobile on its own transport and carries sufficient tentage to enable it to work in the field when suitable buildings are not available. Also, it does not do surgery unless a surgical team is attached. The outline organisation of a Fd Amb 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 FD AMB 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.** A Field Ambulance consists of the following elements:
 - (1) HQ consisting of a command post, quartermaster's department and MTO Office.
 - (2) Clearing platoon.
 - (3) MRS transport platoon, provided by the ST.
 - (4) Collecting Company.
 - (5) Hygiene Platoon.

c. **Main Dressing Station.** A Field Ambulance normally establishes one Main Dressing Station, (MDS), consisting of the HQ and the clearing platoon. The clearing platoon is an essential part of the MDS and contains the medical and dental personnel primarily responsible for treatment. At the MDS, casualties receive some treatment. They are prepared for further evacuation and are documented. If only an MDS is deployed, it is likely to be sited in the fwd 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. Such a split is the exception rather than the rule because 2 dressing stations can only be effectively sustained for short periods and the ability to deploy collecting effort forward is impaired. A split does, however enables:

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

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

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

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

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

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

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

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

149. **Field Hospital.** Third line medical cover is provided by field hospitals which will probably be found from the static base hospitals in each division. A field hospital is not mobile, having only administrative transport. It requires approximately 30 x 5 tone vehicles, provided by NACST second or third line transport resources, to enable it to move in one lift. It carries sufficient tentage to set up in the field but suitable buildings are preferred, field hospitals are normally located in the rear DSA. Field hospitals are sited far enough forward to receive casualties with 6 hours of wounding, and yet must be far enough back to minimize likelihood of becoming involved in an enemy action. The site should be at least 1000 metres away from likely enemy targets such as ammunition dumps and supply depots. There must be good road communications and if possible be located close to air and rail heads. Adequate water supply is essential. A typical organization of a field hospital is shown diagrammatically in SOHB. This diagram should be studied in conjunction with the following paragraphs.

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

- (1) Provide early life saving surgery.
- (2) Provide post operative treatment and nursing for up to 10 days before evacuation. It may also have to treat other sick and wounded until they can be evacuated.

b. **Organisation.** A field hospital consists of the following:

- (1) Reception and evacuation.
- (2) Wards.

(3) Specialist medical and surgical departments including X- ray pathology, physiotherapy, dental sections and laboratory (clinical) side room.

c. **Capability** A typical field hospital may provide 200 or more beds. Each hospital is likely to have 2 surgical teams, each of which is capable of handling 12 to 15 major surgical cases in a 24 hours period. This capability may be increased by attaching independent field surgical and transfusion teams to the hospital.

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

CASUALTY EVACUATION

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

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

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

153. **Evacuation from the MDS.** Responsibility for evacuation from the MDS to the Field Hospital rests with the CO. Third line

wheeled ambulance transport is provided from NACST resources but is controlled by CO Div Medical Centre. A suitable system for controlling this third line transport is to establish an MRS control post in the divisional area. Some ambulance are sent forward to the MDS, as a full ambulance is sent forward. It should be noted that if the 6 hours target is not being met, it is possible to set up an advance surgical centre (ASC) by reinforcing the MDS with field surgical and transfusion teams.

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

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

COMMAND AND CONTROL

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

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

- a. SO1 Medical and SO1 Dental.
 - (1) Advises the Commander and divisional HQ staff on medical matters.
 - (2) Controls all medical units allocated to his division.

- (3) Implements the divisional medical plan.
- b. (1) Allocates and control nurses within his/her division area.
- (2) Advises on nursing matters.
- (3) Supervises nursing standards and training.

MEDICAL STORES AND EQUIPMENT

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

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

SUMMARY

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

160. It must be realized that:

- a. The promotion of health and hygiene within the NA is an important NAMC function which can only be satisfactorily discharged with the full co-operation of commanders at all levels.
- b. The existence of an efficient casualty evacuation system has a 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.
- b. State briefly the need for the following:
- (1) MDS and ADS.
 - (2) ASC.
 - (3) CASEVAC by Air.
- c. The NAMC have some units in the divisions.
- (1) Give the names of these units.
 - (2) Draw and outline organisation of an Fd Amb.
 - (3) What are the roles of an Fd Amp.

HINTS OF SELF ASSESSMENT QUESTIONS

162. a. (1) CASEVAC diagram given in the module is very important.
- (2) Briefly state the evacuation procedure from the point of wounding to the Fd hospital in the Rear DSA outside the dental and medical equipment supply as shown in the diagram.
- b. (1) MDS and ADS are necessary when casualty rate is high.

They open alternatively and usually leap frog.

- (2) Advance Surgical Centre necessary when the Fd hospital is not close enough to obey the six (6) hours criteria. See details in the module.
- (3) When possible, CASEVAC by Air is useful to hasten treatment of men and a quick return to their unit have eliminated reinforcement problem.
- c. (1) NAMC have the following units in the division:
 - (a) CAP.
 - (b) RAP.
 - (c) MRS.
 - (d) MDS.
 - (e) ADS.
 - (f) Fd Hospital.
- (2) The roles are seen as:
 - (a) CASEVAC from RAPS to MDS or ADS if established.
 - (b) Treatment and documentation of Case

REFERENCE

163. Staff Officers Hand Book (SOHB).

LECTURE TWO PART 4

BURIAL

INTRODUCTION

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

165. The overall policy of burials in the battlefield and the locating of cemeteries is the responsibility of the G3 Staff at the brigade and divisional levels. Whenever possible, the appropriate senior Padre/Imam should be a member of the party selecting cemetery sites.

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

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

- a. To inform the deceased NOK.
- b. To compile an inventory of the property of the deceased on behalf of and for the handing over to the NOK.
- c. To inform Army HQ Finance and Records in order to enable unit to bring his records up-to-date for necessary benefits.

- d. To compile adequate statistics of death.

OBJECTIVES

168. At the completion of this lecture, the students will be able to:

- a. Discuss the need for burial procedure.
- b. List the types of burials.
- c. Describe the burial procedure.
- d. Discuss the methods of marking.
- e. Explain ways of disposal of personal effects of the deceased.
- f. Appreciate the need of the NA to keep record.

CATEGORIES OF BURIALS

169. The following are the categories of burials:

- a. **Emergency Burial.** Emergency burial is a hasty burial usually carried out by the unit on the battle field when circumstances do not permit evacuation to a rear area.
- b. **Temporary Burial.** Temporary burial in a temporary cemetery and is normally carried out by the unit. When death occurs in the rear areas, or when circumstances permit evacuation from the forward areas this will constitute the initial burial.
- c. **Permanent Burial.** The permanent burial is direct burial into a formal cemetery or reburial by concentration into a permanent cemetery. The corpse buried in sub-

paras a & b above could be exhumed and re-buried appropriately at approved cemetery when situation permits.

d. **Trench Burials.** Trench burials are carried out when casualties are high. Several individuals are buried in a common grave, usually a trench. Whenever practicable, the deceased of different nationalities should be interred in separate trench graves. An improvise marker or high cross should be erected at each end of the trench. In addition a bottle or can inside both will show the distance of each individual from the marker in question. The word trench burial must be clearly inscribed.

e. **Group Burials.** A group or multiple burial is a burial in a common grave of several unsegregated and individually unidentified remains, e.g. after an air crash or nuclear fusion. In group burials, number of all unknown will be listed and the words "Common grave" be clearly inscribed.

f. **Unidentified Dead.** The method used for burying and reporting unidentified dead will be similar to that used for identified dead except that the word "unknown" will be listed in place of the name. Any detail that may assist subsequent identification such as shoulder title or rank badges, exact spot on which body is found will be noted on the burial report.

