

RESTRICTED

Army Pamphlet
Code No
PROM 202

The Information given in this document is not to be communicated, either directly or indirectly, to the press or to any person not authorized to receive it.



TACTICS B

LECTURE NOTES FOR SENIOR STAFF COURSE QUALIFYING EXAMINATION

Prepared under the direction

Chief of Army Staff
2013

1
RESTRICTED

RESTRICTED

NOTE

**Any Mistake, Omission and Advice on the
Module should be forwarded to:**

**THE COMD
HQ TRADOC, NA
MINNA**

RESTRICTED

TABLE OF CONTENTS

PART		PAGE
	<u>INTRODUCTION - GUIDELINES ON THE USE OF THESE LECTURE NOTES</u>	
	General	8
	Learning Objectives	8
	Other Reading Materials	9
1.	<u>TERMINOLOGIES</u>	
	Terminologies	9
	Self Assessment Questions	15
2.	<u>INTERNAL SECURITY</u>	
	Introduction	16
	Objectives	16
	Responsibility for Law and Order	16
	Principles of IS	18
	Operating Principles	21
	Causes of Unrest and Nature of Incidence	21
	Types of Unrest	22
	Techniques of Agitators	22
	Self Assessment Questions	24
3.	<u>PHASES OF IS OPERATIONS AND PLANNING GUIDELINES</u>	
	General	26
	Objectives	26
	Situation Development Phase	27
	Information Management Phase	27
	Police Intervention Phase	28
	Military Intervention Phase	29
	Consolidated Phase	30
	Re-Appraisal Phase	31
	Self Assessment Questions	31
4.	<u>RESPONSIBILITIES FOR IS OPERATIONS</u>	
	General	31
	Objectives	32
	President, Commander-in-Chief	33

RESTRICTED

State Governors	33
Chairmen and Local Government Councils	34
The Nigerian Police Force	35
The Armed Forces	37
Nigerian Army	37
Other Security Agencies	38
Channel of Communication and Reporting	40
Reporting	42
Self Assessment Questions	42
5. <u>RULES OF ENGAGEMENT</u>	
General	43
Objectives	43
Degree of Force that may be Used	43
Guidelines on the use of Force	44
The use of Fire Arms	44
Use Force in arrest	45
Evidence After the use of Force	46
Spontaneous Reponse in Crisis Situations	46
Self Assessment Questions	47
6. <u>PREPARATORY GOVERNMENT ACTION FOR IS OPERATIONS</u>	
General	48
Objectives	48
State of Emergency	48
Application of State of Emergency	49
Preparatory Government Action	50
Equipment Requirement for IS	51
Training Requirement for IS	54
Military Preparation for IS	55
Modification of Training	55
Critical Items of Information	56
Sources of Information	57
Self Assessment Questions	57

7.	<u>MILITARY TASKS IN IS OPERATION</u>	
	Planning IS Operation	59
	Objectives	60
	Crowd Dispersal	61
	Vulnerable Point Guard	62
	Road Blocks	64
	Control Points	64
	Guarding of Important Persons	66
	Patrolling	66
	Cordon and Search	67
	Domination of Roof Tops	68
	Sweep	68
	Piquetting	69
	Ambushes	69
	Tracking	70
	Curfew	70
	Counter Insurgency/Counter Terrorism	72
	Annexes	74
8.	<u>INTELLIGENCE ORGANIZATION AND METHOD OF OPERATION OF GOVERNMENT /MILITARY INTELLIGENCE AGENCIES</u>	
	Introduction	104
	Objectives	104
	Intelligence and Organization	105
	Summary of Intelligence Organisation	106
	Function of an Intelligence Committee	107
	Intelligence Planning	108
	General Rules for Security	108
	Measures to Ensure Security of Operations	109
	Self Assessment Questions	109
9.	<u>MILITARY /POLICE CO-OPERATION</u>	
	Introduction	110
	Objectives	110
	The Machinery of Cooperation	110
	Self Assessment Questions	111

10.	<u>ORGANIZATION OF COMMAND AND CONTROL AND COMMUNICATIONS DURING IS OPERATION</u>	
	Introduction	112
	Objectives	112
	Command and Control	112
	Chain of Command	113
	Organization	113
	Joint Secretariats	115
	Control of Operation	116
	Location of Headquarters	116
	Levels of Command	116
	Communication	117
	Liaison	117
	Means of Communication	117
	Security	118
	Annex A - Organization of Command Structure	119
	Annex B - Record of Dedicated Telephone Lines	120
	Self Assessment Questions	121
11.	<u>MEDIA/MILITARY RELATION IN OPERATION</u>	
	General	122
	Responsibilities of the Media and the Military	122
	Self Assessment	124
12.	<u>ADMINISTRATION AND LOGISTICS</u>	
	Essentials	125
	Self Assessment Questions	126
13.	<u>PATTERN OF OPERATION IN COUNTER REVOLUTIONARY WARFARE</u>	
	<u>Introduction</u>	127
	Objectives	127
	Principles of CRW	127
	Urban Operations	128
	Need for Alertness	128
	Deployment	129
	Rural Operations	130
	Minor Operations	130
	Operation to Regain Control of an Area	130
	Operational Concept	131
	Firm Base	131

RESTRICTED

	Sequence of Build Up	132
	Techniques	133
	Self Assessment Questions	134
14.	<u>MILITARY OPERATION AND CIVIL AFFAIRS</u>	
	Introduction	135
	Objectives	136
	Community Relations Projects	136
	Requirements	136
	Maintenance of Essential Services	137
	Self Assessment Questions	137
15.	<u>PSYCHOLOGICAL OPERATIONS</u>	
	Introduction	139
	Objectives	139
	Aims of Psychological Operations	139
	Employment	140
	Conduct	140
	Pre-Requisite for Psychological Operations	141
	Requirement for effective Propaganda	142
	Propaganda Methods	142
	Self Assessment Questions	143
16	<u>PEACE SUPPORT OPERATIONS</u>	
	Introduction	144
	Objectives	144
	Types	144
	Preparations	145
	Status of Force Agreement	147
	Conduct of Operations	150
	Debrief	158
	Conclusion	159
	Self Assessment Questions	160
17.	<u>PROCEDURE FOR THE INDUCTION OF NA TROOPS IN TO OPERATIONS</u>	
	General	161
	Objectives	161
	The Induction Process	162
	The Unit	164
	Further Reading Materials	168

**GUIDELINES ON THE USE OF THESE
LECTURE NOTES**

GENERAL

1. This module provides general guidelines on the broad subject of Tac B for the Senior Staff Course Selection Examination (SSCSE). The reader must know from the beginning that all actions taken by the military in the context of this module are in aid to civil authority. As soon as the situation returns to normal, the military hands over to the civil authority.
2. The module covers reading material on such topics as Internal Security, Counter Revolutionary Warfare, Peace Support Operation, the NA Standing Operating Procedure for Internal Security operations and lastly the Procedure for Induction of NA troops into Operations.
3. The reader may wonder why Counter Revolutionary Warfare is still a topic of study given the end of the cold war and the advent of a uni-polar world. This topic has been retained and considered worthy of study as change is the only phenomenon that is permanent.

LEARNING OBJECTIVES

4. In most of the parts covered in this module, the learning objectives are clearly brought out; this will help the reader as to which area to concentrate more. At the end of which some questions are brought out which should be

attempted. This should give the reader a fair idea of questions to expect at the examination.

OTHER READING MATERIALS

5. Past examination question papers could be another source of information available to the reader. You are therefore advised not to over rely on these at the expense of other relevant reading materials.

PART 1 - TERMINOLOGIES

1. The following definitions will assist you in understanding the concept and practice of IS operations.

a. **Internal Security.** Internal Security is any military role which involves primarily the use of force necessary to maintain and restore law and order and essential services in the face of civil disturbances and disobedience.

b. **Insurgency.** Insurgency is a form of rebellion in which a dissident group that has the support or acquiescence of a substantial part of the population, instigates the commission of widespread acts of civil disobedience, sabotage and terrorism, and wages guerrilla warfare in order to overthrow a government. A state of insurgency implies that the insurgents have control of a sizeable area of the country and that it will almost inevitably be part of a revolutionary war.

c. **Counter Insurgency.** Counter Insurgency are those military,

RESTRICTED

para-military, political, judicial, economic, psychological and sociological activities undertaken by a government, independently or with the assistance of friendly nations, to prevent or defeat insurgency and restore law and order.

d. **Civil Disturbance.** Civil disturbance is group acts of violence and disorder prejudicial to law and order. These usually necessitate police and possibly military intervention.

e. **Guerilla Warfare.** Guerilla warfare are military or para-military operations conducted in enemy held or hostile territory by irregular, predominantly indigenous forces. Defeating guerrilla forces will be the main pre-occupation of security forces in counter insurgency operations.

f. **Limited War.** Limited war is an international armed conflict, short of general war. It may be limited geographically, by the scale of forces or by the weapons employed but will be conducted overtly by units and formations of regular troops.

g. **Sabotage.** Sabotage is an act or omission excluding a normal military operation calculated to cause physical damage in the interest of a foreign power or a domestic subversive organization.

h. **Subversion.** Subversion is an illegal action taken to undermine the military, economic, psychological, moral or political strength of a nation and the loyalty of its citizens.

i. **Terrorism.** Terrorism is a resort to violence by dissidents in order to intimidate and coerce people for political ends. This may

RESTRICTED

manifest in sabotage and assassinations of individuals, ambushes or attacks on civilians or members of the forces by individuals or large bodies of terrorists. It can take place in either urban or rural areas.

J. **Civil Disobedience.** Civil disobedience is active or passive resistance of the civil population to the authority or policies of a government, by such means as unlawful strikes, lock-outs, work to-rule etc.

k. **Counter Intelligence.** Counter Intelligence is that phase of intelligence activity devoted to destroying the effectiveness of inimical foreign intelligence activities and to the protection of information against espionage, individuals against subversion and installations and material against sabotage.

l. **Revolt.** Revolt is an open expression of dissatisfaction with the established government or its policies by subjects.

m. **Controlled Area.** Controlled area is an area not entirely free from the dissidents in which condition permits the civil administration and police to work effectively in cooperation with military forces.

n. **Rebellion.** Rebellion is a revolt or open expression of dissatisfaction by armed and organized group.

o. **Psychological Operations.** Psychological operation is the planned use of propaganda or other means in support of military action or presence designed to influence to our advantage the opinion, attitude and behaviour of enemy, neutral or friendly groups.

p. **Insurrection.** The term insurrection refers to all forms of

RESTRICTED

armed revolt directed against the civil authority. In its extreme form, insurrection relates to the forcible overthrow of the government whereas in the mild form, it seeks to embarrass and ridicule the civil authority. The target of insurrection is public order and public safety, and that explains why the Nigeria Police has the primary responsibility for internal security.

q. **Internal Security Operations.** Internal security operations are activities, which are collectively undertaken by security agencies, towards the restoration of law and order in Nigeria. Some of such activities undertaken in aid of civil authority are:

- (1) Crowd dispersal.
- (2) Vulnerable points guard.
- (3) Guard of important persons.
- (4) Taking-over and controlling areas.
- (5) Road blocks.
- (6) Setting up control points.
- (7) Domination of roof tops.
- (8) Patrolling.
- (9) Sweeps.
- (10) Cordon and search.
- (11) Piquetting.
- (12) Ambushes.
- (13) Tracking.
- (14) Curfew.

RESTRICTED

(15) Counter insurgency.

(16) Counter terrorism.

r. **Civil Authority.** The term civil authority relates to body entrusted with the rights and prerogatives of governing or determining the affairs of the citizens of a nation or part there of. The Constitution of the Federal Republic of Nigerian 1999 recognizes a tripartite arrangement of the civil authority at the Federal, State and Local Government levels. The Executive arm at the Federal level as personified by the President, Commander-in-Chief, is constitutionally empowered to determine the involvement of troops in internal security operations. As chief executives of States/LGA with responsibility for law and order, it is implied that Governors and Chairmen may request the use of troops within their respective domain.

s. **Security Agencies.** The term security agencies relate to bodies established by law for the purpose of maintaining and sustaining peace and stability. These bodies derive their power from the constitution or other enactments of the National Assembly. The security agencies in Nigeria include the following:

(1) The Nigeria Police Force (NPF).

(2) The Nigerian Armed Forces comprising the Nigerian Army (NA), the Nigerian Navy (NN) and the Nigerian Air Force (NAF).

(3) The Department of State Service (DSS).

RESTRICTED

- (4) National Intelligence Agency (NIA).
- (5) Defence Intelligence Agency (DIA).
- (6) The Nigerian Customs Service (NCS).
- (8) The Nigerian Immigration Service (NIS).
- (9) The Nigerian Prison Service (NPS).
- (10) National Drug Law Enforcement Agency.
- (11) National Civil Defence and Security Corps.
- (12) Federal and State Fire Brigade Services.

t. **Flash point.** The term flash point refers to an area prone to high tension. It is designated for the purpose of de-escalating crises or preventing its eruption. The designation of a high tension crisis area as a “Flash Point” relates to monitoring and enabling a quick reaction of security agencies for probable internal security operations. It may entail the timely establishment of security forces presence, a show of force, or troops embarking on flag march but may not cover armed intervention.

u. **State of Emergency.** The President, Commander-in-Chief of the Armed Forces on conditions specified in the Constitution of the Federal Republic of Nigeria 1999, may declare a state of emergency all over Nigeria, or part thereof. The State Governor may request the President to declare a state of emergency throughout the state or part thereof. A state of emergency implies the denial of certain fundamental rights of the citizens. The proclamation would specify the area to be covered, the scope and must be communicated to those

residing therein.

SELF ASSESSMENT QUESTIONS

2. a. Define the following:
 - (1) Internal Security.
 - (2) Insurgency.
 - (3) Sabotage.
 - (4) Subversion.
 - (5) Insurrection.
 - (6) Rebellion.
 - (7) Controlled Areas.
 - (8) Terrorism.
 - (9) Counter Intelligence.
 - (10) Civil Disturbance.
 - (11) Civil Authority.
 - (12) Flashpoint.
- b. Differentiate between subversion and insurrection.
- c. Differentiate between controlled areas and flash points.

PART 2-INTERNAL SECURITY

INTRODUCTION

1. This part covers most of the general background the reader requires to understand Internal Security (IS).

OBJECTIVES

2. After reading this chapter, the reader should be able to:
- a. Differentiate the various tasks of security agencies in IS.
 - b. Thoroughly understand and be able to apply the principles of IS.
 - c. State and explain the causes of unrest.
 - d. State and explain the nature of incidents.

RESPONSIBILITY FOR LAW AND ORDER

3. The primary responsibility for maintaining law and order, safeguarding life, property and essential services rests with the civil authorities. Whenever the military is called out in aid of the civil authority, they must view the operation as temporary which is to be discontinued after law and order has been restored.

4. The use of live ammunition for the purpose of preventing activities which do not pose a significant threat or risk of death or serious bodily harm such as against curfew violators, looters etc cannot be justified. Soldiers

RESTRICTED

committed to IS operations must remember the following factors about the vast majority of civilians:

- a. They are decent, law abiding and they deplore civil disorder.
- b. They have respect for the security agencies and would generally cooperate with them.
- c. Soldiers represent the Federal Government, so the impression of the civilians will depend on the behaviour of the soldiers they are in contact with. Soldiers therefore must be of good conduct.
- d. That suspects are citizens therefore should not be treated as enemy combatants.

DOCTRINES OF IS

5. **Containment In situ.** Containment in situ is a doctrine, which focuses on attempts directed at isolating crisis areas while quick actions are initiated to put a stop to external manifestation. It ensures that a crisis is not allowed to spread outside the locale of occurrences. Containment in situ involves the use of the security agencies in controlling crisis area, establishment of roadblocks, and the commitments of troops to deal decisively with potential and real rioters. Other ingredients of the doctrine include the designation of crises areas as a “Flash Points”.

6. **De-escalation Ante.** De-escalation ante” entails a simultaneous process of considering various courses of actions, including military as well as political and socio-economic options to ameliorate the crisis. It involves

preparedness to make concessions or seek solutions that is not necessarily military. In this instance, the military force takes the back stage without losing its impact on the crisis situation.

PRINCIPLES OF IS

7. **Timeliness.** The destructive nature of crises, the speed at which they spread and the uncertainty, risks and damages that manifest in tension, demand that response to crisis by the government and security forces should be swift and effective. Timeliness does not only relate to the speed of commitment of troops but also the relevance of such action in terms of time and space. Continuous monitoring and evaluation of events, contingency planning and correct force structure are all characteristics of timeliness.

8. **Cooperation.** In IS operations, several actors are involved. Apart from the police and the military, the civil authorities and other security agencies fuse into a whole effort. A clear political aim shared by the civil authorities and the security agencies would facilitate joint efforts. Other ways of achieving cooperation include interaction by participants before and during crisis, joint planning, training and exercises, and common understanding of rules and procedures.

9. **Protection.** The risks and uncertainties inherent in IS operations require that adequate measures should be taken to protect life and property as a way of engendering self and public confidence. As much as possible

RESTRICTED

troops should not be unduly exposed to adverse fire as death or injury to any of them may induce unnecessary aggression from the survivors.

10. **Justification.** In IS operations there must be acceptable reason for any action taken. Justification goes beyond the involvement of a particular security agency to the correct level of the employment of force. The threat factor, in spread or intensity, may account for why one security agency and not the other is employed, irrespective of its orientation. Although the police is structured, equipped and trained to cope with internal threats, the employment of the military may be justified if the police is over stretched and have requested in writing for the military to take over. Furthermore, there must be justification for all action taken by the Commander on the ground.

11. **Minimum Necessary Force.** The force that could be employed to deal with a crisis situation depends on the situation and circumstances. It is the commander on the ground who determines the amount of force that would be effective in achieving the mission. A clear guide is to avoid “killing a fly with a sledge hammer” or “ attacking an elephant with a pen knife”.

12. **Evidence.** During IS operations; whatever action is taken must be justified. Evidences to support action taken must be well marshaled by keeping a diary of events, and maintaining log sheets and occurrences report. The collection of spent cases of ammunition may also help to buttress the

RESTRICTED

evidences, when required. Similarly, documents maintained at the Joint Operation Room and the Field Headquarters would be useful in later inquiry where necessary. These include Situation Report, Intelligence Summary, Planning Map and Situation Map.

13. **Domination of Area of Operation.** When the military is committed to IS operations, the first task of the commander is to secure a firm base from where he launches out to other areas. Aggressive patrolling within the area of operation and other measures such as the imposition of curfews, control points and road blocks will ensure that only security agencies have freedom of action. This principle helps to restore public confidence and support in dominated area inhabited by peaceful citizens.

14. **Prevention.** The only object of the use of force is to suppress further disturbances. Force must never be applied as a reprisal or with punitive intent.

15. **Maintenance of Public Confidence.** To depress the morale of the dissidents, every effort must be made to win and foster public confidence and support.

17. **Legal Obligation.** Members of the Armed Forces must comply with the law and act calmly and impartially.

OPERATING PRINCIPLES

RESTRICTED

18. a. **Civil Authority.** The military will always act in support of the civil authorities.
- b. **Cooperation.** There must be cooperation at all levels, in every sphere and at every step with the civil authority. The police and military must work together as a team.

CAUSES OF UNREST AND NATURE OF INCIDENTS

19. **Causes of Unrest.** Unrest may manifest in a country as a result of any of or a combination of 2 or more of the following:
 - a. Nationalism.
 - b. Ideological Difference.
 - c. Industrial Disputes.
 - d. Racial or Ethnic Rivalry.
 - e. Political Disputes.
 - f. Land/Boundary Disputes.
 - g. Religious Disputes.
 - h. Corruption and Maladministration of Government Funds.
 - i. Social Famine, Poor Planning and Lack of Facilities.
 - j. Extremes of Wealth and Poverty.
 - k. Eviction of Foreign Troops and Bases.
 - l. Rumours.
 - j. Communal conflict.

TYPES OF UNREST

20. Generally, 2 types of unrest have been identified. In each case, the agitator is at the centre of the unrest. The 2 types are:

- a. **Crowd.** A crowd is a large number of persons temporarily congregated. Its members think and act as individuals and are without organization. Although innocent in its origin, nature or purpose, it can develop into a violent group.
- b. **Mob.** It is a crowd whose members, under the stimulus of intense excitement of agitation, may lose their sense of reasoning and respect for law and follow their leaders into lawless acts. Mob behaviour is usually emotional and without reasons.

TECHNIQUES OF THE AGITATORS

21. A violent mob can be effectively developed by a trained agitator. There are some techniques usually adopted by agitators to trigger excitement and provide the necessary stimuli to achieve their aim. These include:

- a. **Use of Propaganda.** This is spread through:
 - (1) Newspaper and Magazine Articles.
 - (2) Leaflets and Poster.
 - (3) Radio and TV Broadcasts.
 - (4) Spreading of Rumours.
 - (5) Aggravating natural prejudices, desires and grievances.
- b. **Incitement by a Fiery Speaker.**
 - (1) Brings his listeners to a high emotional peak.

RESTRICTED

(2) Justifies a course of action.

- c. **Appearance of an Irritating Object or Individual.** An example is a newspaper photograph depicting alleged brutality by security forces.
 - d. **A Successful Accomplishment of an Act of Violence.** The success of an act is attempted since failure dulls interest of most people.
 - e. **Use of an Emotion Provoking Rumour.** Emotion provoking rumour increases the tempo of disorder and can incite an orderly demonstration to violence.
22. Regardless of the reason for violence, mob actions can be extremely destructive. Generally, the nature of incidents when a crowd becomes a mob take the form of the following:
- a. Disturbances (looting, strikes, arson etc).
 - b. Murder attacks, including assassinations.
 - c. Ambushes.
 - d. Sabotage - against essential services etc.
 - e. Verbal abuse in the form of obscene remarks, taunts, ridicule and jeers to annoy security forces and cause them to take action that may be exploited later as an act of brutality.
 - f. Attacks on personnel and vehicles to cause bodily injuries and damage to property.
 - g. Throwing object from windows, roof tops or covered places.

RESTRICTED

- h. Dangerous moving objects against troops to breach roadblocks and barricades.
- i. Setting fire to buildings or motor vehicles in order to block troop's movement.
- j. Use of explosive devices including letter bombs, booby traps, etc, to:
 - (1) Injure/kill troops and VIPs.
 - (2) Block routes.
 - (3) Breach Rivers/dam to flood an area.
 - (4) Block under passes.
- k. Directing weapons fire against troops.
- l. Use of remote means to remove barriers and barricades.
- m. Use of women, children and elderly people with the aim of playing on the sympathy of the troops and discouraging them from taking counter measures (human shield) When counter measures are taken by the troops, the agitators may take photographs to whip up public animosity).

SELF ASSESSMENT QUESTIONS

- 23. a. State and explain the principles of IS.
- b. State and explain the causes of unrest.
- c. What techniques do trained agitators employ to trigger off excitement and gain mass support?

RESTRICTED

- d. What incidents are likely to occur when a crowd is worked into a mob?
- e. Whose primary task is it to maintain law and order and what are the operating principles in the maintenance of law and order?

PART 3 - PHASES OF IS OPERATIONS AND PLANNING

25
RESTRICTED

GUIDELINES

GENERAL

1. The nature and characteristics of crisis do not take to particular pattern. In order to be able to cope with the spontaneity of crisis, there is need to identify the phases of IS operations. The phases which cater for the period of relative calm as well as crisis situation, are as follows:

- a. Situation Development Phase.
- b. Information Management Phase.
- c. Police Intervention Phase.
- d. Military Intervention Phase.
- e. Consolidation Phase.
- f. Reappraisal Phase.

OBJECTIVES

2. After reading through this part, the reader should be able to state:
- a. The phases of IS operations.
 - b. The security agencies that could contribute critical information on the crises and the emergency IS situation.
 - c. At what stage the unit could commence rehearsals should they be invited to intervene.
 - d. The military commander's responsibilities during the intervention.

SITUATION DEVELOPMENT PHASE

3. The Situation Development Phase may be described as a period of uneasy peace. Critical and objective monitoring of the situation is carried out by all the security agencies and information is made available to the political leadership. All the factors associated with the conflict situations, which are likely to develop into crisis, are logged and analysed to provide directions for government decisions at all levels. The key actions in this phase are effective monitoring and pre-emptive measures to forestall crisis eruptions and further threats.

INFORMATION MANAGEMENT PHASE

4. At the stage when eruption of crisis is imminent, most or all of the security agencies and institutions mentioned below shall contribute critical information on all internal conflicts, crisis and emerging situation. They are:

- a. Office of the National Security Adviser.
- b. Department of State Services.
- c. National Intelligence Agency.
- d. Nigeria Police Force.
- e. The Armed Forces.
- f. Nigerian Immigration Service.
- g. Nigeria Prisons Service.
- h. Nigeria Custom Service.

RESTRICTED

- i. National Drug Law Enforcement Agency.
5. The above mentioned agencies shall maintain channels of information/intelligence analysis and dissemination for the purpose of coordination and control by the appropriate superior authority. All the channels must employ professional judgement in the management of critical information element available to them in order to achieve objectivity, speed and effectiveness.
6. In this phase of information management, the military command shall be taking appropriate and relevant measures to beef up its readiness for IS operations. Joint training of security forces may commence at this stage, and where security permits, military presence and or show of force in designated flash points may be authorised.

POLICE INTERVENTION PHASE

7. When a crisis situation escalates and grows in intensity, the police shall in its professional judgement intervene and reasonably apply any or all the options available to it. At the Police Headquarters, a Joint Operations Room shall be established in which representative of the military and the Department of State Services shall have unrestricted access. A Field Joint Operations Room shall also be established at the nearest Divisional Police Station within the crisis environment. At this phase, the military shall commence to rehearse all military courses of action should it be invited,

RESTRICTED

while other agencies continue to monitor and evaluate the situation

8. When the crisis situation is deemed to be getting out of police control, the Department of State Services shall advise the State Commissioner of Police to accept that a military intervention is required. If the Commissioner of Police fails to oblige, the council shall advise the Governor to write to the President to deploy the military. The President in his wisdom and advice from the National Security Council shall call in the military to undertake IS operations.

MILITARY INTERVENTION PHASE

9. When the military is invited to intervene in a crisis situation, the local army commander assumes command of the operations, upon the hand over to him by the Police. The local commander should, however, obtain approval from the appropriate superior authority before embarking on the symbolic handover from the police. The army commander may establish a Field Operations Room in which all briefings are done. Some of his responsibilities include the following:

- a. Appraising and re-appraising the situation with the police and government representatives.
- b. Establishing logistic arrangement to cater for the crisis situation.
- c. Protection of key and vulnerable points.

RESTRICTED

- d. Effective management of the dead, wounded and displaced persons.
 - e. Ensure effective command and control of all participants involved in the suppression of the crisis.
10. The military commander shall employ all legitimate means and measures to effectively bring the crisis situation under control. At the end of the operations, the military shall hand over the situation to the Police.

CONSOLIDATION PHASE

11. At the end of the military intervention, the situation should be handed over to the police and the entire operation reverts to it. At this phase, records of events including the dead, prisoners, wounded civilian, displaced persons and all the seized items should be handed over to the police.

12. The intervention of the National Emergency Management Agency would also be required at this stage to work out and attend to the needs of all those adversely affected by the crisis.

13. Although the military have handed over at this stage, it may required to maintain presence and if possible perform complimentary roles to the police for sometime.

RE-APPRAISAL PHASE

RESTRICTED

14. In the Re-appraisal phase, the government shall establish a judicial inquiry to look into the totality of the crisis. This shall include the remote and immediate causes of the crisis with a view to apportion blames and prevent future occurrences. All the security agencies involved in the IS operations shall testify as witnesses in the enquiry.

SELF ASSESSMENT QUESTIONS

15. a. What are the phases of IS.
- b. Explain any 4 of them.

PART 4 -RESPONSIBILITIES FOR IS OPERATIONS

GENERAL

1. The number of actors and activities in IS operations demand a good understanding of the scope of responsibility. This section sets out to highlight the duties and responsibilities of principal authorities and bodies involved in IS operations.

OBJECTIVES

2. On completing this part, the reader should be able to state:
- a. The responsibilities of the President, Commander in Chief as the Chief Executive in IS situation.
 - b. Responsibilities of the State Governor as Chief Executive of the state in an IS situation.
 - c. The responsibilities of the Local Government Chairman in IS situation as well as the composition of the local government security committee.
 - d. The primary responsibilities of the NPF as well as their duties.
 - e. Under what conditions the Armed Forces could be used in an IS situation.
 - f. The responsibilities of the other security agencies other than the military in an IS situation.
 - g. The channel of communication available to commander during IS operations.

PRESIDENT COMMANDER-IN-CHIEF

3. The President, Commander-in-Chief is the Chief Executive and has constitutional responsibility for security throughout the Federal Republic of Nigeria. In IS operations, highlight of the Presidents' responsibilities are as follows:

- a. Chairmanship of National Security Council
- b. Designation of crisis high tension area as "Flash Point".
- c. Declaration of a state of emergency throughout the Federation or part thereof.
- d. Determination of timing, extent and scope of military commitment.
- e. Setting the rules of engagement.

STATE GOVERNORS

4. The Federal Republic of Nigeria Constitution, 1999 confers on the Governors, the status of States' Chief Executives, and by inference, the following responsibilities during internal security operations:

- a. Chairmanship of the State Security Committee.
- b. Request to the President for high tension crisis area within the state to be designated Flash Point on the advice of the State Security Committee.
- c. Request to the President for the declaration of a state of

emergency in the state or part thereof on a motion by the State's.

CHAIRMEN AND LOCAL GOVERNMENT COUNCILS

5. The Constitution of the Federal Republic of Nigeria, 1999, Section 7 (1) recognizes the existence of the local government as the third tier of government. It, however, did not specifically allot security responsibilities to the Council or the Chairman, who is the Chief Executive. There is, nevertheless, an omnibus provision for the State House of Assembly to allot such "other functions as may be conferred on the Local Government Council", and this could be explored to include security functions. As the grass root administration, local governments cannot shy away from issues of IS. Indeed, the Local Government Chairman may establish and head a local government security committee, whose functions include:

- a. Monitoring and evaluating crisis situation.
- b. Request to the State Governor for police or troops reinforcement where necessary.

6. The composition of a Local Government Security Committee is as follows:

- a. Chairman of the Local Government.
- b. Secretary to the Local Government.
- c. Local Military Commander.
- d. Divisional Police Officer.
- e. Representative of SSS.

RESTRICTED

- f. Representatives of other para military organisations.
- g. Traditional Ruler, Chief, District Head of the troubled area (where necessary)

THE NIGERIA POLICE FORCE

7. The Constitution of Federal Republic of Nigeria 1999 Section 214(1) and 215(2) established the Nigeria Police Force (NPF) and placed it under the command of the Inspector General of Police (IGP). The IGP is charged with the maintenance of public safety and public order; the vital ingredients in IS.

8. The duties of the NPF as stated in section 4 of Police Act Cap 359 (LFN) 1990 include the following:

- a. Prevention and detection of crimes.
- b. Apprehension of offenders.
- c. Preservation of law and order.
- d. Protection of law and order.
- e. Enforcement of laws and regulations.
- f. Performance of limited military duties (when authorized).

9. The basic units of the NPF for purposes of IS operations are the following:

- a. Divisional Police Command.
- b. State Police Command.

RESTRICTED

c. Force Headquarters.

10. In order to ensure administrative and operational convenience, a number of Divisional Police Commands in contiguous local government areas are grouped into Area Commands, while a number of State Police Commands are grouped into Zonal Commands. This arrangement helps the NPF to maximize the utilization of its human and material resources.

11. In IS operation, NPF is the first contact with the citizens and also the link with other security agencies and government. It forms the core of any collaborative security activities such as:

- a. Providing initial intelligence.
- b. Providing facilities for operation's command and control (Joint Operations Room).

12. The NPF can formally invite other security agencies e.g. the military in IS operations if the following situation exist:

- a. The incident (crisis) is widespread, and/or
- b. The Police resources are inadequate.

13. It is to be noted that the handover of a crisis situation by the police does not signify the cessation of its activities, rather, the NPF continues as part of the force that is enhanced to cope with the threat. As soon as the situation permits, and the military withdraw to the background, the police resume its normal functions.

THE ARMED FORCES

14. The Constitution of the Federal Republic of Nigeria, Section 217(2) establishes the Armed Forces of the Federation which consist of the Army, Navy and Air Force, and also gives them the responsibility of suppressing insurrection and acting in aid of civil authorities to restore order when called upon to do so by the President.

15. The Armed Forces may be used for IS operations only under the following conditions:

- a. When the situation is gone out of control of the Police.
- b. When the civil authorities in the crisis area are convinced of the seriousness of the occurrence, and make a request for military intervention.
- c. When there are evidences that the situation could spread and threaten national security.
- d. When external support is suspected or could be encouraged by the prolongation of the crisis.

NIGERIAN ARMY

16. Although the Armed Forces Act 105 (as amended) 1999 assigned some civil duties to the NN and the NAF, the NA as the land force, is the arrowhead of major IS operations.