MARKING

170. Marking is a procedure that ensures the correct identification of the body and the grave. One identity disc must be buried with

the body. Where there is only one disc, this will on no account be removed from the body.

171. Graves will be marked by pegs to which a grave location's label is attached. If pegs and labels are not available, an improved marker or high cross will be erected. At its foot, a bottle and can will be half buried, open and downwards and contains a paper with details listed below recorded in black lead pencil:

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

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

BURIAL PROCEDURE

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

RESTRICTED

- a. The corpse is brought back to the location, (using a Bn HQ as an example) and handed over to the Bn Medical unit.
- b. The Bn Comd sends out a Noticas to its Medical unit with info to Bde HQ giving full particulars of the deceased, including any front line medical report.
- c. The Bn Medical Unit relays the Noticas to its Med HQ with info to the Bde.
- d. The Comd instructs his QM to take inventory of the personal effects of the deceased, which will be packed, labeled with number, rank and name, the address of the NOK is put against the personal effect before they are dispatched to the Bde HQ.
- e. The Bn informs the padre/Imam and provides the coffin. The Medical Unit prepares the body and the corpse is buried with military honours after prayers have been said by the padre/Imam.
- f. If it is not possible to bring the corpse to the rear, the corpse is buried in front with military respect after prayer have been said by a Christian or Moslem colleague according to whichever religious denomination he belonged.
- g. It is necessary to mark the graves at all times so that at the end of hostilities, relatives will be able to locate the graves if they wish to do so. The bodies could also be exhumed for interment at their locations of choice if so desired.

METHODS OF EMERGENCY BURIALS

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

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

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

DISPOSAL OF PERSONAL EFFECTS (PROPERTY)

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

178. An inventory will be made of the deceased personal effects at the time, preferably by G4 staff, signed by an officer, properly packed and labeled with his particulars.

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

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

SUMMARY

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

182. The following points should be noted in this module:

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

SELF ASSESSMENT QUESTIONS

183. a. During an air raid on our location, 79NA/7112 Cpl Dodo Dung was killed.

- (1) Why is it necessary to accord proper burial to Cpl Dung?
- (2) Describe in detail the burial procedure of the deceased.
- (3) How will his personal effects be disposed?

b. Name 6 types of burial that you know. Describe fully any 3 types.

- c. Discuss the methods of marking the corpse and the grave.

HINTS ON ANSWERING QUESTIONS

184. a. (1) 79NA/7211 Cpl Dodo Dung is accorded proper burial for the following reasons:

- (a) To boost the morale of the fighting troops and show respect for the dead.
- (b) Unit is able to inform deceased NOK.
- (c) Arrangement made for benefits to be paid.
- (d) A means of compiling statistics of death.
- (e) Inventory of the deceased property is taken and handed over to NOK.

- (2) The detail burial procedure of Cpl Dung will be something like this.

- (a) The body is brought back to location.
- (b) CO sends Noticas to its Medical Unit info Bde HQ. The NOK is informed.
- (c) CO instructs the QM to take inventory of the deceased personal effects which should be packed all labeled with his particulars and that of NOK.
- (d) The Unit padre/Imam is informed.
- (e) The Medical Unit prepares the body for burial.

RESTRICTED

(f) Deceased is then buried with military honour after prayers by the padre/Imam, and the grave duly marked.

(3) The personal effects of Cpl Dodo Dung will be disposed thus:

(a) Inventory of the property is taken by the QM.

The property is packed and labeled with the deceased particulars. Also the address of the NOK is attached.

(b) The property is sent to the Bde HQ and NOK is informed.

(c) The Bde HQ sends the property to the Div where the NOK goes and collects. The NOK must sign before collecting the property.

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

b. The 6 types of burials are:

(1) Emergency Burial.

(2) Temporary Burial.

(3) Permanent Burial.

(4) Trench Burial.

(5) Group Burial.

(6) Unidentified Dead.

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

c. Marking is carried out as follows:

(1) One identity disc is buried with the body where there is only one disc, it will not be removed from the body.

(2) Graves should be marked as follows:

(a) Pegs with grave location level attached.

(b) When pegs and labels are not available, his cross or improvised marker will be erected.

(c) Half buried bottle or can with open and downwards could be used containing the following information:

(i) Name.

(ii) Number.

(iii) Rank.

(iv) Sex.

(v) Nationality.

(vi) Date of death if known.

(vii) Date buried.

(viii) By whom buried.

(ix) Religion.

LECTURE TWO PART 5

THE RESPONSIBILITIES AND ROLE OF NAOO

INTRODUCTION

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

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

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

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

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

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

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

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

NAOC UNITS IN THE DIVISION

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

- a. Stocks of fast moving items of MT and Tech spares for the unit maintenance and repairs of vehs, wpns, radio and other major equipment.
- b. Stock of selected fast moving items of general stores.
- c. A very limited scale of controlled stores such as personal wpns and radio sets. It may include a mobile laundry and bath section which is capable of providing each man in the Bde with a change of clothing and shower once a week.

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

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

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

- a. Holding stocks of all vehs relevant to the division for issue to units. Part of the stock may be part of NA reserve.
- b. The preservation and servicing of stock vehicles.

- c. Receipt and subsequent storage of repaired vehicles from technical base workshop NAEME where the original owner unit has
- d. The disposal of vehicle sentenced "beyond repairs" already received a replacement.

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

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

COMMAND CONTROL

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

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

- a. Command of all OFPs in the division and technical control of NAOC store sections and any NAOC personnel attached to NACST units.

- b. Adviser to the GOC on all NAOC matters.
- c. Receipt, consolidation and processing of urgent demands for
- d. Supervision of local purchases and procurement of materiel and services which are NAOC responsibilities.
- e. The CDOS has technical control over the BODs, BADs and BVDs to ensure compliance to laid down procedures and report direct to the Comdt NAOCs/GOC on these. He has no power of direct command over these depots.

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

ORDNANCE STORES

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

- a. The range and quantity of equipment in a unit or formation.

- b. Past experience of requirements.
- c. NAEME advice or Forecast.