RESTRICTED

17. The level of command responsibility of NA during IS operations are as follows:

- a. Headquarters Nigerian Army (AHQ).
- b. Division Headquarters (Div HQ).
- c. Brigade Headquarters (Bde HQ).
- d. Battalion Headquarters 9Bn HQ).

18. In order to ensure command and control, coordination and dissemination of information and intelligence, the vertical channel of communication in the NA assures close monitoring of the crisis situation. This command responsibility does not limit the NA from access to other sources of information or cooperation with other security agencies.

OTHER SECURITY AGENCIES

19. There are other security agencies established by law or through administrative fiat that have important roles to perform during IS operations. These agencies are as follows:

- a. **Office of the National Security Adviser.** The NSA is located at the Presidency. It is the office that coordinates all the intelligence organs in the country. It advises the President on the courses of action that are appropriate for specific crisis situation, its desirable level of force and its implication. Other duties of the NSA include the following:

- (1) Review of current intelligence.

RESTRICTED

- (2) Review current issues of national security interests.
- (3) Consideration of matters affecting the intelligence community.
- (4) Any other tasks that may be assigned by the President.

b. **Department of State Services.** The DSS is the government organ specifically assigned the responsibility of managing IS. The units of DSS are sufficiently located at all the tiers of government for effective performance. Its duties include the following:

- (1) Gathering of information and intelligence
- (2) Giving advance warning of impending threat.

c. **National Intelligence Agency.** The arm of the nation's intelligence system responsible for collating intelligence for foreign sources is the NIA. It functions mostly outside the country but has some of its units deployed at major entry/exit points/ports. It is also charged with the monitoring of external involvement in internal crisis.

d. **Nigeria Customs Service.** The NCS offices can be found all over the federation. It is organized into zonal commands with its main operations at the entry/exit points/ports of the country. Its major duty as it relates to IS is to prevent the importation of items (including arms) considered detrimental to good governance, public safety and public order.

e. **Nigeria Immigration Service.** The NIS has its offices across the country with the main functions at the entry/exit points/ports. Its major duty is to maintain checks on the pattern of emigration and

RESTRICTED

immigration especially in the security analysis of external involvement in IS matters.

f. **Nigeria Prison Service.** The NPS maintains various categories of prisons across the country. Its statutory function is to hold miscreants and convicts in accordance with laid down laws and procedures. In order to accept the detention of persons arrested during IS crisis, NPS requires judicial authorization (Annex A) to be issued by a magistrate. It is important, therefore, for security forces to work hand in hand with magistrates when arrest and detention are imminent in a crisis situation.

g. **National Drug Law Enforcement Agency.** The National Drug Law Enforcement Agency (NDLEA) has its units at entry/exit points/ports, as well as in all local government areas. Its main responsibility is to monitor information relating to sources of drug destination and consumption pattern, which are essential to unraveling drug induced crimes especially in IS crisis.

CHANNEL OF COMMUNICATION AND REPORTING

20. An indispensable aspect of IS operation is the effective communication necessary to ensure timely intervention and monitoring of a crisis situation. Good command and control can only be assured if communication between all the units and other security agencies involved in suppressing disturbances, flow unhindered.

RESTRICTED

21. In the NA, the vertical channel of communication between the units and formation remains unchanged. Directives to deploy troops will always emanate from Army Headquarters to the tasked formation. At the operational level, while the local army commander takes charge of the crisis, the higher formations monitor the development and progress of the situation. The two way line of communication remain as mentioned below:

- a. Army Headquarters (AHQ).
- b. Division Headquarters (Div HQ).
- c. Brigade Headquarters (Bde HQ)
- d. Battalion Headquarters (Bn HQ).

22. The vertical channel of communication goes side by side with a horizontal contact with other security agencies participating in IS operation. Apart from establishing a field HQ, the local commander should also maintain frequent contact with the local police headquarters with, which he could be on a separate radio net. In a crisis situation, the local commander should have a list of important telephone numbers (Annex N) and be able to communicate with the following:

- a. Formation HQ.
- b. Joint Operations Room.
- c. Company HQ.
- d. Control Points.
- e. Patrols.

RESTRICTED

- f. Flanking Units.
23. All or some of the means of communication mentioned below will be essential to the success of an IS operation:
- a. Radio
 - (1) Fitted on vehicle.
 - (2) Man packed.
 - b. Walkie-Talkie.
 - c. Runner.

REPORTING

24. Every event and action that takes place during an IS operation must be recorded in details in the Log Sheets or diaries. It is necessary that every group taking part in separate operation should maintain its diary. A collation of all the events will give a clearer picture of activities that took place. At designated timings, regular situation report (SITREP) must be sent and filed to catalogue the sequence and development of events as they occur.

SELF ASSESSMENT QUESTIONS

25. a. State and explain in detail the hierarchical order of IS responsibilities in Nigeria.
- b. What are the channels of communication in NA during IS crises.

PART 5 - RULES OF ENGAGEMENT

GENERAL

1. When the NA is dealing with crime or assisting the civil authorities to restore law and order during a crisis situation, it is under obligation to strictly observe relevant provisions of the laws of the country. These include legal procedures for dealing with riots and unlawful assembly, powers of search and arrest, and the use of force. In principle, force may be used provided it is necessary and reasonable in the circumstances, and in the exercise of powers of arrest and quelling of disturbances. The catch phrase “the use of minimum necessary force” gives the soldier a clearer and safer guide to the use of force.

OBJECTIVES

2. Upon reading through this part, the reader should be able to state:
- a. Who possess power of arrest?
 - b. When the use of force could be necessary.
 - c. Under what conditions firearms could be use during IS.
 - d. The relevance of evidence in IS operations.

DEGREE OF FORCE THAT MAY BE USED

3. A person, whether a police, soldier or civilian, may use such force as is reasonable in the circumstance, for the prevention of crime and making

lawful arrest.

GUIDELINES ON THE USE OF FORCE

4. In a crisis situation, there is no hard and fast rule to determine whether a particular degree of force would be reasonable. The commander on the ground should decide taking the prevailing circumstances into account. He and his troops are responsible for their actions, hence the need to act in the spirit of humanity. The following guidelines should be observed in the use of force:

- a. Force must not be used at all unless it is necessary.
- b. Force is unjustifiable unless the immediate effect can be achieved by using it within the soldier's or policeman's legal power.
- c. No force may be used than is necessary and reasonable in the circumstances.
- d. The degree of force cannot be reasonable if it is more than is required to achieve the immediate aim.
- e. Force must never be used for punitive purpose or as a deterrence for the future.

THE USE OF FIREARMS

5. Owing to the deadly effect of firearms and the serious consequences, which can ensue from their wrongful use, it is important that the circumstances in which they are used can be justified. The following points

RESTRICTED

should be borne in mind when using firearms:

- a. The use of firearms should be confined to situations where there is an immediate threat to life and property or if an attack led to the death or serious injury to those in the charge of the troops and there is no other way of restoring the situation.
- b. The use of firearms represents an application of minimum necessary force in the circumstance.
- c. Adequate warning of intent to open fire should be given if possible. Fire may only be opened without warning when hostile fire had commenced or when delay could lead to death or serious injury of those who it is the troops' duty to protect.
- d. When no other course is open, it would be reasonable for a soldier to shoot and protect himself or other servicemen or others whom it is his duty to protect from real and immediate threat to death or actions resulting to serious bodily injuries.
- e. A soldier can open fire also to defend property or persons, which is his duty to guard and protect from forcible crime, which could result in serious damage to the property or injury to persons.

USE OF FORCE IN ARREST

6. The law provides that in effecting or assisting in a lawful arrest of an offender or suspect or person unlawfully at large, a person could use minimum necessary force. Force may be used not only against the person

who is being arrested, but also against any other person who is physically preventing or obstructing an arrest. A soldier cannot justify opening fire to effect the arrest of hooligans who are not armed, but handcuffs and bands may be applied on an unarmed person who is being arrested. Troops should never react to verbal abuse or resort to the use of provocative or threatening language when making an arrest.

EVIDENCE AFTER THE USE OF FORCE

7. Whenever a soldier uses force, it is important that he should be able to justify it and give reasons for the amount of force used in the circumstances. He may be required in a court of law to give his justification in great detail. The need to record events as they unfold and actions taken at each stage are paramount to the justification for the use of force. It should be noted that it is the soldier that uses force himself rather than his superiors, who would have to make such justifications. However, section 102 and 103 of the criminal procedure code absolves an officer who lawfully uses force in good faith.

SPONTANEOUS RESPONSE IN CRISIS SITUATIONS

8. Spontaneous response in IS operations derives from section 101, 102 and 103 of the Criminal Procedure Code (CPC). The sections recognize the destructive and spreading nature of riots, and the need for those in a position to act to do so without resorting to formal authorization channel.

RESTRICTED

9. Section 101 of the CPC empowers any Justice of Peace, a Police Officer above the rank of an Assistant Superintendent or any commissioned officer of the Armed Forces of the Federation to command any unlawful assembly or any assembly of five or more persons likely to cause a disturbance of the public peace to disperse.

10. Section 102 of the CPC empowers the above mentioned persons to apply force to disperse the assembly and may require the assistance of any male person for the purpose of dispersing such assembly and if necessary arrest and confine such persons that form part of it.

11. Section 103 of the CPC guarantees protection against prosecution except where the Attorney General directs otherwise.

SELF ASSESSMENT QUESTIONS

12. a. What are the guidelines on the use of force in IS.
- b. Certain points must be borne in mind when using firearms. State them.
- c. What is spontaneous response in crises situation. Cite relevant legal backings in your explanation

PART 6 - PREPARATORY GOVERNMENT ACTION FOR IS OPERATIONS

GENERAL

1. The lecture deals extensively with emergency legislation that often gives both military and civil authorities special powers. Under such situation, restrictions are permitted which in the absence of such legislation, would be considered an infringement on individual human rights.

OBJECTIVES

2. These notes will enable the reader to understand the need for IS training in anticipation of civil disturbances. After reading this chapter, the candidate will be able to:

- a. State what a state of emergency is and its implications.
- b. Indicate when a state of emergency could be declared.
- c. Enumerate the preparatory government action in a deteriorating security situation.
- d. Enumerate the equipment and training required for its operations.

STATE OF EMERGENCY

3. A situation in which the government acquires special powers in order to return a tense situation to normalcy. It may be as a result of political, social or economic upheaval or natural calamity. The government, in accordance with the law, declares a state of emergency which may cover the

RESTRICTED

whole nation or parts of it. Examples of special powers include:

- a. Imposition of curfew.
 - b. Authority to search without warrants.
 - c. Declaration of special areas out of bound to unauthorized persons.
 - d. Detention without trial.
4. The implications are as follows:
- a. The revolution may profit by presenting restrictions as oppressive and an infringement on individual liberty.
 - b. All restrictive measures empowered by the state of emergency places strain on democracy. The revolutionaries are likely to exploit public disquiet and may even devise ways of evading restrictions.
 - c. Severe action by the government can be counter productive as it can generate sympathetic opinion within and outside the country.

APPLICATION OF STATE OF EMERGENCY

5. The President has the power to proclaim a state of emergency when:
- a. The country is in imminent danger of invasion or involvement in a state of war.
 - b. There is actual breakdown of law and order and there is need to impose measures to restore peace and security.
 - c. There is a clear and present danger of an actual breakdown of public order and public safety in the country or any part, requiring

RESTRICTED

extraordinary measures to avert it.

d. There is an occurrence or imminent danger of the occurrence of a disaster or natural calamity, affecting the community or part of the community.

e. There is any other public danger which clearly constitutes a threat to the existence of the country.

f. The President receives and accepts a request from the Governor of a State where there is an existence of any of the situations in subparagraph (a-e) above in the State.

PREPARATORY GOVERNMENT ACTION

6. In a deteriorating security situation, the government and the civil authorities will try to detect the sources of subversion and take such actions as are within their power to remove the causes of unrest. The government must be aware of impending crisis. Some indicators such as theft of arms and explosives, bank robberies, strikes with political backing, seditious pamphlets, rumours and propaganda are usually indicators needed by the government to evolve contingency plans.

7. It is usual for the government to assess its plans at this stage and take some preparatory actions. Such actions include:

a. Formulation of long term political objectives.

b. Reviewing the machinery for information gathering and for countering propaganda.

RESTRICTED

- c. Overhauling security measures related to identifying and interpreting indicators.
- d. Integrating and expanding the intelligence and security services.
- e. Drafting emergency legislation.
- f. Establishment of joint defence scheme.
- g. Drawing up lists of key points and vulnerable points.
- h. Use of the police for their duties such as:
 - (1) Crime investigation.
 - (2) Beat duties.
 - (3) Traffic control.
 - (4) Guarding important locations.
 - (5) Provision of escorts.
 - (6) Proffering of charges and immediate court action against offenders.
- i. Planning operations, which may require civil and military coordination, e.g. measures to isolate insurgents and maintain essential services which may make enormous demand on operational military units.

EQUIPMENT REQUIRED FOR IS

8. A commander charged with the responsibility of conducting IS operation is at liberty to carry whatever equipment he may require to effectively achieve the task. He may require some or all of the underlisted:

RESTRICTED

- a. Portable cooker.
- b. Jerricans of kerosine.
- c. Insulators.
- d. Containers.
- e. Camp kettle.
- f. Picks.
- g. Shovels.
- h. Wire binding roll.
- i. Wire cutter and gloves.
- j. Water sterilizing outfit.
- k. Stretcher.
- l. Mortar and pestle.
- m. Sand bags.
- n. White tape rolls.
- o. Lamp hurricane.
- p. Lamp pressure.
- q. Lamp electric.
- r. Toilet paper.
- s. Field dressing.
- t. Tear gas (if avail).
- u. IS banner.
- v. IS notice board.
- w. Tents.
- x. Megaphone.

RESTRICTED

- y. Pick axes.
- z. Water jerricans.
- aa. Water chafuls.
- bb. Maps and sketches.
- cc. Diary.
- dd. Stationery (to incl message form, ink, mill boards etc).
- ee. Dannert Wire.
- ff. Bugles.
- gg. Matchets.
- hh. Medical box.
- ii. Shield wicker.
- jj. Whistle.
- kk. Medical haversack.
- ll. Camera.
- mm. Dress: Battle order, steel helmet.
- nn. Ration.
- oo. Still camera.
- pp. Video camera.
- qq. Radio.
- rr. Night Vision Aids.

TRAINING REQUIRED FOR IS OPS

9. The following aspects of training will be carried out in the units,

RESTRICTED

preparatory to IS operations. This training is though not exhaustive.

- a. Infantry training.
- b. Immediate action drills.
- c. PT and endurance walk.
- d. Field craft/Tactics.
- e. Cordon and search techniques.
- f. Radio communications (especially voice procedure).
- g. Intelligence organization and training.
- h. First aid.
- i. Crowd dispersal drill.
- j. Handing/Taking Over (from police) drills.
- k. Patrolling.
- l. Minor engineer tasks.
- m. Airmobility.
- n. Ambush drills.
- o. Court procedures.
- p. Language training.
- q. Interview techniques (the press).
- r. Community relations.
- s. Dangers of hostile propaganda and counter measures.
- t. Leadership.
- u. Night operations - casualty evacuation and navigation.
- v. Arrest procedures and handling of suspects.
- w. Recognition techniques - people, vehicles, terrorist, equipment

etc.

MILITARY PREPARATION FOR IS

10. Beyond contingency planning which will need an understanding of the contemporary threat as well as of events as these develop, the most usual forms of military preparations are:

- a. Increase in the tempo of research and development on weapons, equipment and tactics.
- b. Training in special skills required to counter revolutionary operations in the area concerned.
- c. Liaison with the local civil intelligence agencies.
- d. Reinforcement of these civil intelligence agencies if required.
- e. Joint training with police including Explosive Ordinance Disposal (EOD) matters.

MODIFICATION OF TRAINING

11. The factors and guiding rules that will influence modification of training in a unit include the fol:

- a. **Factors.**
 - (1) Enemy habits, operational methods and equipment.
 - (2) Limitations on the use of force.
 - (3) Topography.
- b. **Guiding Rules.**

RESTRICTED

- (1) Leadership and battle discipline (Junior leadership to be emphasized).
- (2) Immediate action.
- (3) Weapon training to be continuous.
- (4) Safety-safe handling of weapons to prevent unnecessary loss of lives.
- (5) Physical fitness and endurance.

CRITICAL ITEMS OF INFORMATION

12. The following items of information should be known about a potential enemy:

- a. Objectives of riotous elements.
- b. Causes of disturbances.
- c. Identity of individuals, groups or organizations likely to create or sponsor the disturbances.
- d. Likely assembly areas for crowds.
- e. Presence and location of known leaders and agitators.
- f. Estimated number of people likely to be involved.
- g. Times and locations of disturbances.
- h. Likely sympathizers.
- i. Source, and location of arms, equipment and supplies available to the leaders.

SOURCES OF INFORMATION

RESTRICTED

13. The common sources of information during IS operation are:
- a. Other intelligence agencies- SSS, DIA, DIS.
 - b. Civil law enforcement agencies - police (Dir of Int and investigation).
 - c. Newspapers, magazines, radio and TV.
 - d. Maps and photographs.
 - e. Aerial reconnaissance.
 - f. Patrols.
 - g. Unit personnel residing in the area.
 - h. Prison records.

SELF ASSESSMENT QUESTIONS

14. a. What is a state of emergency and what are its implications?
- b. When can a state of emergency be declared by the president?
- c. In a deteriorating security situation, what do you see the Government doing to restore normalcy before the situation gets out of hand?
- d. You are the Commander of A Coy which has been earmarked for IS operation.
- (1) What essential stores will you require to carry out your task?
 - (2) What aspects of training do you see your men carrying out prior to the call out?

RESTRICTED

- (3) What other preparations will you undertake?
- e. What are the factors and guiding rules that will influence modification to the normal pattern of training in your unit?
- f. Which items of information will you like to know about the potential enemy and what are the sources of such information?

PART 7 - MILITARY TASKS IN IS OPERATION

PLANNING IS OPERATIONS

RESTRICTED

1. IS operations demand elaborate preparations. Owing to the difficulty in forecasting potential nature of crisis, each phase requires adequate preparation of men and materials. The NA formations and units shall prepare detailed plans for every anticipated occurrence. Pre-planning and contingency planning are keys to success in IS operations.

2. In order to balance comprehensiveness with simplicity of plans, local commanders should prepare aide-me-moiré to cover many forms of activities that are likely to be undertaken within the area of crisis. The outline plan should cover the following:

- a. Establishment of Joint Operation Headquarters.
- b. Assessment of the various types of disturbances that are likely to develop within the area of crisis.
- c. A list of vulnerable points in the crisis area.
- d. Sectorization of the area on the basis of geopolitical and/or sociological factors.
- e. The strength of forces and actions required to control and suppress incidents in each sector.
- f. Anticipated tasks and earmarking the troops to tasks.
- g. Reconnaissance.
- h. Logistic details combat supply, replenishment of stores, troop movement, reception, accommodation, maintenance of vehicles and materials etc.
- i. Handling of civilians and displaced persons.

RESTRICTED

- J. Assistance and reinforcement.
- k. Communication details.
- l. Procedures for handing over between Police and the Military.
- m. Training and rehearsals including location and timings.

OBJECTIVES

- 3. After reading this part, the reader should be able to state:
 - a. Planning considerations a commander should make in an IS situation.
 - b. Methods of crowd disposal.
 - c. Contents of Vulnerable Point (VP) guard orders.
 - d. Sentry orders at VP.
 - e. Types of roadblocks as well as their purposes.
 - f. What Control Points are, and their parties.
 - g. Considerations for VIP guards
 - h. The organization of Cordon and Search.
 - i. The relevance of Sweeps, piquettes and ambushes during IS operations.
 - j. The importance of curfews and the sequence of imposition.

CROWD DISPERSAL

- 4. The aim of crowd dispersal is to prevent a crowd from assembling or re-assembling. A peaceful gathering can turn violent if the leader of the

RESTRICTED

crowd loses control and hooligans and hoodlums take over. The speed at which the troops arrive at the scene of a disturbance may prevent the deterioration of the situation.

5. The handling of a crowd can be through non-violent or violent method:

a. **Non-Violent Method.** The non-violent method involves oral persuasion, warning of the crowd through the reading of the Riot Act and advancing in strength by the troops towards the crowd as a show of force. The use of box formation, which provides all round protection, is a technique that is still useful while dispersing low-key protesters.

b. **Violent Method.** A more violent and riotous crowd would attract the use of Tear Gas/CS riot control agent as a prelude to opening fire. Before ordering troops to open fire, the military commander should take the following action:

- (1) Warn the crowd (as mentioned above).
- (2) Indicate particular target to the troops.
- (3) Conceal the identity of the marksman by ordering the whole section to take aim.
- (4) Obtain evidence to complete the diary of events including collecting and counting empty cartridges.

6. Further warning of the intention to open fire is not necessary if the following circumstances exist:

RESTRICTED

- a. Casualty has been recorded and lives are in danger.
- b. While defending a person under attack and there is no other way to save his life.
- c. As the last option to re-arrest a person who escapes from lawful custody for felony.
- d. As the last option to arrest a person whose offence carries a penalty of 7 years imprisonment or death.

VULNERABLE POINT GUARD

7. The tasks of Vulnerable Points (VP) guard are to prevent damages, arson or looting and to ensure the maintenance of essential services and utilities. Troops assigned to VPs are to remain at their duty post and should not be called upon to assist elsewhere.

8. A VP guard should not be less than a section and should be commanded by an NCO of the rank of a corporal. The guard commander must be given clear and explicit written orders covering the following:

- a. Task.
- b. Description of the VP and liaison arrangement with the police and the workers within the VP.
- c. Location of entrances and installation to be guarded or visited by patrols.
- d. Action on codewords.
- e. Action when VP is approached by unauthorized persons.

RESTRICTED

- f. Action when VP is in danger of damage, looting or arson.
 - g. Circumstances in which fire may be opened.
 - h. Arrangement for reinforcement.
 - i. Communication.
9. The orders for the sentries at VP guard should include the following:
- a. The scale of ammunition to be carried, charging of magazines, loading, position of safety catch/lever.
 - b. Challenging.
 - c. Action when approached by unauthorized persons
 - d. Action when VP is in danger of damage, looting and arson.
 - e. Opening fire.
 - f. Checking of passes against specimen issued.
 - g. Means of identification of workers.

10. It would be reasonable for troops on VP guard, when persuasion fails, to shoot and protect themselves, other servicemen or others whom it is their duty to protect from immediate threat of death or actions that may result to serious bodily injuries. They could also open fire to protect the VP from forcible crime, which could result in serious damage to property.

ROADBLOCKS

11. During IS operations roadblocks, deliberate or snap, are set up for the following reasons:
- a. Maintain continuous check on road movement.

RESTRICTED

- b. Apprehend wanted persons and couriers.
- c. Prevent the smuggling of arms and ammunitions.

12. Although roadblocks cause inconveniences and even fear, citizens should be made to understand their utility and preventive nature. Every person manning a roadblock must know his job thoroughly and act quickly and methodically to prevent delay to legitimate traffic. Troops should show politeness and consideration at all times, and wanton damage to vehicles and property should never be tolerated. As much as possible, at least two soldiers knowledgeable in searching vehicles and persons should always be employed. Provision must also be made for female searchers. Roadblocks should not be in place for too long, otherwise the usefulness may be lost. Procedures for searching cars, buses, goods vehicles, motorcycles and bicycles are at Annex K.

CONTROL POINTS

13. When the NA is directed to assist the civil authorities, control points should be set up in the crisis area to restrict the movement of vehicles and pedestrians, and to help maintain law and order. Control points are to be established in a manner that the protesting crowd is canalized into areas where arrest can be effected easily. The main tasks of control point troops are as follows:

- a. Control vehicular and pedestrian traffic so that large crowds cannot assemble, known offenders can be arrested and curfew can be

RESTRICTED

enforced.

b. Dominate the crisis area around the control points and maintain law and order by preventing damage to property or injury to persons, dispersing unlawful assemblies and local patrolling.

14. The number of roads to be controlled and the number of traffic lanes in each road are the factors that influence the strength of a control point. A rifle platoon is an ideal strength at a control point and its composition is as follows:

- a. Control point HQ.
- b. Barrier Sentries.
- c. Covering Party.
- d. Standing Patrol.
- e. Civil Policemen.
- f. Female Searchers.
- g. Local Reserve.

Specimen headings for control point orders is at Annex L.

GUARDING OF IMPORTANT PERSONS

15. In IS operations troops may have to undertake the protection of very important personalities (VIP) whose death or injury could have adverse repercussions or be of tremendous propaganda value to the agitators' cause.

RESTRICTED

16. If a VIP has to travel by road, he should be provided with a full escort divided into a vanguard, close escort and rear guard. Communication with the operational base and group inter-link should be provided. Other measures that may be considered for VIP protection include the following:

- a. Provision of armoured protection to the VIP.
- b. Removal of any distinguishing/identifying marks on the person and vehicle of the VIP.
- c. Getting the vehicle of the VIP out of danger by the close escort in the event of attack.
- d. Provision of air cover and making dummy and live runs along the route against ambush positions.
- e. Secrecy about the details of the movement for as long as possible.
- f. Publicity for the visit on the departure of the VIP as a propaganda stunt.

PATROLLING

17. In crisis situations, agitators are often elusive and fleeting, therefore, there is the need to locate their hideout through continuous and offensive patrolling. Patrolling may take place in the urban areas, rural setting, creeks, jungles and by air. Helicopter patrols are particularly useful, because of the inherent characteristics of communication and mobility, apart from the intelligence it gathers.

18. All patrols should have clearly defined missions, and the local commander should avail himself of an aide-memoire (Annex M).

CORDON AND SEARCH

19. Cordon and search is a combined police and military operation. It is organized, based on good intelligence and should be pre-planned in detail and rehearsed. While the police may control a small search, the NA should controls a search involving a battalion or more.

20. Every soldier taking part in a cordon and search must be clearly briefed about his responsibilities and methods of approach. Troops for cordon and search are organized into parties as follows:

- a. Cordon troops who surround the area to be searched.
- b. Outer cordon troops who are deployed to cover likely approaches, some distance away to prevent interference from outside the isolated area.
- c. Search parties that carry out the search of houses and inhabitants.
- d. Cage troops who erect and guard cages for holding persons awaiting interrogations.
- e. Escort troops who escort wanted persons to a place of detention after interrogation.
- f. Road block troops who stop and prevent traffic trying to enter

RESTRICTED

the isolated area.

g. A reserve of troops that may be required to deal with the unexpected.

DOMINATION OF ROOFTOPS

21. Standing patrols or sentries are posted on rooftops in order to dominate troubled areas or to serve as an integral part of every control point. Their primary task is to observe the movement of crowds, curfew breakers, and to direct patrolling helicopters or troops on the ground. Rooftop patrol should include at least one policeman, a non-commissioned officer and three or four privates. The patrol can only open fire in self defence or to protect military properties.

SWEEP

22. Sweep is an important activity that troops often have to perform during IS operations. It relates to the searching of an area thoroughly and making sure that no adversary remains undetected in it or is about to escape. Troops available for sweep should be divided into three groups, stop party, sweep party and reserve. The stop party secures the area by stealth, the sweeps party carries out the search, and the reserve remains on standby for emergencies.

PIQUETTING

RESTRICTED

23. Piquetting is an IS operation designed to safeguard movement along road tracks in hilly areas. The piquetting force is organized into the following components:

- a. Advance Guard - Clears the axis and provide piquetting troops.
- b. Main Body - Takes over when the advance guard is committed.
- c. Rear Guard - Protects the rear and calls forward the piequets.

Where possible, armoured cars should be included in the advance and rear guards.

AMBUSHES

24. Ambushes are laid to enable troops engage the adversary on the ground and circumstances of their choosing. Ambushes may take place by day or night, and can be immediate or deliberate. Immediate ambush should only be laid in areas where civilian movement by night is prohibited. Although an ambush relies on good intelligence, other requirements include the following:

- a. A high standard of training.
- b. Careful planning and rehearsal.
- c. Security and secrecy.
- d. Concealment.
- e. Intelligent layout and sitting.
- f. Battle discipline.
- g. Determination to wait and kill the adversary.

RESTRICTED

- h. Simple clear cut plan for springing ambush.
- i. Shooting skill.

TRACKING

25. After an ambush or an aggressive patrolling, there is often the need to pursue fleeing miscreants who are injured. In most cases the fleeing culprits leave trails behind which experienced trackers with or without dogs can follow. Owing to the special nature of tasks given to ambush parties and patrols, trained trackers are provided for each group. Sometimes, native trackers may be employed to lead the patrols, but the troops must remain alert for their own safety.

CURFEW

26. Imposition of curfew is a task that is undertaken to allow security forces easy access to and within a crisis area. In order for a curfew to succeed the following conditions should be met:

- a. It must be complete and there must be sufficient troops to enforce it.
- b. It must be rapidly executed and surprise achieved.
- c. It must be well timed to take care of the following:
 - (1) When inhabitants normally get up, go to and return from work.
 - (2) When shops are normally opened and closed.

RESTRICTED

27. The sequence of imposition of curfew is summarized as follows:
- a. The civil authority takes decision on the imposition of curfew in consultation with the police and military commanders.
 - b. Plans are made to cover timings, areas, boundaries, troops required and administrative arrangements.
 - c. A combined police and military curfew control headquarters is established.
 - g. Cordon parties, road and static patrols move rapidly into position.
 - h. The curfew is announced by the appropriate means e.g. press, radio, television, siren and police announcement by loudhailer.
28. It is important to anticipate the major administrative problems that may arise as a result of the imposition of curfew. These include the following:
- a. Lack of water in house.
 - b. The reduction of essential food and the time required each day to replenish stock.
 - c. Essential food deliveries in areas where there are shops.
 - d. Clearance of refuse from houses and streets.
 - e. Fuel supplies.
 - f. Treatment of the sick.
 - g. Care of animals.

RESTRICTED

- h. Care of crops.
- i. Lack of indoor sanitation.

29. Consideration must be accorded the administration of civilian in crisis area. The efforts of security forces at relieving some of the stress of curfew may win the confidence of the populace.

COUNTER INSURGENCY/COUNTER TERRORISM

30. When acts of terrorism including arson, looting, abduction, murders and bombings take place and conditions under which guerrilla movements thrive exist, the NA and other security forces should be gearing up for counter-terrorism and counter insurgency operations.

31. The declaration of a state of emergency is a signal that troops may be engaged in minor and large scale military operations. For IS value, it is essential to understand the basic principles of counter insurgency as follows:

- a. Clear political aim.
- b. Primacy of law.
- c. Need for overall plan.
- d. Defeating subversion.
- e. Security of base area.

RESTRICTED

ANNEX A TO
PART 7 TO
TACTICS B

AUTHORITY FOR ARREST/DETENTION

73
RESTRICTED

RESTRICTED

1.

No.....Rank:.....

Do hereby apply for authority to detain:

1.

2.

3.

4.

5.

6.

For the offence:.....

Crime Diary Serial No:.....refers

.....

Name of the S.P.P.

Approved/Not Approved

S.P.P's Sign

Date:.....

Criminal 5 and 6

(Warrant of Arrest)

IN THE SUPREME MAGISTRATE COURT OF NIGERIA

In the supreme/Magistrate's Court of theJudicial

RESTRICTED

Division/Magisterial District.

No.....

Charge

Between:.....Complainant

And

.....Defendant

To:.....

Complainant² on oath^b has been made on the.....day

of..... 20

By.....that.....

Herein after called the defendant, on the.....day

Atin the judicial Division/Magisterial District at aforesaid

Did.....

.....

And the defendant was thereupon summoned to appear before the

Supreme/Magistrate's

Court of theJudicial Division

Magisterial District

Sitting at..... on theday of

.....20.....

At the hour ofin the.....noon to answer

to the said charge.

And has been made that the defendant was duly served with the summons but did not appear, and that such complaint is true

RESTRICTED

You are therefore hereby command to bring the defendant before the Supreme/Magistrate's Court of the.....Judicial Division/Magisterial District sitting atforthwith to answer to the said complaint and be further dealt with according to law.

Date the.....y oftwo thousand.....

.....

Judge/Magistrate

ANNEX B TO
PART 7 TO
TACTICS B

RIOT AND CROWD DISPERSAL DIARY OF EVENTS

RESTRICTED

FORMATION/UNIT.....

ANNEX C TO
PART 7 TO
TACTICS B

LOG SHEET

FORMATION/UNIT:..... DATE:.....SHEET NO:.....

RESTRICTED

ANNEX D TO
PART 7
TACTICS B

OCCURRENCE REPORT

78
RESTRICTED

RESTRICTED

TYPE OF COCCURRENCE:.....

REPORTED BY:.....

LOCATION:.....

DATE/TIME:.....

CASUALTIES:.....

PERSONALITIES:.....

WEAPONS USED:.....

MISCELLANEOUS DETAILS:.....

ANNEX E TO
PART 7
TACTICS B

SITUATION REPORT

1. SITREP

RESTRICTED

No:.....