198. **First Line Scale.** This comprises:

- a. **Unit Repair Scale.** Unit repair scale is a small stock of minor assemblies and spare parts of vehicles, wpns, radio sets and other technical equipment held by each unit. This enables unit personnel and attached NAEME tradesmen to carry out unit repairs.
- b. **Unit Equipment Scale.** This is laid down in the units equipment table which authorized the QM to hold the equipment, tools and stores required by the unit to do its job.
- c. **Clothing Scale.** The QM will normally hold one month's stock of clothing for his unit.

199. **Second Line Scale.** Second line scale with which it supports unit consists of:

- a. **Unit Support Scale.** The OFP holds sufficient items to replenish unit stocks based on the factors discussed paragraph in 197 a-c.
- b. **Field Repair Scale.** The NAOC store section holds sufficient assemblies and spares to enable its parent workshop to carry out field repairs.

200. **Controlled Stores.** Vital operational items and stores in short supply are controlled by the G staff. When units require replacements they must obtain G staff release which is normally granted on a priority basis. NAOC unit may only issue such items when release has been authorized.

SUPPLY SYSTEM IN WAR

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

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

DEPLOYMENT OF UNITS

202. The deployment of NAOC unit involves:

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

- d. **BAD** The BAD elements of unit necessary to support the operation are to be co-located with RP in the rear DSA.

SUPPLY AND DEMAND

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

- a. **MT Technical and General Stores.** The stores section demand items direct from the BOD without going through OFP.
- b. **Clothing.** Clothing is supplied monthly, unit demand are passed to BOD who consolidates them before notifying CDOS of the Bde requirements. Divisional units deal direct with the divisional staff.
- c. **Controlled Stores.** The demands for controlled stores are initiated by the units after an equipment casualty report. Supply depends on both releases from the G4 staff and the availability of the items required. Divisional units deal direct with the divisional staff.
- d. **Ammunition.** Ammunition Supply follows the normal system from C Sups.
- e. **Vehicle.** The demands are initiated by the staff after receipt of a veh casualty report. The supply chain utilizes the OFP as an RV where a unit driver can collect the veh or NACST collects vehs for units. Divisional units deal direct with divisional staff and may collect vehs from their OFP or the BVD depending on which is closer.

PEACE TIME SYSTEM

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

205. **Command and Control.** Though the BODS are located within the divisional area they are directly under the control of the Comdt. The CDOS has technical control over the Base Depot, OFPs and Wksp stores section.

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

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

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

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

SUMMARY

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

210. It must be realized that:

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

SAQ/REVISION QUESTIONS

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

HINTS ON SAQ/REVISION QUESTION

212. a. In answering this question, students should state the primary and secondary responsibilities of the NAOC. The role of NAOC in war time is also relevant.
- b. Divisional NAOC units are:

RESTRICTED

(1) OFP – One per Bde.

(2) Stores Section attached to Infantry and Armoured workshops.

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

LECTURE TWO PART 6

ORGANISATION AND FUNCTIONS OF ORDNANCE FIELD PARK AND NIGERIAN ARMY LOGISTICS BASES

INTRODUCTION

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

ROLE OF THE OFP

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

COMPLIMENTARY TASK

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

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

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

RESPONSIBILITIES OF OFP

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

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

PROVISION

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

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

ISSUE

219. **Two types of issue:**

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

RECEIPT

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

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

HEAVY LIFT ITEMS

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

CONTROLLED STORES

222. OFPs hold small reserves of controlled stores. Demands are passed by units by means of controlled stores casualty states to staff of formation HQ. Controlled stores include the following:

- a. Radio or wireless sets.

- b. Rifle or other equipment.
- c. Binoculars, Compasses, etc.

STORAGE

223. The 2 types of storage are:

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

SITTING

224. OFP sitting requirements are:

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

LAYOUT

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

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

MOVEMENT

226. Movement orders will be received from formation Q staff but all aspects of movement orders must be covered by unit standing orders. Organisation for a move may take the following:

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

METHOD

227. The following procedure will be followed:

- a. Immediately on receipt of warning order, recce party will move to new location. OC recce party will select sites for various groups and determine defensive positions to be manned.
- b. Advance party will follow the recce party. It will sign up the part and carry out detailed sitting of vehicles as directed by the OC recce party.
- c. After signing is completed, guards will wait at the beginning of the circuit. On arrival of the main body, they will guide the vehicles to their exact location, camouflage

of vehicles, digging of trenches for nuclear protection, weapon pits etc will be carried out according to priority.

d. The rear party will clear the old site and report to the new site as quickly as possible.

CONVOY PROCEDURE

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

DEFENCE

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

DEFENCE ON THE MOVE

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

AIR PORTABILITY

231. The OFP also carried its stores by air. The quantity of stores is however limited. When this happens all OFP personnel must be given the high standard of training in air portability.

FIELD DEPLOYMENT

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

LAYOUT

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

NA LOGISTICS BASE

234. The concept of logistics bases in the Nigerian Army revolves around ensuring that the military's operational capabilities are supported by efficient supply, transportation, maintenance, and infrastructure systems. These bases are critical hubs for planning, executing, and managing the movement of resources, equipment, personnel, and materials necessary for the Nigerian Army's missions. Here's a breakdown of how this concept typically works.

235. **Role of Logistics Bases.** The following are the roles of NA Logistics Bases.

- a. **Supply Chain Management.** Supply chain management is one the roles of logistics bases as they manage the supply of essential items, including

ammunition, food, fuel, and spare parts. These items are crucial for sustaining troops during operations.

b. **Maintenance and Repair Facilities.** They house workshops for vehicle maintenance, equipment repair, and recovery services, ensuring operational readiness of army units.

c. **Storage and Warehousing.** Bases are equipped with depots to store various military assets securely, ranging from small arms to heavy vehicles.

d. **Transportation and Distribution Hubs.** They act as central nodes for the transportation of materials to the front lines or other operational theaters. This includes overseeing the army's fleet of trucks, aircraft, and ships where necessary.

TYPES OF LOGISTICS SUPPORT

236. NA Log Bases are structured and managed to provide logistics support to the operational sectors. The responsibilities are basically centered on provision of logistics, which it performs using the components of the individual NA logistics corps. These supports include:

a. **Combat Service Support (CSS).** Provides direct support to units engaged in combat. This can include the quick resupply of ammunition, food, and fuel.

b. **Medical Support.** Logistics bases often include medical facilities for treating wounded personnel, and they manage medical evacuation (MEDEVAC) processes.

- c. **Engineering and Construction.** Some bases are equipped with engineering units responsible for building and maintaining military infrastructure like roads, bridges, and camps, which are critical for operations.

KEY ASPECTS OF THE NA LOGISTICS BASES CONCEPT

237. **Strategic Location.** Logistics bases are established in strategic locations to support military operations, considering factors like accessibility, security, and proximity to areas of operation.
238. **Infrastructure Development.** Logistics bases are equipped with necessary infrastructure, including storage facilities, fuel depots, vehicle parks, and maintenance workshops.
239. **Supply Chain Management.** Logistics bases manage the supply chain to ensure the timely delivery of materials and equipment to support military operations.
240. **Maintenance and Repair.** Logistics bases provide maintenance and repair services for equipment and vehicles, ensuring operational readiness.
241. **Medical Support.** Logistics bases may include medical facilities to provide support and care for personnel.
242. **Accommodation and Welfare.** Logistics bases provide accommodation and welfare services for personnel, including food, water, and sanitation facilities.
243. **Security.** Logistics bases are secured to protect personnel, equipment, and supplies from external threats.

244. **Command and Control.** Logistics bases are integrated into the army's command and control structure to ensure effective coordination and communication.

245. **Flexibility and Scalability.** Logistics bases are designed to be flexible and scalable to adapt to changing operational requirements.

246. **Interagency Cooperation.** Logistics bases may facilitate cooperation with other military services, government agencies, and civilian organizations to enhance support and coordination.

SAQ/REVISION QUESTION

247. Describe the deployment of an OFP in war time, and explain how it carried out its support role. Highlight the key aspects of NA logistics bases.

HINTS ON ANSWERING SAQ

248. Students should remember the logistic presentation at JDSC in Jaji. You find that there is usually a need to split the OFP into 2 a forward column located in the forward BSA, and the rest of OFP located in the BSA. Refer to the module for support provided by the OFP and the demand system for items not available. The 10 key aspects of could be listed in any order as itemized in the module.

LECTURE TWO PART 7

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

INTRODUCTION

249. The NAEME Corps is organized into a HQ located in Bonny Camp, Lagos. It is headed by a Corps Commander of the rank of a Lieutenant General by establishment, and is responsible to the Chief of Army Staff. Other establishments include the Nigerian Army School of Electrical and Mechanical Engineering in Auchi, Technical Group Electrical and Mechanical Engineers in Lagos, various formation workshops supporting NA across the country.

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

OBJECTIVES

251. At the end of this lecture, student will be able to understand:

- a. The command and control of NAEMEs.
- b. The repair and recovery systems.
- c. Depths of repairs.
- d. The condition of equipment.

COMMAND AND CONTROL

252. NAEME representatives form part of all formation HQs in area of operations. Thus, at the divisional headquarters will be

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

REPAIR AND RECOVERY

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

DEPTH OF REPAIRS

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

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

workshop established in BSA/DSA. This is known as Second Line NAEME Support.

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

CONDITION OF EQUIPMENT

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

S Serviceable.

O No repair required but the fault should be kept under observation.

Q Can be made serviceable by the crew.

X Can be made serviceable by the unit.

Y Can be made serviceable by field repair.

Z Can be made serviceable by base repairs.

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

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

BR Beyond Repair.

THE REPAIR SYSTEM

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

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

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

257. A field workshop is self administering and normally divides into 2 parts, a Forward Repair Group (FRG) and a Main Repair

Group (MRG). The composition and functions of these 2 parts are as follows:

- a. **FRG.** The FRG is made up of a number of FRTs, recovery vehicles and store elements. It will effect major assembly changes to operationally vital 'A' vehicles. The work of FRG is controlled by the CO Bde workshop. The FRG will normally be located in BSA and be under command of the Bde for movement and daily maintenance.
- b. **MRG.** The MRG carries out field repairs to the remainder of the equipment in the Div AOR. The work of the MRG is controlled by the CDEME.

THE REPAIR POLICY

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

RECOVERY

259. Recovery is the process of extricating disabled equipment from the point of breakdown to the place where it can be repaired

or backloaded. The movement of this equipment out of the theatre of operation is known as evacuation.

260. There are 3 basic recovery tasks in battle.

a. **Vehicle Casualty.** The first stage of vehicle casualty recovery is the towing of vehicles to a place of relative safety where repairs can be completed. Vehicles become casualties when they have been damaged in battle or suffered serious automotive failure. This process is illustrated in SOHB

b. **Immobilized Vehicles.** Immobilized vehicles refer to the recovery of AFVs that are in every other respect fit for battle but are bogged or ditched. Current recovery policy provides for rapid response so that such vehicles are extracted without delay and are consequently returned to their units battle worthy.

c. **Route Clearance.** Route clearance is essential to retain the ability to manoeuvre and redeploy forces in battle. This flexibility will be prejudiced unless routes can be kept open, particularly at choke points. Recovery vehicles are, therefore, placed to remove vehicle casualties at critical points where any delay in the movement could lead to failure of operations.

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

SUMMARY

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

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

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

SELF ASSESSMENT QUESTION

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

HINTS ON ANSWERING SAQ

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

RESTRICTED
LECTURE TWO PART 8

CUSTOMS TRADITIONS AND ETHICS OF THE NA

INTRODUCTION

266. 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, are key to managing troops in peace and wartime. They give our soldiers a feeling of pride to understand why things are done peculiarly. Army traditions are customary patterns of thoughts, actions or behaviour identifiable with a group of people. They include information, beliefs and customs handed down by word of mouth or by example from one generation to another, with or without written instructions. On the other hand, ethics are rules or principles of behaviours for persons, groups or communities, which are sometimes written down to be observed. Ethics involve the person's conscience in judging right or wrong, while customs are established practices of a community or group and may be written or unwritten.

OBJECTIVES

267. 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

268. **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. All NA formations and units must make deliberate efforts to train buglers to sustain the practice of this critical army tradition.

269. **Retreat.** "Retreat" is taken from the French word "Retreat" 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. The 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 a tradition today, also applies 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.

270. **Tattoo.** Tattoo is an outdoor military show that uses the bugle at night to check men daily after the day's work. Initially, this word was rendered in English as 'tap toe' or 'tap too'. Occasionally, officers and soldiers may be treated to a tattoo musical show in the NA. At the unit level, the event checks the

men daily after work. This ensures that all personnel are back and complete in the barracks. It helps Commanders at all levels to account for their men. Immediately after the tattoo, the lights-out signal will be given. The timing for the tattoo will depend on the necessity of duty for the unit, though it is expected that by 2300hrs, all unit activities should have ended.

271. **Quarter Guards.** Units and formations mount quarter guards to showcase the unit's discipline, alertness and readiness. They are inspected by unit commanders daily or weekly as may be convenient, and they are visited by formation commanders and deserving special guests in 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 a 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 the permission of the Adjutant.

272. **Change of Quarter Guards.** A 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 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. Please see the NA pamphlet entitled Ceremonial for the Army 1975 for the procedure.

273. **Change of Guards.** Change of Guard Parade is a ceremonial parade conducted at the State House and the National Cenotaph to signify changing 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 patrol between the 2 guards. At the same time, the old Quarter Guard hands over to the new one. This parade is conducted weekly by troops from the Guards Brigade and could also be performed on special occasions.

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

attendance. This 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.

275. **Regimental Guard Mounting.** Regimental guard mounting is one of the routine activities in the unit. 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. All ranks must perform best in the Regimental Guard Mounting Parade matters. The parade is mounted twice daily, in the morning and evening, as appropriate, at the unit parade ground.