2. Period Covered (From:..... To:

3. General Review of the situation.

4. Details of activities of miscreants to include casualty, arrest etc.

5. Details of Police/Military activities.

6. Details of events in the civil society, to include people’s reaction and perceptions.

7. General administration of committed Police/Military troops, to include administrative and logistic requirements.

8. General assessment/conclusion.

Note: SITREP is sent on signal message form.

ANNEX F TO
PART 8
TACTICS B

INTELLIGENCE SUMMARY

1. INTSUM NO:.....

2. Period (..... up to)

SECTOR NO 1

3. Identification and Disposition
 - a. Composition.
 - b. Location.
 - c. Boundaries.
 - d. Intentions.
 - e. Initial weapons/vehicle/eqpt sate.
4. Deductions.
5. Activities (e.g.).
 - a. Arson.
 - b. Looting.
 - c. Killing.
 - d. Hijacking.
6. Deductions.
7. Effectiveness.
 - a. Identified leaders, history and characteristics.
 - b. Effective strength.
 - c. New strategies and tactics.
 - d. Recruitment and reinforcement.
 - e. Casualties.
 - f. Morale and discipline.
 - g. Support available.
8. Deductions.

RESTRICTED

9. Weather.
10. Environment.
11. Deductions.
12. General Assessment.

Note: INTSUM is sent on signal message form.

ANNEX G TO
PART 7 TO
TACTICS B

PLANNING MAP

1. A Planning Map is to include the following:

RESTRICTED

- a. Colour Codes.
 - b. Symbols - Conventional or non conventional.
 - c. Sections - Showing boundaries for formation units or groups.
 - d. All Vulnerable Points (VPs) e.g. Administrative Installations, Hospitals, Prisons, Water Works, Refineries, Banks and other essential Services
 - e. Communications/Signal Network.
 - f. Existing or projected security forces locations including HQs.
2. It is kept at the Joint Operations Room or the Field Operation HQ whenever established.

ANNEX H TO
PART 7 TO
TACTICS B

SITUATION MAP

1. A Situation Map will contain the details of a planning map with all

RESTRICTED

occurrences and timings superimposed. These will include:

- a. Colour Codes.
 - b. Symbols - Conventional for non conventional.
 - c. All Vulnerable Points e.g Administrative Installation, Hospitals, Prisons, Water Works, Refineries, Banks and other essential services.
 - d. Communication/Signal Network.
 - e. Existing or projected security forces locations including Headquarters.
2. This Map will be used for briefing of commanders, watch keepers etc.

ANNEX I TO
PART 7 TO
TACTICS B

POLICE HANDOVER TO MILITARY

1. I have come to the conclusion that the Nigerian Police are unable to

RESTRICTED

control situation of lawlessness as perpetrated by some persons and that the assistance of the military has become necessary in restoring law and order.

2. I accordingly request such assistance and you are hereby reminded of the use of necessary minimum force to be determined by you to restore law and order.

3. Place of disturbance.....In
LGAState

4. This request is authorized by the civil authority representative whose signature and seal appear below:

PART 1

CIVIL AUTHORITY

1. Full Name:..... Signature:.....
Date:..... Ranks/Appointment:.....
Official Seal.....

POLICE OFFICER HANDING OVER

2. Name:.....
Date:.....Signature:.....
Unit:.....

MILITARY OFFICER TAKING OVER

3. I hereby assume responsibility to use Military Force to restore law and

RESTRICTED

order as requested:

Full Name..... Signature:.....

Date:..... Rank:.....Appointment:.....

Unit:..... Place:

Delete whichever is not applicable

ANNEX J TO
PART 7 TO
TACTICS B

MILITARY HANDOVER TO POLICE

1. I certify that law and order has been restored as requested

RESTRICTED

on.....Day
of LGA State and I hereby
handover to the Nigeria Police.

MILITARY OFFICER HANDING OVER

2. Full Name:
Rank:.....Appointment:.....
Place:DTG:.....
Unit:

POLICE OFFICER TAKING OVER

3. Full Name:
Date: Time: Signature:.....
Rank:.....Appointment:.....
Place:DTG:.....
Unit:

***DTG Date Time Group.**

ANNEX K TO
PART 7 TO
TACTICS B

PROCEDURES FOR SEARCHING VEHICLES

1. **CARS.** Cars should be systematically searched from front to rear as

RESTRICTED

follows:

- a. Sun visors.
 - b. Dashboard pockets or cubbyholes.
 - c. Behind dashboard (wires leading from instruments may conceal a small weapon or document). Under drivers seat.
 - d. Between driver's and passengers seats.
 - e. Back of driver's seat (i.e between back of seat and bottom of back rest).
 - f. Door pockets.
 - g. Underneath movable mats.
 - h. Back seats.
 - i. Rear window panel shelf.
 - j. Luggage boot.
 - k. Under bonnet and spare wheel compartment.
 - l. Spare wheel.
 - m. All loose baggage and parcels.
 - n. Particular care must be paid to any apparently innocent articles such as umbrellas or newspaper which may be used for concealment.
2. **BUSES.** When searching buses note must be taken of the places where people are sitting before they leave the vehicle. Proof of ownership articles found will otherwise be impossible. The same procedure applies as for cars, but all seats must be removed and searched.
3. **GOOD VEHICLES.** The procedure is similar to that for cars with the following additions:

RESTRICTED

- a. **Wooden Body Construction.** Owing to the wooden body construction of some lorries, it is very simple to make effective places of concealment by the addition of enclosed panels, false bottoms, or the boarding up of spaces between the battens supporting the floor. The sides of lorries may be prepared in a similar manner. The best method of search in such cases is close examination from a angles and careful measurement.
 - b. **Twin Rear Wheels.** The space between twin rear wheels should be examined carefully
 - c. **Wooden Blocks (chocks).** Some good vehicles particularly those of heavy class, carry wheel chocks which are placed under the rear wheels of the vehicle to help the brakes, should the vehicles have to stop on a steep gradient. Through regular use, they become dirty, worn and greasy, and are generally thrown in the rear of the vehicles or carried in the driver's cab. Such blocks can be hollowed out to become good places of concealment, and should, therefore, be examined carefully.
 - d. **Gunny Sacks.** All gunny sacks should be lifted and searched. A common subterfuge is the concealment of articles under a heap of gunny sacks in an apparently unladen goods vehicle.
 - e. **Driver's Cab.** Particular attention should be given to the search of the driver's cab and the driver's mate.
4. **MOTOR CYCLES**

RESTRICTED

Motor cycles are comparatively easy to search, but attention should be paid to the following:

- a. **Petrol Tank.** This may have a false division.
- b. **Tool Box or Case.** Open, remove all tools and examine.
- c. **Rubber Handle Grips Controls.** Examine.
- d. **Foot Rest Supports.** Examine foot rests and machine support.
- e. **General.** Lamps, mudguards, and all hollow or tubular construction should be examined. A search should also be made under the saddle.

5. **BICYCLE**

The following should be examined with care:

- a. Handlebars and rubber grips.
- b. Bells.
- c. Lamps, dynamos, etc, including the back of reflector glasses.
- d. The saddle.
- e. All tabular framework, particularly open ends and joints.
- f. Under mudguards and crankcase.
- g. Saddle and tool tag.

ANNEX L TO
PART 7 TO
TACTICS B

CONTROL POINTS SPECIMEN HEADING FOR
ORDERS FOR CONTRL POINT NUMBER

RESTRICTED

Ref: Map

1. **Situation** (to include details of troops on flanks, important features within control patrol limits).

2. **Mission.** You are, He is to:

a. Control all/a proportion of vehicles and pedestrians passing through the control point.

b. Maintain law and order within your patrol limits (see sketch) by preventing damage to property or persons and by dispersing unlawful assemblies.

3. **Execution.**

a. Layout (sketch should be attached showing full details.

b. **Duties.** The following will be maintained permanently:

(1) 1 Sentry per barrier.

(2) 1 NCO per entry barrier.

(3) 2 riflemen at Control Point HQ covering all barriers.

(4) 2 men standing patrol in the observation post covering the control point.

c. **Opening of Fire.** Fire will not be ordered except in self defence.

d. **Patrols**

(1) Limit of patrolling (to be shown on sketch).

(2) A patrol of not less than one section will be sent out on

RESTRICTED

foot or in vehicles and must be prepared to prevent minor incidents.

e. **Control of Vehicles and Pedestrians**

- (1) All vehicles and pedestrians will be slowed down and directed through the control point.
- (2) If vehicles are to be checked, they will be searched inside the barrier by the civil policeman (if available) otherwise by the barrier by the civil policeman (if available) otherwise by the barrier sentries and NCOs.

f. **Police.**

- (1) Allocation.
- (2) Duties.
 - (a) Checking and searching vehicles and persons.
 - (b) Acting as interpreters.
 - (c) Making arrests when necessary.
- (3) Administration. You are responsible for feeding and looking after the police allotted to you.

g. **Lights.**

- (1) All NCOs and sentries on duty at night will carry touches.
- (2) The following lights will be put in position at night:
 - (a) A hurricane lamp at each police stop sign.
 - (b) A red hurricane lamp at the end of each knife rest near the middle of the road.

RESTRICTED

h. **Turnout.** The turnout and bearing of the soldiers on duty is of the utmost importance. You will ensure that all soldiers outside the rest and administrative are correctly and smartly dressed and move about in a soldierly manner.

4. **Administrative and Logistics**

- a. Rest and administrative area (location).
- b. Stores (a suggested list of stores is given in Appendix M).
- c. Transport (location and use of the vehicle).
- d. Water point.
- e. Washing facilities.
- f. Cooking arrangements.
- g. Latrines.
- h. Medical (evacuation of casualties).

5. **Command and Signal**

- a. Control Point HQ (Location and Composition).
- b. Company HQ (Location).
- c. Communications:
 - (1) To Company HQ.
 - (2) To rest and administrative area.
 - (3) To standing patrol.
 - (4) To flanking units.
- d. List of important telephone numbers.
- e. Logs or diaries to be kept.

RESTRICTED

f. SITREPs.

ANNEX M TO
PART 7 TO
TACTICS B

PATROLLING ORDER AIDE MEMOIRE

1. **SITUATION**

94
RESTRICTED

RESTRICTED

- a. **Topography.** Use maps, air photos, visual reconnaissance and patrol going map.
 - b. **Adversary**
 - (1) Strength.
 - (2) Weapons and dress.
 - (3) Known or likely locations and activities including past history.
 - c. Movements of local inhabitants and civilians in area.
 - d. **Own troops** (including police).
 - (1) Clearance.
 - (2) Patrol activities of security forces include means of identification
 - (3) Air and artillery tasks.
2. **MISSION.** This must be clear to the patrol commander. There are two types of patrol, namely:
- a. Reconnaissance Patrol takes a form of question or questions.
 - b. Fighting Patrol definite object.
3. **EXECUTION**
- a. Strength and composition of patrol.
 - b. Time out and anticipated time of return.

RESTRICTED

- c. Method of movement to patrol area.
- d. Routes out and in (if helicopter are to be used, location and states of LZs).
- e. Boundaries.
- f. Probable bounds and RVs.
- g. Formations.
- h. Reception and cover plan.
- i. Actions to be taken on contact.
- j. Action if ambushed.
- k. Action if lost.
- l. **Do Not**
 - (1) Move through defiles.
 - (2) Cut foliage unnecessarily.
 - (3) Return by the same route as that used for outward move.
 - (4) Allow weapons to become jammed through dirt.
 - (5) Relax because you are nearing base.

4. **ADMINISTRATION AND LOGISTICS**

- a. **Rations.**
 - (1) Type and number of days.
 - (2) Resupply.
 - (3) Cooking.
 - (4) Dog rations.
 - (5) Rum.

- b. **Equipment and Dress.**
 - (1) Change of clothing.
 - (2) Large or small pack.
 - (3) Poncho.
 - (4) Footwear.
 - (5) Maps, compasses and air photos.
 - (6) Torches.
- c. **Avoidance of Noise.**
 - (1) Does equipment rattle?
 - (2) Leave behind men with coughs.
- d. **Weapons.**
 - (1) Types and distribution.
 - (2) Grenades; check fuses.
 - (3) Signal cartridges.
- e. **Medical.**
 - (1) First field dressing J. Packs.
 - (2) Medical orderly and haversacks.
 - (3) Water sterilizing tablets.
 - (4) Salt tablets.
 - (5) Paludrine.
 - (6) Foot powder.
 - (7) Copper sulphate ointment for burns.
 - (8) Insect repellent.
- f. **Special Equipment.**

RESTRICTED

- (1) Saws and parangs.
 - (2) Toggle ropes.
 - (3) Cameras.
 - (4) Finger print outfit.
 - (5) Surrender pamphlets.
 - (6) Explosives.
 - (7) Dogs.
 - (8) Marker ballons.
- g. Inspect all equipment for serviceable.

5. **COMMAND AND SIGNAL**

a. **Frequencies.**

- (1) Times of opening.
- (2) Special Instructions.
- (3) Air.

b. **Codes.**

- (1) Net Identification Signs.
- (2) Codes.
- (3) Passwords.

c. **Checks and Test, Sets as follows**

- (1) Aerials.
- (2) CW Keys.
- (3) Spare batteries.

d. **Ground/Air Communications**

RESTRICTED

- (1) DZ Panels and DZ Letters Allotted.
- (2) Ground/Air Signal Codes.
- e. Silent Signals (See Annex 2).

Note: Check thoroughly that all points been understood by patrol members.

PATROL DEBRIEFING AIDE-MEMOIRE

General

1. The purpose of this aide-memoire is to guide those who have to debrief patrol commanders.
2. It suggests a number of questions but it must not stop “debriefs” from asking any other questions they may think relevant
3. The proper channel for reporting answers to higher formation is through the daily SITREP. Only in exceptional circumstances are supplementary reports needed.
4. **Hints on Debriefing.**
 - a. Make the person who is being debriefed comfortable.
 - b. Do not make him write the answer. You must do the work while he relaxes.
 - c. Debrief as soon as possible while the knowledge is still fresh in his mind.
 - d. Avoid asking questions that suggest the answer.

RESTRICTED

- e. Patrol commanders will answer these questions better if they know what is needed before they go out.
5. **Adversary**
- a. Where contacted? (time, date, place, grid reference).
 - b. How many? Of what races and sex?
 - c. Any known persons? Can you describe any of them?
 - d. How were they dressed?
 - e. Were they carrying packs?
 - f. How were they armed? (Weapons seen and estimated from volume of fire).
 - g. What were they doing? If moving, in which direction? Did they them?
6. **Adversary Camps.**
- a. Where and when was the camp discovered?
 - b. How was it sited, e.g valley, hillside, hilltop?
 - c. How many huts or building?
 - d. What type were they?
 - e. How long ago were they built?
 - f. When were they last used? By how many?
 - g. Were any defences constructed? Describe layout, including sentries posts, warning signals, booby-traps, dugouts etc.
 - h. How many approach or escape routes? Give their directions.

RESTRICTED

- i. Any weapon, ammunition or armourers tools? What was their condition and quantity?
- j. Any food dumps in the camp?
- k. Any signs of printing press.
- l. Any signs of radio being used?
- m. Any documents? If so, where were they found? Has the place of finding been out on each document? Where are they now?
- n. What was done to the camp?

7. **Adversary Cultivation Area**

- a. Location, time and date?
- b. What was in it?
- c. What was the condition of the store?
- d. How was its concealment?
- e. When was it last visited?
- f. Estimate the age of the dump.
- g. Has the dump been added to since it was first laid down.
- h. What was done with the stores?

9. **Topography.**

- a. Was the intelligence briefing accurate? If not, what inaccuracies were discovered?
- b. Was the map accurate? If not, what were the inaccuracies?
- c. If air photos were used, was the interpretation useful?

RESTRICTED

- d. What was the state of tracks followed?
- e. Were any other tracks or game trails seen? Where?
- f. Where rivers were crossed or followed, give location of:
 - (1) Bridges (included type).
 - (2) Fords.

Were they in recent use?

10. **Local Inhabitants.** If any local inhabitants were contacted outside their normal known locations, state:

- a. Name of camp.
- b. Name of tribe and headman.
- c. Number of local inhabitants.
- d. Were they friendly?
- e. Whether previous Government contact or not.
- f. Have they moved recently? If so, why?
- g. Did they give any information?

11. Any other Comments.

SELF ASSESSMENT QUESTIONS

- 1. a. State the relevant points an outline plan for IS operation should cover.
- b. What are the 2 methods of crowd dispersal. Explain them.
- c. The order to a vulnerable point guard commander must be in

RESTRICTED

writing. It should also be clear and explicit. What are the contents of such order.