276. **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.

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

278. **Commanding Officer's Parade.** Commanding Officer's parade is a regimental parade held at a unit level, usually monthly. All unit personnel attend, 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.

279. **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.

280. **Amalgamation Parade.** An 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. This parade is essential because it is like breathing a new life into a newborn, signifies the beginning of the unit's life. The COAS or his representative presents the unit with the flag received by the commanding officer on behalf of his troops.

281. **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 many of the unit's personnel. 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.

282. **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.

283. **Passing Out Parade.** A parade is passed out at 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.

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

285. **Armed Forces Celebration and 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 who 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 occur 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.

286. **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

287. 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 up in sacred or public buildings, helps to maintain the atmosphere of veneration with which they are surrounded. Colours are presented to combat and combat support units/regiments only. Rendering honour to Colour is an integral part of the NA tradition. National Colour is always accorded its due honour when paraded with other colours by being flown on the right of other colours. All officers, soldiers and their families as well as invited guests are expected to rise when the colours march past them during military ceremonies and parades. Officers and warrant officers in uniform are to salute the colours.

288. **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.

289. **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.

290. **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.

291. **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

292. **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.

293. **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.

294. **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.

295. **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.

296. **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.

297. **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.

298. **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. Commander Training and Doctrine Command (TRADOC).
- c. Army Commandants of tri-Service institutions.
- 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

298. 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

299. 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.

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. **L o y a l t y.** 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 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) L o s i n g c o m p l e t e i n d e p e n d e n c e o r impartiality.
- (4) I m p e d i n g g o v e r n m e n t e f f i c i e n c y o r 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 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

300. **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 personal 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 in 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:

- (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 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

301. 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 to report any incident promptly. Similarly, initiation practices involving assault, humiliation, intimidation and abuse of alcohol are not to be tolerated. Regimental customs must not involve any form of abuse.

- c. **Social Conduct.** Service personnel must not sexually abuse subordinates. Amorous relationships with the spouses and dependents of officers and soldiers in any form are not allowed. They must not physically or verbally abuse or assault others.
- d. **Religious Intolerance.** Service personnel must tolerate and respect each other's faith.
- e. **Drug and Alcohol Abuse.** Like in the last society, the NA frowns seriously at drug and alcohol misuse. Those involved in them are a liability not only to themselves but also to the group. Their judgment may be impaired, their fitness reduced and health damaged. Drug and alcohol are also a major cause of indiscipline. Personnel under the influence of drug and alcohol cannot be relied upon to perform their duties competently as they can put their lives and those of others at risk. Service personnel must not be involved in drug and alcohol abuse. Unless special permission is given by appropriate superior authority, alcohol will only be sold in the messes and soldiers' club.
- f. **Homosexuality.** Homosexuality is an amorous relationship between males. It is unlawful for an officer or soldier to be engaged in such act, conceal or encourage it notwithstanding the applicable laws where the officer or soldier is located at the time of the act.
- g. **Lesbianism.** Lesbianism is an amorous relationship between females. It is unlawful for a female officer or soldier to be engaged in such act, even if the laws applicable where she committed the alleged act do not consider the act unlawful.

- 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 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. **D u d C h e q u e .** 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 either in service or personal vehicles must avoid reckless driving and driving under the influence of alcohol.

CONCLUSION

302. 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

- 303. 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

304. The routine parades in the NA includes the following:

- (1) Reveille.
- (2) Retreat.
- (3) Tattoo.
- (4) Quarter Guards.
- (5) Change of Quarter Guards.
- (6) Change of Guards.
- (7) Guard of Honour.

RESTRICTED
LECTURE TWO PART 9

INTRODUCTION TO HONOURS MEDALS AND AWARDS

INTRODUCTION

305. The cornerstone of the military profession is a combination of expertise, honourable service to society, responsible stewardship and commitment to duty. This distinctive quality is the catalyst that makes the military profession command respect and recognition from the citizenry. The men and women who lie at the heart of the military institution carry out several outstanding, meritorious acts of service in the discharge of their duty to the nation. These acts inspire the military to confer honours and awards to recognize service of outstanding merit which exceeds the usual demands of duty. The contemporary honours and awards systems adopted by militaries of several nations draw inspiration from the classical era, where the leadership of clans or tribes was bestowed on the bravest men or women. The emergence of regular armies informed a more elaborate approach to the conferment of honours and awards to deserving military personnel. While this elaborate approach remains extant, the military has embraced the practice across its ranks and file. Honours and awards serve as a source of recognition, pride and pleasure to every service personnel. It provides the thrust to stimulate hard work, innovations, bravery, sacrifice and outstanding acts of duty by individuals and groups within the profession.

306. Military service remains priceless in the face of the enormous responsibilities entrusted to the institution and individuals that often demand for extreme personal liability. In the absence of a fair reward, individuals that sacrificed to project national interest are rather appreciated with various but specific

medals. This form of national recognition started with the Roman Empire that decorated rulers and deserving citizens with laurel wreath. The Greek also decorated outstanding citizen with various medals. The Greek diverse approach covered war heroes, athletes, literary geniuses and orators. Though, this diverse approach remains extant, the military has come to embrace the culture across the rank and file. In the modern world, honours and awards occupy a special place in the life of every service personnel to underscore him as stimuli to innovations, bravery and sacrifice by individuals and groups within the aimed professions for the benefit of the state.

307. Modifications immediately followed Nigeria's independence in 1960 regarding force structure, vocabulary, purposes, uniforms and decorations. Although the Nigerian Army has maintained the tradition of decorating its personnel, new honours and awards medals were designed and adopted to reflect the changes. The first was the Independence Medal, reserved for personnel with the Colour by 1 October 1960. Then came the Republic Medal meant for those in service by 1 October 1963. The Nigerian Defence Service Medal, the National Service Medal and the General Service Medal were created for brave men and women who fought the Nigerian Civil War period (1966 - 1970). The Silver Jubilee Medal began when Nigeria celebrated her Silver Jubilee in 1985. Many more medals have since been created to motivate military men and women who have projected or defended Nigeria's interest on various occasions and at different fora.

308. Medals are purposely worn on the left chest. The heart is delighted to bear their gentle weight, feeling their soothing warmth and patriotic rattling sounds. Their sounds speak and inspire patriotism to the heart. Medals add tremendous beauty, respect and dignity to the image (personal presentation and

carriage) of the soldier, his unit, the army and the nation. Each medal on a soldier's chest speaks of his personal discipline, loyalty, patriotism, dedication, bravery, hard work, integrity, selfless service, sacrifice and reproachless professionalism. It also expresses similar traits of his unit formation and the army. The absence of a medal on a deserving soldier speaks ill of the military as it questions professionalism in every respect. The award and wearing of medals in the military is, therefore, not optional; it is a sacred military duty.

309. Not only are medals to be worn by personnel, but a thorough knowledge of their meanings, sources and privileges is required of every citizen. This projects the contributions of individuals and the entire Service to national unity, security and development. Meanwhile, the Nigerian Army has participated in numerous operations within and outside the country, each attracting a particular medal. While ensuring Service preparedness for duty, the entry and exit of personnel cause some medals to work to the detriment of Service history. For example, medals from the First and Second World Wars are extinct and, therefore, are not known by the average service personnel at the current time due to differing service cycles. Medals of 1960 - 1980 may soon fade away from sight and memories with the exit of awardees. Therefore, one of the objectives of this collection is to keep the sights and memories of previous medals alive in every home and office. This book also aims to inform the NA officers and soldiers of such NA medals and badges.

400. Without prejudice to the right of the Chief of Defence Staff (CDS) to award joint operations medals, they have been included in this volume for the reason of awardees being of the Service. Similarly, national medals are included since personnel are among those beneficiaries. Added to the latter category are a few

trophies that run outside the military but are awarded to political offices for their involvement in the control and administration of the Armed Forces and other national assignments and contributions. What remains apparent on the whole is that personnel of the Nigerian Army are duty-bound to recognise all.

OBJECTIVES

401. The objective of this lesson is to introduce learners to:
- a. Terminologies associated to honours and awards.
 - b. Distinguish between medals, brooches, badges and tabs.

TERMINOLOGIES ASSOCIATED WITH HONOURS AND AWARDS

402. There are certain terminologies used in reference to the honours and awards for the NA that need to be clearly understood. These are:

- a. **Distinguished.** The performance of an officer or soldier is said to be "distinguished" where he/she clearly stands out in quality or in a given assignment, period or occasion and command great respect from others.
- b. **Brave.** Bravery is an act of courage displayed in the face of danger, pain or suffering. It is an action exhibited in such circumstances above average requirements without fear, leading to any assignment's total or partial success.
- c. **Gallantry.** Gallantry is a remarkable action or deed, which could include acts of bravery and courage in operation or certain non-operational situations.

d. **Valour.** Valour is an act of bravery displayed especially in war or any operation.

e. **Courage.** Courage is the ability to control fear when facing danger or pain. It is strength in the face of pain or grief and the ability to overcome fear and do something extra- ordinarily brave.

f. **Conspicuous.** An action classified as conspicuous is that which is prominent, easily seen, noticeable, clearly visible, attracting attention and catching the eyes.

g. **Sacrifice.** A sacrifice is giving up something of value for the sake of a greater value to the NA, Armed Forces or the Nation.

h. **In the Face of the Enemy.** An act or courage displayed in the face of adversary physical opposition.

i. **In the Presence of the Enemy.** An act of bravery and courage is displayed where the enemy is present but does not necessarily involve seeing an action, for example, operating behind lines or within enemy territory.

j. **Retirement of Medals.** Some medals have life-spans while others are everlasting. Those with life-spans are retired at the expiration of their individual life periods. Retireable medals are:

- (1) Specific operation medals that are never awarded again once the operation for which they were created ends. Examples are; Operation HARMONY Medal, ECOMOG Operational Medal and

medals awarded to personnel that participated in any UN peacekeeping missions.

(2) Customary award medals covering specific periods. Examples include the Independence Medals (1 Oct 1960- 1 October 1970), Republic Medal (1 October 1963 - 1 October 1973) and the Silver Jubilee Medal (1 October 1960-1 October 1985).

403. Medals such as the Forces Service Star, Meritorious Service Star, Soldiers Medal, and Force Medal do not expire. Once a medal is retired, it will not be awarded to anybody again. However, officers and soldiers in service or on retirement who have been awarded are allowed to use them as prescribed. In other words medals are retired only from being awarded and not from the patriotic chests of those that earn them. The Nigerian Defence Service Medal (NDSM) is unique. It is retireable but could be recalled back to service. The first NDSM came to service from Jul 67 - Jan 70. It has been retired but could be recalled to service with all its features except for the covering period.

MEDAL BROOCH BADGE AND TAB

404. The following are distinctions between medals, badges, brooches and tabs:

- a. **Medal.** A medal is a disc made of gold, silver, bronze, brass or any metal on which are designs and inscriptions acknowledging an achievement or commemorating an event. It is usually in 2 parts: the disc and ribbon.
- b. **Brooch.** A brooch is an ornament of any shape with designs and inscriptions acknowledging an

achievement or commemorating an event. The brooch has no ribbon, but it is fastened to clothing with hinged pin and catch.

c. **Badge.** A badge is a design with inscription on cloth to acknowledge achievement or commemorate an event. It is either sewn or fastened on cloth with a pin or velcro.

d. **Tab.** A tab is a badge worn on the arms between the shoulder and elbow to indicate achievement or to commemorate an event. It is usually sewn on the clothing.

SELF ASSESSMENT QUESTIONS

405. List the terminologies used in connection to honours and awards.

406. Distinguish between medals, brooch, badges and tabs.

HINTS ON ANSWERING SAQ

407. The following are the terminologies used in reference to honours and awards:

- a. Distinguished.
- b. Brave.
- c. Gallantry.
- d. Valour.
- e. Courage.
- f. Conspicuous.
- g. Sacrifice.
- h. In the face of the Enemy.

- i. In the Presence of the Enemy.
- j. Retirement of Medals.

408. The differences between medals, brooch, badges and Tabs.

a. **Medals.** A medal is a disc made of gold, silver, bronze, brass or any metal on which are designs and inscriptions acknowledging an achievement or commemorating an event. It is usually in 2 parts: the disc and ribbon.

b. **Brooch.** A brooch is an ornament of any shape with designs and inscriptions acknowledging an achievement or commemorating an event. The brooch has no ribbon, but it is fastened to clothing with hinged pin and catch.

c. **Badge.** A badge is a design with inscription on cloth to acknowledge achievement or commemorate an event. It is either sewn or fastened on cloth with a pin or velcro.

d. **Tab.** A tab is a badge worn on the arms between the shoulder and elbow to indicate achievement or to commemorate an event. It is usually sewn on the clothing.

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LECTURE TWO PART 10

CLASSIFICATION OF HONOURS AND AWARDS MEDALS

409. 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

410. 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.
- 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

411. 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

412. 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).

413. **Customary Honours and Awards Medal.** 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).
- (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).
- (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).
- (e) Command Medal (CM)/Unit Support Medal (USM).
- (f) NA Outstanding Tactical Command Medal (NAOTCM).
- (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).

414. **Operations Honours and Award Medals.** 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 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.
 - (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).

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- (l) Op HARBIN KUNAMA (Kaduna, Sokoto and Zamfara States).
 - (m) Op CROCODILE SMILE (Niger- Delta).
 - (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).
 - (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.
- (b) ONUCI.
- (c) UNTEA.
- (d) OAU CHAD.
- (e) UNIFIL.
- (f) UNIMOG.
- (g) UNITAG.
- (h) EOM.
- (i) UNMIK.
- (j) UNAVEM.
- (k) UNIKOM.