- d. What are the parties into which a cordon and search troop is organised.
- e. What is piquetting.
- f. What are the requirements for staging a successful ambush.
- g. What conditions must be met for an imposed curfew to succeed.
- h. What are the basic principles of counter insurgency.

**PART 8 - INTELLIGENCE ORGANISATION AND METHOD OF
OPERATION OF GOVERNMENT/MILITARY INTELLIGENCE
AGENCIES**

INTRODUCTION

1. This part deals with intelligence organisation and method of operation

RESTRICTED

of government/military intelligence. The chapter covers the need for accurate and reliable intelligence report that gives the success of any counter revolutionary operations. However, the reader will also appreciate that success in any counter revolutionary operation depends on understanding the following factors:

- a. Language.
 - b. Topography.
 - c. Political background.
 - d. Historical background.
 - e. Sociological background.
 - f. Economic background.
2. The reader will also learn that the understanding the points enumerated above cannot be acquired overnight except an intelligence organisation is properly built up.

OBJECTIVES

3. On completion of the chapter, the reader will be able to:
- a. Explain intelligence organisation and methods of operation of government/military intelligence agencies.
 - b. Enumerate critical items of information required for sound planning and operation.
 - c. Enumerate the source of information.
 - d. State the principles of intelligence and measures to ensure

security of operation.

INTELLIGENCE AND ORGANISATION

4. The successful accomplishment of a civil disturbance control mission will depend on the quality and timeliness of intelligence report made available to the force commander. The intelligence officer is responsible for the production of intelligence but the collection effort requires coordinated and continuing effort of all concerned. The collection effort must be based on critical items of information required for sound planning and operations. Co-location of command post and the establishment of joint operations centres facilitate the collection and exchange of information. Rapid dissemination of this information is essential to enable quick and effective response of task force. Every intelligence organisation must be able to exploit all sources of information organic to it and at the same time be able to handle process and disseminate it. It should have a national as well as military structure, centrally controlled either by a director or a senior intelligence officer in the area of operations. Ideally all intelligence agencies should be integrated in one organisation which operates on the committee system.

5. **The Committee System.** In this system, an intelligence committee is set up at the highest national level, chaired by a director of intelligence with representatives from government departments and the security forces as members, similar committees are formed at lower levels from state to local

government levels.

6. **Composition.** Each committee should include a representative from:
 - a. The civil administration.
 - b. Uniform police.
 - c. DSS.
 - d. Intelligence and security staff from the equivalent army formation or unit. At lower levels this may be Intelligence Officers or even representatives from sub-units or unit detachments.

SUMMARY OF INTELLIGENCE ORGANISATION

7. **State Security Committee.**
 - a. Governor.
 - b. Brigade Commander.
 - c. Assistant Director DSS.
 - d. Police Commissioner.
8. **Joint Committee.**
 - a. Military Intelligence Officer.
 - b. Police representative.
 - c. DSS representative.
 - d. Civilian representative.
9. **Joint Intelligence Committee (Local Government Level).**

RESTRICTED

- a. The Local Government Chairman.
- b. Commanding Officer or Officer Commanding.
- c. Divisional Police Officer.
- d. DSS representative at LGA.
- e. IS (Military Intelligence).

FUNCTION OF AN INTELLIGENCE COMMITTEE

10. The functions of an Intelligence Committee are:
 - a. At national level, to keep government informed on all aspects of intelligence and security.
 - b. At lower level, to keep the next higher committee informed on all aspects of intelligence and security in its area of responsibility.
 - c. To provide the intelligence on which operational planning can be based and protective measures to be adopted.
 - d. To allocate tasks, targets and priorities to the intelligence organisation.

INTELLIGENCE PLANNING

11. In the planning stage, agencies and sources of information available in each of the potential flash points are identified and periodic reports received from them to update the intelligence pertaining to the area. Immediately on arrival in the area, these agencies and sources should be contacted for the latest information. Maps of the area should be stocked and plans should

RESTRICTED

cover aerial reconnaissance and air-photo missions to verify map accuracy and to obtain updated information as required during operations.

GENERAL RULES FOR SECURITY

12. The following 5 general rules must be observed:
 - a. Current military security intelligence must be applied sensibly in relation to the resources available.
 - b. The importance of counter intelligence and security should be brought home to commanders at all levels.
 - c. All counter intelligence and security activities must be controlled by a central authority.
 - d. Distribution of information must be on a need to know basis.
 - e. Communications security must be given special and constant attention.

MEASURES TO ENSURE SECURITY OF OPERATIONS

13. The following measures are to be adopted:
 - a. Careless talk in all places must be avoided.
 - b. "Need to Know" list should be the main aim so that only a few officers are involved in pre-planning operations and that distribution list can be kept small.

RESTRICTED

- c. Officers should be told only that part of the plan that is essential for them to know. Orders groups should be kept as small as possible, but held in inconspicuous localities. Those attending should be in civil clothes.
- d. Unit should be pre-stocked with reserves.
- e. Every operation should have a well thought out cover plan.
- f. Communication security must and should be enforced.
- g. Centralized control of counter - intelligence and security activities must be maintained.

SELF ASSESSMENT QUESTIONS

14. Answer these questions:
- a. What are the functions of intelligence committee?
 - b. Enumerate the critical items of information and sources from where such information can be obtained.
 - c. What are the general rules for security?
 - d. What measures will you take to ensure security of operations?

PART 9 - MILITARY/POLICE COOPERATION

INTRODUCTION

1. These notes deal with the need for effective operational cooperation that must exist between the military and police.

RESTRICTED

2. The reader will also know that this can only be possible if each has an understanding of the other's status, roles and capabilities.

OBJECTIVES

3. After going through these notes, the reader will be able to:
 - a. Establish the need for cooperation between the police and the military.
 - b. Master the areas of cooperation between the military and the police in IS operations.

THE MACHINERY OF COOPERATION

4. Cooperation between the police and military stems from stated government policy. The extent of this cooperation both before, during and after the threat will be limited by political considerations and government direction. However, the success of joint action is called for. Some of the preparatory arrangements and areas of cooperation include:
 - a. Timely exchange of intelligence on the "need to know basis". (Periodic meetings are necessary).
 - b. Establishment of a procedure by which the army comes to the "aid of civil power".
 - c. Joint CPX, and study days.
 - d. Practice turnout covering the establishment of a joint HQ and communications.

RESTRICTED

- e. Joint practice of riot and crowd dispersal drills.
- f. Preparation of SOPs.
- g. Preparation of "rules of engagement".
- h. Joint road blocks.

SELF ASSESSMENT QUESTIONS

5. In what areas do you see the police and the military cooperating during preparation for IS operations.

PART 10 - ORGANIZATION OF COMMAND CONTROL AND COMMUNICATIONS DURING IS OPERATIONS

INTRODUCTION

1. This chapter covers the organization of command, control and communications set-up required during IS operations. The difficulties in

RESTRICTED

laying down a chain of command to meet all circumstances are also discussed.

2. The need for a joint communications system so that formations, units and the police can keep in touch is also highlighted.

OBJECTIVES

3. On completion of the reading of this chapter the reader will be able to:
- a. Enumerate the factors affecting the organizational set up and composition of a chain of command from the highest to the lowest level.
 - b. Deduce how operations during IS are controlled and why the Joint communications set-up is required.

COMMAND AND CONTROL

4. The need for command and control in any operation and especially in IS operations means that control has to be established at the highest level in accordance with a formulated national plan. The implementation of the formulated policy is carried out in a properly coordinated fashion at the lower levels. The coordination of all civil and military security forces within the framework of the plan is the chief ingredient for success.

CHAIN OF COMMAND

RESTRICTED

5. Every function of government is normally affected by an emergency. It is therefore necessary to develop a special system for controlling and directing operations in the event of such an emergency.

Since countries and situations differ from one another, no standard organization can be said to be suitable for all situations. Whatever organization is agreed upon will be affected by the following:

- a. The type of constitution of the country.
- b. The size, composition and effectiveness of the security forces.
- c. Extent of the insurgency.
- d. Personalities of the leaders.
- e. Structure of government.

ORGANIZATION

6. The outline organization and composition of the chain of command from the highest to the lowest level is as follows:

a. **National Defence and Security Council**. The establishment of the National Defence and Security Council (NDSC), is as contained in Decree No. 19. In Part 1 of the Third schedule of the constitution, the NDSC comprises the following members:

- (1) The President - Chairman.
- (2) The Vice-President - Deputy Chairman.
- (3) Minister of Defence.
- (4) CDS.

RESTRICTED

- (5) COAS.
- (6) CNS.
- (7) CAS.
- (8) DG SS.
- (9) Such other members as the President may appoint.

In a civilian government the Chiefs of Staff are required to be in attendance but are not required to participate in decision making.

b. **National Operations Committee.** The executive arm of the National Defence and Security Council is the National Operation Committee. Its task is to implement in the military sphere the policies of the National Defence and Security Council. The chairman of the committee should be the Commander-in-Chief of the security forces. Other members include:

- (1) Foreign Affairs Ministry' representative.
- (2) Internal Affairs Ministry representative.
- (3) The Police representative.
- (4) DSS representative.

c. **The Director of Operations.** The Head of the Armed Forces or the head of police can be appointed the director of operations by the head of government. The anticipated security situation would influence the director's appointment. However, his appointment must be linked to overall command of the security forces, the composition and balance of these forces. The director of operations is usually chairman of the National Operations Committee unless this post is

RESTRICTED

held by the President.

d. **Operations Committee.** At subordinate levels-state and local government areas, integrated coordination committees are established. They are referred to as operations committee. The Chairman of an operations' committee should preferably be the senior officer of the local military and police command or a representative of the intelligence and security organizations. Other local government civilian experts may be co-opted.

e. **Diagram.** The diagram of an outline organization of the operations committee is at Annex 'A'.

JOINT SECRETARIATS

7. For the smooth functioning of the central control of operations, joint secretariats must be established. This will enable the swift implementation of joint decisions without compromise, and to reduce lapses in security to a minimum.

CONTROL OF OPERATION

8. The function of the committee system is essentially the provision of a forum for planning and coordination. Appropriate military and police commanders still retain their command function. There is however the need for interaction between the civil, police and their military counterparts before operations, which vary from previously agreed policy plans are

RESTRICTED

undertaken. Cooperation is essential throughout to ensure mutual confidence, prevent disputes and enhance effective conduct of operations.

LOCATION OF HEADQUARTERS

9. Joint Operations Room at each level of command should be sited at a police or civil administrative headquarters. Appropriate military headquarters must be set up adjacent to it or close by. Distance notwithstanding, an effective and secure communication system must be established between them.

LEVELS OF COMMAND

10. The areas of responsibility of both the police and the military forces should be the same. The control of operations is made easier by having the same boundaries for all security operations. The outline chain of command is at Annex A.

COMMUNICATIONS

11. **Joint Communication.** A joint communication system is necessary to ensure that formations, units, the police and civil authorities can be in touch. Record of dedicated telephone line that should be maintained is at Annex B.

LIAISON

RESTRICTED

12. Close liaison between the military, police and civil authorities must be maintained at all levels. Efficient system of passing signal traffic between the army and police radio stations must be worked out. This responsibility lies on the senior signal officer and telecommunication official of all concerned. The army should offer its facilities for carriage of important civil postal services.

MEANS OF COMMUNICATION

13. The following means of communication should be available and can also be duplicated:

- a. Radio.
- b. Line.
- c. Despatch Rider.
- d. Ground/Air Communications.

SECURITY

14. The following aspects of security are important:

- a. Adherence at all times to the rules of voice procedure. The enemy is capable of monitoring voice codes and appointment titles must be used.
- b. Telephone system with radio relay back-up and with channels allotted to tele-printers offer some security. Exchanges must be made

RESTRICTED

inaccessible to saboteurs. Ciphers where necessary can provide a high degree of security.

c. Senior signal officers shall be involved in the tapping of telephones to obtain information about the enemy.

ANNEX A TO
PART 10 TO
TACTICS B

ORGANISATION OF COMMAND STRUCTURE

1. **State Operation Committee**

a. State Governor.

RESTRICTED

- b. Brigade Commander.
(or Battalion Commander in States without Bde HQ)
 - c. Commissioner Of Police.
 - d. Director Department of State Security
 - e. Any other co-opted Member
2. **Local Government Operations Committee**
- a. Chairman Local Government.
 - b. Battalion Commander.
 - c. District Police Officer.
 - d. OC State Security.

ANNEX B TO
PART 10 TO
TACTICS B

RECORD OF DEDICATED TELEPHONE LINES

FEDERAL

- 1. President, C-in-C.

RESTRICTED

2. Vice President.
3. Hon. Minister of Defence.
4. Hon. Minister of Internal Affairs.
5. Hon. Minister of Police Affairs.
6. Chief of Defence Staff.
7. National Security Adviser.
8. Service Chiefs/IGP.
9. Chief of Defence Intelligence (CDI).
10. Director General, State Security Services, (DG SSS).
11. Director General, National Intelligence Agency (DG NIA).
12. Joint Operations Room (3 Lines).

STATE

1. Governor.
2. Deputy Governor.
3. Military Commanders.
4. CO.
5. SDS.

Ops Room (5 Lines).

SELF ASSESSMENT QUESTIONS

1. a. Outline the organization and composition of the chain of command at State and LGA levels.
- b. How do you see command and control being exercised during

RESTRICTED

an IS operation.

c. What communication means are available to you during an IS operation and what precautionary measures will you take to ensure security at all times?

PART 11 - MEDIA/MILITARY RELATION IN IS OPERATIONS

GENERAL

1. The right to establish and operate a medium for the dissemination of information, ideas and opinions are freedom guaranteed by the Nigerian Constitution. During IS, the important role of the media to inform and

RESTRICTED

educate the citizens cannot be underestimated. When the passing of information by the media however tends to pervert facts to suit some ulterior purpose and mislead a great number of innocent citizens, and thus distort the national image, the need to regulate the activities of journalists covering crisis situations becomes imperative.

2. Journalists should be informed before allowing them to cover the crisis area that government has the responsibility to enforce law and order, and to safeguard public property and interests. Caution should be exercised in managing the media as it could be used as the means of dismemberment and destruction of the nation. NA Public Relations Officers (PRO) should relate with journalists with utmost restraints in crisis situations.

RESPONSIBILITIES OF THE MEDIA AND THE MILITARY

3. The mutual responsibilities of the media and the military in a crisis situation are as mentioned below:

- a. The media should be carried along at all stages of operation. The NA PRO should appeal to the patriotic instinct of journalists in order to be reasonable, cautious and circumstantial in their coverage.
- b. Journalists should be informed on the rules of engagement.
- c. Media reports should be factual and devoid of inflammatory, mischievous, seditious, rebellious and inciting comments.
- d. There should be regular briefing on the crisis situation at the operations' headquarters.

RESTRICTED

- e. Photo journalists may be restricted from taking photographs depending on the situation on the ground.
- f. The Press should be discouraged from writing articles or reports that would discourage, demoralize or defame the troops.
- g. Journalists should be made to understand that certain aspects of the operations are classified and may fall under the Official Secret Acts which cannot be published.
- h. The media should assist in promoting the unity and stability of the nation by publishing or broadcasting those matters that are true and verified.
- i. The media should inform the field commander if direct transmission equipment are being used in the crisis area.
- j. All journalists within the area of military operations during any crisis are subject to the army commander on ground through his PRO.

SELF ASSESSMENT QUESTION

- 4. a. What are the responsibilities of the media and the military in IS situation.
- b. Explain 5 of them in detail.

RESTRICTED

PART 12 - ADMINISTRATION AND LOGISTICS

ESSENTIALS

1. The success of an IS operation regardless of its elaborate planning and prompt action, depends on proper administration of the troops deployed to a crisis area. During the period, considerations should be given to the

RESTRICTED

following essentials:

- a. **Rest.** Adequate arrangement must be made to ensure that troops relieved from a crisis area have enough rest before being re-launched to new trouble spots.
- b. **Equipment.** Cleaning, inspection and checking of all arms and ammunitions, radio and personal equipment should be carried out at regular intervals.
- c. **Stores.** Provision should be made for the replenishment and exchange of technical, clothing and other stores, especially where troops are likely to stay longer in the crisis area.
- d. **Personal Hygiene.** Strict arrangement must be made for the troops to have baths, laundry, change of clothing, medical inspection and use of latrine in order to maintain a high level of personal hygiene.
- e. **Food.** Regular provision of meals and drinking water must be made for the troops. If by the nature of a crisis, cooked meals cannot be served, troops must be supplied with adequate dry ration before leaving the unit, and replenished regularly in the field.
- f. **Medical.** The presence of the medical team and prompt evacuation of injured troops will reassure and improve the morale of the soldiers in crisis area.
- g. **Pay.** Arrangements must be made for the payment of salaries and allowances due to the soldiers in crisis area.
- h. **Transportation.** Adequate and suitable vehicle should be

RESTRICTED

provided for the unit deployed to a crisis area. Arrangement for repairs and supply of POL should be made without disrupting the momentum of the operation.