- RESTRICTED
- (l) MINURSO.
 - (m) UNPROFOR.
 - (n) UNOSOM.
 - (o) UNAMIR.
 - (p) UNMOT.
 - (q) UNPREDEP.
 - (r) UNTAES.
 - (s) UNMOP.
 - (t) UNOMSIL/UNAMSIL.
 - (u) UNMEE.
 - (v) UNAMET.
 - (w) MONUC.
 - (x) UNMIS.
 - (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.
- (f) UNMISS.
- (g) ECOMIB.
- (h) ECOMIG.
- (i) NIMED.
- (j) UNMIS.

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

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

415. **Proficiency Honours and Award Medals.** 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

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

- 417. What are the 4 classes of honours and award medals in the NA?
- 418. List the categories of SHAM in the NA.

HINT ON ANSWERING SAQ

- 419. 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.

420. There are 3 categories of SHAM in the NA. These are:
- a. Customary HAM (CHAM).
 - b. Operations HAM (OHAM).
 - c. Proficiency HAM (PHAM).

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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 necon 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 =750 x5 ton load.

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).

B-2 RESTRICTED

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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.

B-4

RESTRICTED

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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 x5 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 x5 ton load
- (d) Surplus Veh = 252 – 246 x 5 ton.

=6 x5 ton.

B-5 RESTRICTED

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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.

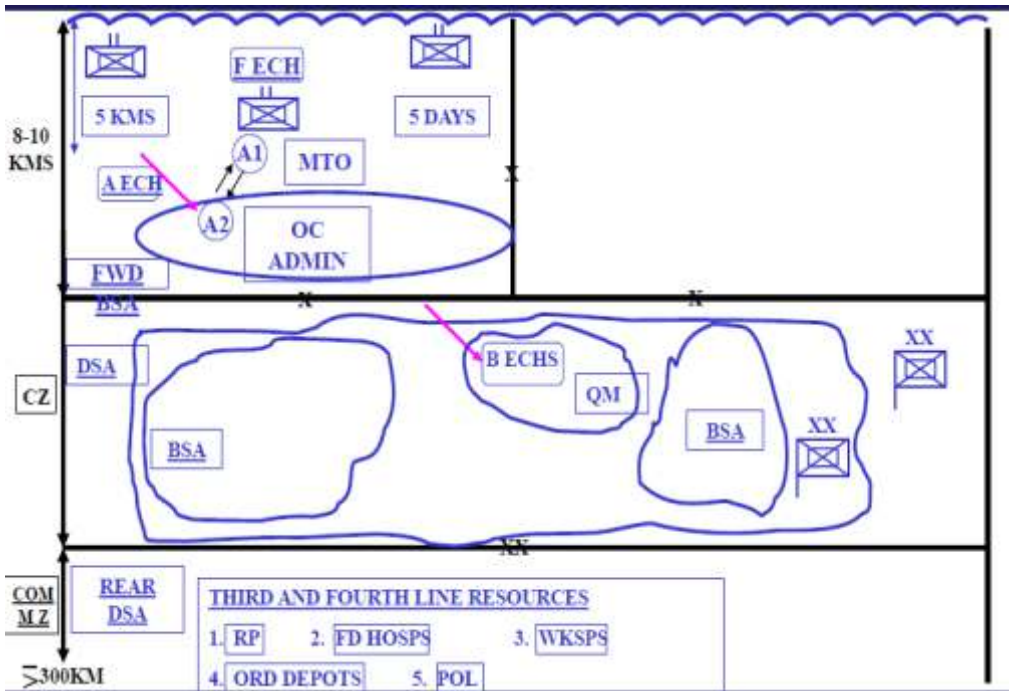
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ANNEX C TO
NOPROM 501
DATED OCT 24

LAYOUT OF COMBAT ZONE



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ANNEX D TO

NOPROM 501

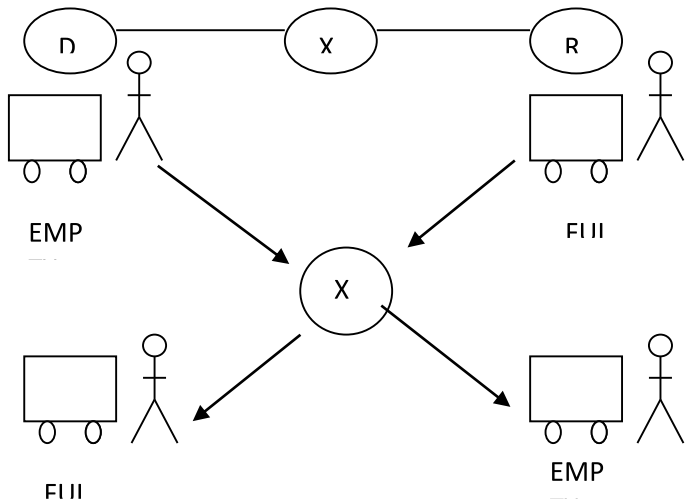
DATED OCT 24

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)

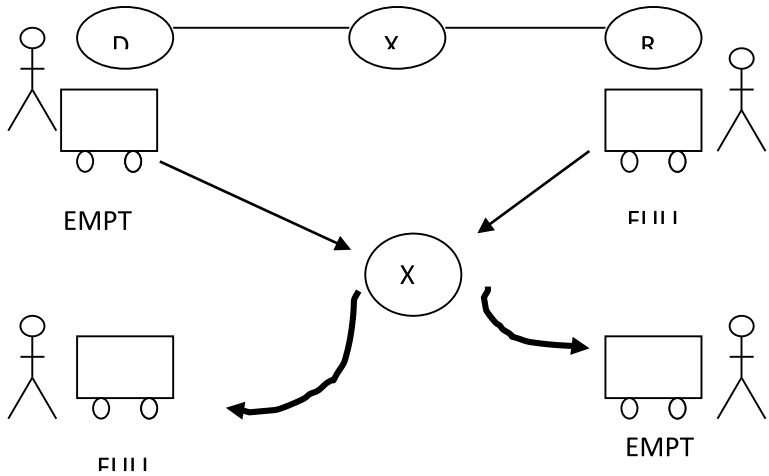


D-1
RESTRICTED

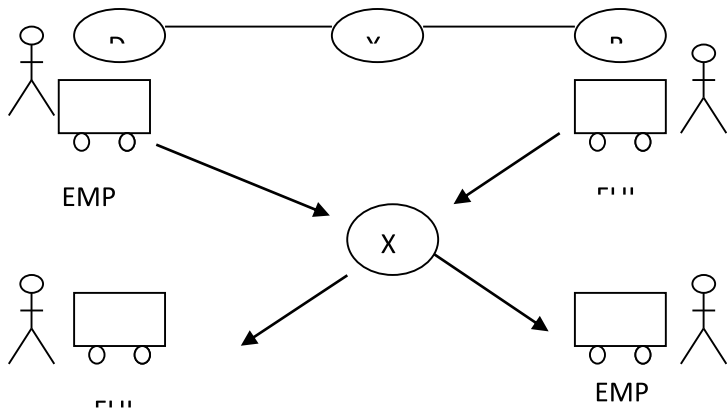
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- (2) Cross Loading. Load from third line vehicle is transferred to empty second line vehicle.