SELF ASSESSMENT QUESTIONS

2. Answer the following questions:
 - a. What are the essentials of Admin & Log in IS.
 - b. Explain 5 of them in detail.

PART 13 - PATTERN OF OPERATION IN COUNTER REVOLUTIONARY WARFARE

INTRODUCTION

1. This chapter will enable the reader to understand the pattern of Counter Revolutionary Warfare (CRW) and their different origin. It also covers the various principles that could be employed.

OBJECTIVES

2. At the end of this chapter, the reader will be able to:
 - a. State the principles of CRW.
 - b. Explain the procedures and techniques of CRW up to Counter insurgency in Urban and Rural areas.

PRINCIPLES OF CRW

3. There are 3 principles of CRW:
 - a. **Minimum Necessary Force.** A Comd must never use more force than is necessary to achieve his immediate military aim.
 - b. **Political Awareness.** All servicemen must be aware of the political aims of the government in the areas of operations and of the measures devised to implement them. All ranks must be properly and comprehensively briefed on the background to operations.
 - c. **Popular Support.** This is a pre-requisite to democracy and a vital ingredient for the success of CRW. However, much depends on government policy and the way troops discharge these tasks. Effort must be made to acquire popular support and confidence.

URBAN OPERATIONS

4. **Revolutionary Tactics.** These take the fol forms:
 - a. Disrupting industry and public service by strikes and sabotage.

RESTRICTED

- b. Widespread disturbances to stretch security forces.
- c. Creating incidents to lure security forces into a trap.
- d. Provoking security - forces to over react and hostile propaganda.
- e. Fomenting inter factional strife.
- f. Attacking buildings with rockets and mortars.
- g. Sniping at roadblocks, static post and sentries.
- h. Ambushes and engagement of helipads.

NEED FOR ALERTNESS

5. The Urban Guerilla make use of the cover provided by the population and of the many escape routes available to him. This calls for constant alertness on the part of a soldier operating in urban area because he presents an easy target. Take the following action:

- a. A soldier in static posts must be covered by fire.
- b. Post to be properly protected.
- c. All moves to be covered by fire support.
- d. Avoid discussing military matters with local acquaintance especially girls.

DEPLOYMENT

6. There are 2 alternatives:
- a. **Bases Outside the Area.** A secured base can be set up where

RESTRICTED

men off duty can relax and possibly enjoy some facilities. Less defenses and sentries will be required for protection. It is accessible to administrative troops and so resupply and repairs could easily be undertaken. The disadvantage is that greater reaction time is required and reserves have to be kept at short notice. The move of tps and vehs require escorts and provides easy targets. The journey time eats into personal administration.

b. **Bases in the Areas.**

(1) **Advantages.**

- (a) Speedy action.
- (b) Troops become more closely identified with the area and can dominate it easily.

(2) **Disadvantages.**

- (a) Troops rest but don't relax.
- (b) Constant exposure to danger of attack.
- (c) Strain on manpower due to incessant escort duties.

RURAL OPERATIONS

- 7. There are 2 broad scales of rural operations:
 - a. Those where the right of the elected government still runs which requires a relatively minor operations to be mounted to regain control and eliminate the threat.
 - b. Those where government authority has been so eroded that

RESTRICTED

government officials are no longer free to perform duties. This calls for a wider scale of operations with measures similar to those employed in limited war.

MINOR OPERATIONS

8. This involves small bodies of troops though larger numbers can be employed if the area is large. The techniques applicable to rural settings are:
- a. Protection of personnel and guarding of installations.
 - b. Protection of convoys and route piquetting.
 - c. Control of movement.
 - d. Cordon and search.
 - e. Patrols, Ambushes etc.

OPERATION TO REGAIN CONTROL OF AN AREA

9. This calls for wider measures and the development of large units, a controlled area is one which the civil administrative and police are able to work effectively. Insurgents may still be able to infiltrate but they pose no serious threat to the security forces. Where however, the civil administrative and the police are not able to perform their duties, operations have to be conducted to reintroduce government control. The conduct of such operations will be influenced by:
- a. Strength and organisation of the revolutionary movement.
 - b. Support accorded the movement.

RESTRICTED

- c. Nature of countryside, accessibility and density of the population.
- d. Forces available.

OPERATIONAL CONCEPT

10. The general concept of operation is to separate the revolutionary element from the population. This will involve maintenance of attention on the movement and the protection of the population by denying terrorists a free run anywhere in the operation area.

FIRM BASE

11. All operations must be mounted from a firm base which should be:
- a. The site of local civil administration.
 - b. Accessible by land over routes which can be secured without too much effort.
 - c. Able to provide at least helipad if not a tactical (Support Reconnaissance) airstrip.
 - d. Easily defensible with minimum force.
 - e. Large enough to accommodate the necessary logistic support and troops.
 - f. Located at the edge of an already controlled area so that the rear is secure.

SEQUENCE OF BUILD UP

12. The sequence of build up of the base takes weeks depending on the distribution involved and resources available. The normal sequence might be:

- a. An air assault by airborne troops, or an infantry battalion group.
- b. Assumption of overall control of the defence by the assault battalion group.
- c. A key plan which directs the deployment of units and installations to selected areas.
- d. Reception arrangements by the assault battalion group for the follow-up echelons.
- e. Offensive patrolling by the assault battalion in the area close to the base.
- f. Hand over of sectors of the perimeter to follow up battalion groups.
- g. Frequent clearance searches of the base adjacent country.
- h. Reception of a one time road convoy.
- i. Follow-up battalions patrols effectively in their Tactical Area of Responsibility (TAOR).
- j. Opening of an airstrip.
- k. Defence and provision of counter attack force by assault battalion.
- l. Establishment of a limited controlled area.

RESTRICTED

- m. Introduction of local military and para-military forces for assault in the defence of the base and patrolling etc.
- n. Operations in-depth start concurrently with the establishment of the controlled area.

TECHNIQUES

- 13. The following techniques will be required:
 - a. Guarding installations.
 - b. Roadblocks and check points.
 - c. Control points.
 - d. Curfews.
 - e. Crowd dispersal.
 - f. Cordon and search operations.
 - g. Patrolling.
 - h. Covert surveillance.

- 14. The techniques that are applicable to rural setting are:
 - a. Protection of personnel and guarding of installations.
 - b. Protection of convoys and route picketing.
 - c. Movement controls.
 - d. Cordon and search.
 - e. Patrols, ambushes etc.

- 15. Proposed community relation projects should be examined against the

RESTRICTED

following criteria:

- a. Provide the maximum opportunity for the services to participate.
- b. Be directed to all sections of the community and cover as many communities as possible.
- c. Meet a genuine need.
- d. Be jointly planned with local authority.
- e. Be within the ability of those concerned to complete within reasonable time.

SELF ASSESSMENT QUESTIONS

16.
 - a. State the three principles of CRW.
 - b. What are the techniques and procedures employed by the security forces to deal with the insurgent in a CRW setting.

PART 14 - MILITARY OPERATION AND CIVIL AFFAIRS

INTRODUCTION

1. Military assistance is usually requested when the local civil government efforts have been defied and at least part of its machinery has broken down. This could lead to the stoppage of public services. It is in such circumstances that the military may be invited to give additional assistance in the area of civil affairs. The degree to which they may be involved could

RESTRICTED

range from liaison at one extreme to military government at the other.

2. The military could be asked to participate in the follow areas:
 - a. Advice through the medium of operations committees.
 - b. Community relation projects.
 - c. Assistance with the maintenance of essential supplies and services.
 - d. Direct military control, should this be needed of any vital services the lack of which could have a harmful effect eg. the health of the community.
3. The degree of involvement will usually depend on:
 - a. Government policy.
 - b. State of local civil administration.
 - c. Resources available to the local military commander.

OBJECTIVES

4. After reading this chapter the reader will be able to:
 - a. Identify the areas in which the military could be asked to participate in civil affairs.
 - b. Enumerate the important of community relations.

COMMUNITY RELATIONS PROJECTS

5. Community relation's projects (winning the hearts and minds) are

RESTRICTED

defined, as activities aimed at improving the relationship between the armed forces and the local population in order to create attitudes favourable to the achievement of political and military objectives.

REQUIREMENT

6. Proposed community relations projects should be examined against the following criteria:
 - a. Provide the maximum opportunity for the Services to participate.
 - b. Be directed to all sections of the community and to cover as many communities as possible.
 - c. Meet a genuine need.
 - d. Be jointly planned with the local authority.
 - e. Be within the ability of those concerned to complete within a reasonable time.
 - f. But not taking employment away from civilians.

7. The most successful projects will probably be those in which local people have been involved with the original idea and playing a major part in carrying out the project, with the military providing expertise.

MAINTENANCE OF ESSENTIAL SERVICES

8. There may be requests from the local administration for military

RESTRICTED

assistance in the maintenance of essential service if there is a threat to public health. There could also be humanitarian groups for providing military assistance. Maintenance of essential services can be undertaken in conjunction with or without the civil authority. On the whole it is important to review the possible civil affairs commitments at the time contingency plans for operations are being prepared.

9. Military forces employed on maintenance of essential services are used solely as organised labour under their own commanders who will arrange with civil authority on how the troops engaged in this way may themselves need police protection.

SELF ASSESSMENT QUESTIONS

10. a. What are the areas in which the military could be asked to participate in civil affairs.
- b. What are the requirements of community relation projects.
- (3) Stressing shortage of the insurgents' combat supplies.
 - (4) Encouraging surrender and defection by publicizing its advantages eg. good treatment and leniency. Also publicizing the methods of surrendering into safety by use of safe conduct passes or leaflets.
 - (5) Publish photographs of deserters.

RESTRICTED

PART 15 - PSYCHOLOGICAL OPERATIONS

INTRODUCTION

1. This chapter deals with the plan of psychological operations as a propaganda or other means in support of our military actions designed to influence to our advantage, the opinions, emotions, attitudes and behaviour of enemy, neutral and friendly groups.
2. It also explains how it could be employed to reduce the moral and

fighting efficiency of the enemy and to promote and defections.

OBJECTIVES

3. On completions of this chapter the reader will be able to:
 - a. Identify what psychological operation is all about and its aims.
 - b. Discuss the conduct of psychological operations.
 - c. State the pre-requisite for psychological operations.
 - d. Enumerate the methods and resources available in the application of propaganda.
 - e. State the basic requirement for effective propaganda.

AIM OF PSYCHOLOGICAL OPERATIONS

4. Psychological operations have 2 distinct aims:
 - a. Gaining the confidence and cooperations of the civil population (i.e consolidation) as to assist military operation by isolating the insurgents from civil support and ensuring steady flow of information.
 - b. Lowering the morale of the insurgents and thereby encouraging surrender and defection.

EMPLOYMENT

5. Psychological operations can be employed in the following types of operations:
 - a. Limited and general war.

RESTRICTED

- b. IS operations.
- c. Unconventional warfare.
- d. Prisoner of war and civilian internal programmes.
- e. Assistance to civil authority.

CONDUCT

6. In order to achieve the 2 aims set out above, psychological operations should be directed at the specific tasks given below:

a. **Consolidation Tasks.**

- (1) Encouraging loyal elements to remain loyal and to denounce insurgents.
- (2) Publicizing military successes, insurgents losses and government measures to improve peoples' well-being. This will coerce the uncommitted to support the government.
- (3) Good community relations to win the hearts and the minds of the populace.
- (4) Demonstrating the strength and efficiency of the security forces so as to breed confidence in the government ability to provide security from terrorism.
- (5) Explaining the need for the imposed restrictions.
- (6) Forestalling insurgent propaganda from all sources.
- (7) Explaining to the troops "the reason why" they are involved in the operation.

b. **Anti-Insurgent Tasks.**

- (1) Stirring up desertion among the rank and file of the insurgents.

Stressing insurgent losses as against the might of security forces.

PRE-REQUISITE FOR PSYCHOLOGICAL OPERATIONS

7. To be successful propaganda must be:
- a. Based on truth.
 - b. Be in conformity with government policy.
 - c. Based on accurate knowledge of the target.
 - d. Carefully planned on a joint military/civil basis.
 - e. Put over by the best media available.
 - f. Attributable to the government rather than the military.
 - g. Based on positive approach to create trust and confidence that will make the insurgents to surrender without fear of reappraisals.

REQUIREMENTS FOR EFFECTIVE PROPAGANDA

8. To be successful, propaganda must fulfill certain conditions which include:
- a. **Gain Attention.** Message must be well designed and delivered.
 - b. **Be Understood.** The target audience must understand message.

RESTRICTED

- c. **Arouse a Need.** Propaganda must arouse a needed attention that the receiver can satisfy by action which will support the Psychological Operations objectives.
- d. **Suggest a Solution.** Propaganda must offer a solution to meet the aroused audience.

PROPAGANDA METHODS

9. Propaganda can be mounted by any of the following methods:

a. **The Written Word.**

- (1) Leaflets.
- (2) Posters.
- (3) Pictures.
- (4) Pamphlets.
- (5) Books.
- (6) Government Newspaper media.

b. **The Spoken Word.**

- (1) Radio broadcasts.
- (2) Ground loudspeakers.
- (3) Voice aircraft.
- (4) Surrendered personal teams.
- (5) Discussion groups.
- (6) Public address systems.
- (7) Rumours.

RESTRICTED

- (8) Films and television.
- c. **Good Deeds.** Well planned community relations

SELF ASSESSMENT QUESTIONS

10. a. What do you understand by psychological operation and what are its aims.
- b. Discuss the conduct of Psychological Operation.
- c. State 8 pre-requisite for psychological operations and enumerate the methods available to you to mount an effective propaganda.
- d. State 4 basic requirements of effective propaganda.

PART 16 PEACE SUPPORT OPERATIONS

INTRODUCTION

1. Peace Support Operation (PSO) has been described as a third party approach to conflict resolution. This type of operation is usually carried out after a detailed consultation with the warring parties and mutual agreement to a cease-fire. It is different from peace enforcement, which usually aims at forcing the belligerents to accept terms stipulated by the United Nations or the international community when all efforts at reaching an agreement for a

RESTRICTED

cease-fire have failed. This lecture covers some of the general background required for a better understanding of the topic "PSO".

OBJECTIVES

2. These notes will enable the readers not only to pass the promotion examinations, but also to have a proper understanding of the followings:
 - a. Preparation for PSO.
 - b. Training for PSO.
 - c. Status of Forces Agreement (SOFA)
 - d. Conduct of PSO.

TYPES

3. Depending on political, geographical, economic or religious circumstances and considerations, PSO could be inunciated under the following arrangements:
 - a. **Bilateral** - Between two countries that have a previous mutual defence pact that covers such operations or a direct request of one government to another eg Nigeria's participation in Tanzania in 1964 and Senegals' participation in Gambia in 1981.
 - b. **Sub-regional** - eg ECOMOG.
 - c. **Regional/Continental** - AU peace missions - NATO peace missions.
 - d. **Global** - UN peace missions.

PREPARATION

4. **Action by Higher HQ**

- a. Early warning to units earmarked for the operation.
- b. Designates training area for the units.
- c. Provision of detailed up-to-date information.
- d. Provision of equipment.
 - (1) Personal weapons.
 - (2) Mine detectors.
 - (3) Night Vision Aids.
 - (4) Sp Wpns.
 - (5) LLAD.
 - (6) Vehs (A&B, Comd Vehs, Amb, Sig FFR etc).
- e. Funds.
- f. Logistics.

5. **Action by Units**

- a. **Training**. The main preoccupation of a unit earmarked for peace-keeping operation is training. The training must be comprehensive and should include:
 - (1) Geo-politics of the area of conflicts.
 - (2) Studying the contents of the SOFA.
 - (3) Language and culture of the people.
 - (4) Computer literacy.

RESTRICTED

- (5) Emplaning and deplaning drills.
- (6) Comms.
- (7) Driving - This is mandatory for UN Military Observers.
- (8) Map Reading.
- (9) Convoy movement with emphasis on escort duties.
- (10) Roadblock.
- (11) Cordon and Search.
- (12) Ambushes.
- (13) Patrolling (Day and Night).
- (14) First Aid.
- (15) Public relations.
- (16) Wpns skill.
- (17) Physical Trg.

b. **Information.** The CO of a unit earmarked for PSO must be provided with all relevant information, which he, in turn, will disseminate to all troops participating in the operation, irrespective of rank. This should include:

- (1) UN mandate for the operation.
- (2) Background to the crisis.
- (3) Present situation.
- (4) Geography of the region.
- (5) History.
- (6) Government and people of the area, with emphasis on tradition, customs and religion.