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



D-2 RESTRICTED

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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.

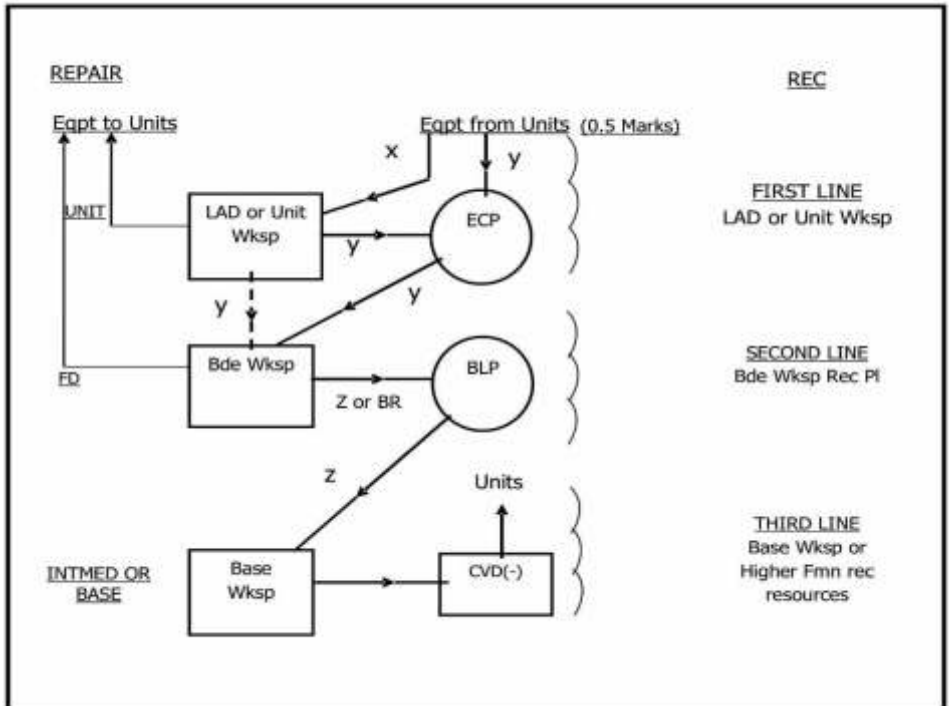
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ANNEX E T
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REPAIR AND RECOVERY SYSTEM IN THE FIELD



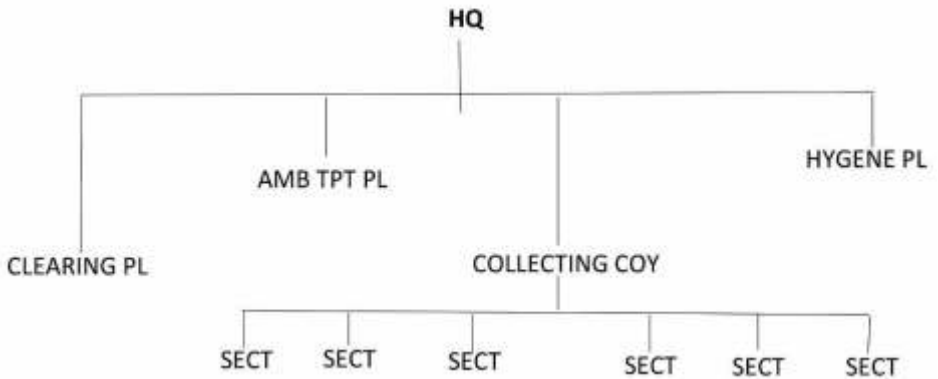
E-1
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ORGANIZATION OF A FD AMB



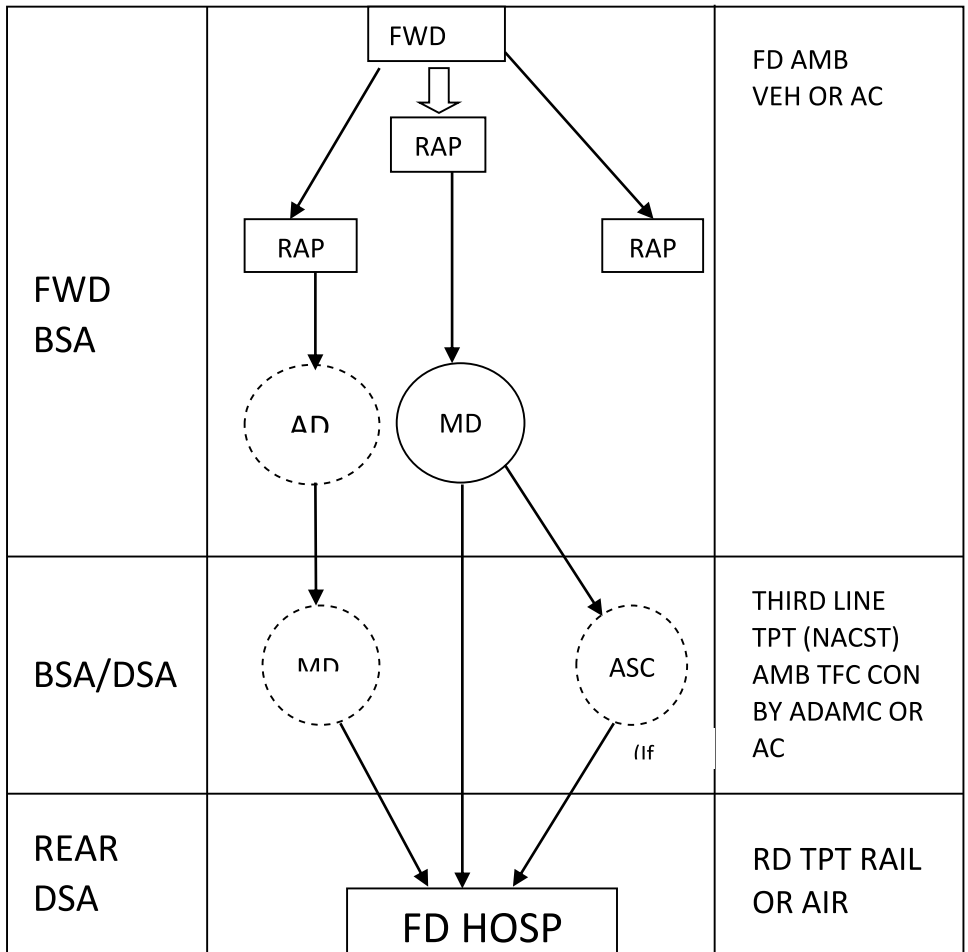
F-1
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DIAGRAM OF CASEVAC PROCEDURE



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