RESTRICTED

- (7) Information on the Armed Forces; to include size, command structure, equipment and tactics.
- (8) Information on other belligerents to cover identification, Comd structure, leaders, habits etc.
- (9) Terrain and weather.
- (10) Health problem prevalent in the region.
- (11) Profile of the UN Force Commander.
- (12) Other troop contributing countries.
- (13) Status of Forces Agreement.
- (14) Diet and food available in the region.
- (15) Own country's position or interest in the conflict.
- (16) Dos and Don'ts (Especially in UN operations).
- (17) Allowances and other entitlement.
- a. Documentation to include dog tags.
- e. Medical examinations and inoculations.

STATUS OF FORCES AGREEMENT

6. **Definition.** Taking into consideration the fact that PSO is a third party approach to conflict resolution, a Status of Forces Agreement (SOFA) could be defined as a legally binding document normally prepared for the regulation of the conduct of all parties involved in a conflict in which foreign troops are brought into another sovereign state to assist in restoration of peace and security. It forms the basis for the type of relationship between

RESTRICTED

the peace-keepers and the warring factions or government of the state and it clearly defines the role, powers, limitations and the level of immunity to be given to the foreign troops.

7. **Origin.** Article 105 of the UN Charter provides that the UN “shall enjoy in the territory of each members such privileges and immunities as are necessary for the fulfillment of its purposes” and similar privileges for representatives of the UN “as are necessary for the independent exercise of their functions”. The convention on the Privileges and Immunities of the United Nations of 13 Feb 1964, was the result of the General Assembly’s efforts to detail the general protection afforded by Article 105. Whenever it becomes necessary for the UN to deploy forces into a receiving state for an operation, the status of the UN or multinational forces usually depends on the underlying authority upon which the forces are present in the receiving state. If the presence of the UN or multinational forces in the territory of a sovereign state occurs under the coercive authority of the Security Council, then absolute immunity from any receiving state authority exists and may be asserted. However, despite the fact that the Security Council has the authority to specify the status of a force that is deployed under its authority, as well as the status of the members of that force, it has always been desirable to provide for the status of the force by agreement with the receiving state.

8. **Agreements.** Whenever the deployment of UN or multinational

RESTRICTED

forces in a sovereign state becomes necessary, various agreements are entered into. These could basically be grouped into 4 types:

- a. Basic Agreement.
- b. Detailed Status of Forces Agreement.
- c. Agreement for Transit Rights.
- d. Agreement for Permanent Bases.

You are to note that Basic Agreement may not be necessary a written docus. It only paves way for further UN actions as it may not be more than mere acceptance of a UN Resolution by the State concerned.

9. **Contents.** A SOFA will contain/include the following:
 - a. The International Status of the Forces and its members.
 - b. Entry and departure permits.
 - c. The right to carry arms (incl orders for opening fire).
 - d. Freedom of movement of individual members of the force in host country.
 - e. Use of roads, waterways, port facilities and airfields.
 - f. The right to operate its own communications system incl FM radio stations.
 - g. Postal regulations.
 - h. The flying of UN and national Flags.
 - i. Uniform regulations.
 - j. Permission to operate UN vehicles without special registration.
 - k. Applicability of “The convention of the privileges and

immunities of the United Nations”.

- l. Jurisdiction regulations.
- m. Tax and duty regulations (incl Duty Free Shops and non-dutiable commodities).
- n. General supply and maintenance matters (Import of equipment, Commodities, local procurement of provisions, petrol, oil and lubricants) and custom duties regulations for the UN Forces.
- o. Compensation regulations (as it affects host country's property).

CONDUCT OF OPERATIONS

10. **Principle.** In PSO there are no enemies. All troops within the mission area are to be regarded as friendly troops. Troops must be conversant with the principles guiding the conduct of this type of operation and these include:

- a. **Firmness.** On matters of principle, peace keepers' integrity must show firmness of purpose and excellent solidarity or the force prestige will be lowered. A party to the dispute would use force, but he knows full well that his government or faction will have to answer in the Security Council, ECOWAS or AU later for the use of violence, having to face public opinion as well. To some extent, a peace-keeping force may become hostage to bad behaviour of a party threatening aggression. Terrorists, who are not very concerned about

RESTRICTED

their own reputation, however accompany inhibited by such constraints. Nonetheless, if a government which in fact supports a terrorist group feels itself to be embarrassed by the terrorists' actions, it might be possible to come to a satisfactory agreement.

b. **Impartiality.** Total impartiality and neutrality are essential in order to retain the trust and confidence of the parties to the dispute and of the host government. If and when a peace-keeping force is suspected of favouring one of the parties concerned, the other party will no longer trust the peace-keeping force. Once mutual trust has evaporated, the peace-keeping force will find it difficult to implement its mandate. The parties involved are usually concerned about their amour-propre, and an unwise word or act which pokes fun at one of the parties or injures its self-esteem will result in bitterness, non-cooperation, and perhaps hostility, and may jeopardize the peace-keeping operation.

c. **Clarity of Intention.** It is essential that both sides are made fully aware of what the peace-keeping forces are trying to achieve and why. Failure in this respect will lead to misunderstandings and distrust, hard to put right.

d. **Anticipation.** Incidents likely to provoke violence should be anticipated and timely action taken to prevent them. This may involve the rapid deployment of peace-keeping forces between the 2 sides, before an incident develops into a serious situation, in order to achieve local superiority.

RESTRICTED

e. **Avoidance of the Use of Force.** The use of force is not an end itself to peace keeping. You must be aware that:

- (1) Non-violent methods alone may be enough to solve the problems.
- (2) Conduct and negotiations are essential methods.
- (3) Clever leadership is decisive in achieving good results.
- (4) Initiative on the part of all ranks to carry out the task is vital.

a. The main guideline for troops is to use a minimum of force in all conflict situations. If force is to be used, the extent and range will be confined to what is strictly necessary. This advice is based on the experience of many operations and the principle that force generates force. By using more force than strictly necessary the danger will be that tension rises and the possibility of negotiating yourself out of the problems will lessen.

b. **Recognition of Host Government's Authority.** A peace keeping force deployed in a country is invited by its government. It can remain there only as agreed upon by that government. While a peace keeping force enjoys certain immunities, its members however, must respect the host country's laws and customs in turn.

g. **Integration.** A peace keeping force must be integrated in 2 respects:

- (1) The national contingents must all be dependent on one

RESTRICTED

another. This is usually achieved by allotting, *inter alia*, responsibilities for logistic support, comms, and airlift to different countries so that no contributor is perceived to exercise undue influence.

(2) When a confrontation is likely between the peace keeping force and one or both of the parties, it is wise to interpose a small group drawn from as many national contingents as possible or a force reserve in order to demonstrate solidarity and to enhance the hostage effect mentioned earlier.

11. **Ethics of Peace Keeping.** The Comd must ensure that the conduct of own troops participating in a PSO conforms with internationally accepted standards and always within the law. Troops must have access to the following:

- a. Code of Conduct (Issued by Higher HQ).
- b. Standing Operational Procedure (SOP) - Issued by Unit.
- c. General Conventions.
- d. Order of the day issued by the Force Comd.

12. **Use of Force.** Article 51 of the UN Charter specifically states the customary international law principle underlying all rules of engagement, that is, the inherent right of individual and collective self defence against an armed attack. International law requires that any use of force be in response

to hostile acts or a demonstration of hostile intent, and the principle of proportionality requires that the use of force be limited in intensity, duration and scope to that which is necessary to counter the attack and ensure the continued safety of the force. It is important to note that specific rules of engagement for an operation are always classified to prevent giving tactical advantage to any potential threat to the force; however it is common for a force commander to extract or provide unclassified summary to the troops as was the case with the Joint Force during "Operation Restore Hope" in Somalia.

13. **Unit Activities in Mission Area.** Usually the task of participating contingents will be broadly stated in the Mandate and the Force Commander (FC) will further specify the specific tasks of various units in his orders. However, there may be others depending on the nature of the overall mission of the force or when the situation changes. These include:

- a. Observation.
- b. Patrolling.
- c. Interposing.
- d. Control of movement.
- e. Control of supplies.
- f. Guarding of VP/KP and fence area.
- g. Riot control.
- h. Show of force.
- i. Liaison with/between the opposing parties.

RESTRICTED

- j. Negotiations.
- k. Humanitarian and economic activities.

14. **Community Relations.** In order to win the hearts and minds of the people, own troops will also be engaged in the following humanitarian duties in conjunction with other recognised NGOs like Red Cross, Red Crescent, Medicine Sans Frontiers etc:

- a. Medicine assistance to the local population.
- b. Tracing of missing family members.
- c. Family/loved ones visitation arrangements.
- d. Postal arrangements.
- e. Assistance in the provision of relief aid.
- f. Facilitate the free movement of doctors, nurses and medical supplies to and within remote outlying rural areas, as well as to and within sealed off enclaves.
- g. Medical and casualty evacuation of combatants with the approval of both parties.
- h. Protection and security of minority groups.
- i. Distribution of relief to those in need.
- j. Transportation of persons for transfer/evacuation.
- k. Mine field marking and clearing.
- l. Material assistance.
- m. Food assistance.
- n. Engineering works.

RESTRICTED

- o. Building of bridges.
- p. Provision of escorts to oversee and facilitate agricultural activity.
- q. Assistance in negotiating and implementing arrangements for the harvesting and disposal of crops in disputed areas.
- r. Arbitration in disputes over land, water, rights and freedom of movement of humans and animals.
- s. Investigation of cases of theft of or damage to crops.
- t. Liaison assistance over repairs of property, including schools and churches.
- u. Handling and transporting crops across demarcation lines.
- v. Assistance in negotiations for the restoration of public services.
- w. Distribution of welfare benefits.
- x. Humanitarian visits.
- y. Resettlement and rehabilitation.
- z. Assist in repair of implements eg trucks, farming implements etc.
- aa. Provision of water.

15. **Briefing of visitors at VP/CP.** PSO attract a lot of dignitaries and International observers. It is therefore necessary that all troops, particularly officers and SNCOs know the procedure for briefing of visitors and the content of such briefing; which includes:

- a. Location of the OP/CP.

RESTRICTED

- b. Task/purpose.
- c. General observation, limitations, observation techniques etc.
- d. Nearest troops positions, HQ, direction and distance to other positions.
- e. Nearest position(s) belonging to other factions in the areas, distance and strength.
- f. Manning of the Ops, Relief of observers and the max time of observation.
- g. Brief about the equipment (very short/simple demo) being used at the OP/CP.
- i. Logistics.
- j. Special regulations.
- k. Latest events. End of brief. Question?

DEBRIEF

16. Units returning from PSO must be properly debriefed. A Comd must ensure that every soldier of his unit contributes to the debriefing. This could be achieved if Platoon Comds first debrief their men when they are about to leave the mission area. Coy Comds will then debrief their Platoon Comds after which they will be debriefed by the CO. This procedure will ensure that whatever information the CO gives while being debriefed on arrival covers every aspect of the operation. Emphasis must be placed on the following

RESTRICTED

during debriefing:

- a. Preparation for the mission prior to departure.
- b. Adequacy of the provision made - Any deficiency? Why?
- c. Problems enroute.
- d. Reception on arrival at mission area.
- e. Situation on the ground on arrival at mission area.
- f. Relief in line.
- g. Conduct of the operation; to cover:
 - (1) Unit mission or task and mode of execution.
 - (2) Activities of all other units in the mission area.
 - (3) Areas of security interest to own country.
 - (4) Geography, Politics, economic activities, religion and culture of the mission area.
 - (5) Problems encountered during the operation.
 - (6) Losses in men and material.
 - (7) Potentials of the countries visited (Military, Political and Economic).
 - (8) Desirability of further participation in the operation.Comds are to comment on procedure for rotation of units, especially as it affects the following:
 - (a) Warning Order.
 - (b) Preparation for move.
 - (c) Policy on weight approved per soldier.
 - (d) Policy on procurement of personal effects.

RESTRICTED

- (e) Stock- taking.
 - (f) Movement of vehs, eqpt and sp wpns.
 - (g) Movement Order.
 - (h) Manifest.
 - (i) Tps maint enroute.
- h. Reception on arrival at disembarkation point.

CONCLUSION

17. PSO is a very different and difficult operation comparable only to guerrilla warfare. Therefore peace-keepers cannot afford to underestimate their duties. The preparation must be thorough to avoid initial difficulties reduce time taken to each optimum performance. Peace keepers should realise that they are operating under the invitation of another sovereign state and must regard that country's rules and regulations as sacrosanct in their conduct. Above all, peace keepers are ambassadors of their various countries, therefore their conduct both militarily and socially must be above board in order to recommend themselves and their countries to the international community and also invitation for future operations.

SELF ASSESSMENT QUESTIONS

18. a. What preparations should be made by a unit earmarked for PSO.
- b. What is SOFA. Explain in detail its content.

**PART 17 - PROCEDURE FOR THE INDUCTION OF NA
TROOPS INTO OPERATIONS**

GENERAL

1. There shall be a procedure for inducting troops of the NA into all types of operations internally and externally, herein called “**PROCEDURE FOR INDUCTION OF NA TROOPS INTO OPERATIONS**”. This Procedure shall serve as the authority outlining the functions of the various staff branches, unit and formations involved in the induction process.

RESTRICTED

2. The procedure will specify the inter-relationship between the stakeholders in the process and specify conditions under which NA troops should be inducted into operations.

OBJECTIVES

3. The induction procedure is designed to achieve the following objectives:

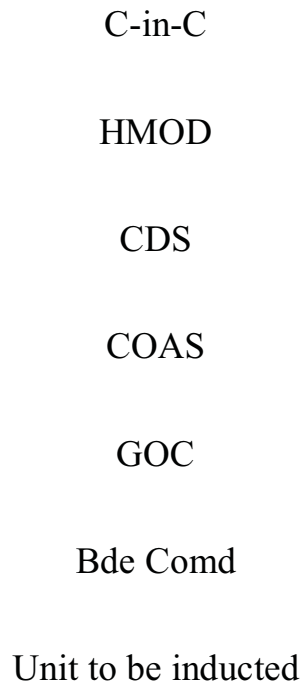
- a. Ensuring the political directives to employ military force is clearly understood.
- b. Ensure that troops understand their mission.
- c. Ensure that the appropriate force level is available for induction.
- d. Ensure that the designated force is properly equipped and kitted.
- e. Ensure that the troops being inducted have appropriate logistics backing.
- f. Ensure that the rules of engagement are specified and understood in an internal operation.
- g. Ensure that the rules of engagement are consistent with the requirements of the UN, AU or ECOWAS in an external operation.
- h. Ensure that troops have proper orientation and training before induction.

THE INDUCTION PROCESS

RESTRICTED

4. The induction process would be deemed to have been activated on receipt by the COAS of a mission statement derived from appropriate political directive, from the President, Commander-In-Chief of the Armed Forces or his representative to use military force.

5. The induction process may be illustrated in the diagram below:



KEY

Direction of instructions

Direction of feedback

RESTRICTED

However, the above sketch only illustrates the upward and downward flow of instructions and information respectively at various levels.

7. Once the political directive and mission statement are received, the COAS confers with his PSO as to derive the military mission. This may just be a formality if prior to the mission statement there exists a contingency plan. In that circumstance, the aim would be just to confirm the mission. While this is going on, the DAOPS sends out a warning order to the formation that will provide the units to be inducted. At the same time, the units in the Operation Training Areas (OTA) intensify their preparations.

8. Concurrently, DAPP will confirm if more equipment are required for the operation and if so, whether such equipment are available. The DOAA also confirms if specialist personnel are required. DOAL, on the other hand, carries out a detailed logistics staff check of the requirements and prepares to make a good any deficiencies in clothing, defence store, and combat supplies. The DMI makes available necessary intelligence on the enemy and the area of operation in conjunction with the CCES.

9. The GOC of the division tasked to provide troops relays the mission to the relevant bde comd who ensures that the units earmarked for such operation are in a state of readiness consistent with the mission. The bde in turn passes on the relevant information to the tasked unit or units. The unit intensifies preparation for induction.

10 **THE UNIT**

a. **Pre-Induction:**

- (1) Monitors the physical and medical fitness of all personnel.
- (2) X-checks the clothing, kits and personal weapons of all personnel.
- (3) Conducts a readiness check on unit before and after movement into the OTA.
- (4) Makes a check-list of all the unit requirements and ensures they are all obtained before moving into OTA
- (5) Compiles deficiencies and make them available to the Bde.
- (6) Continuously tests functionality and accuracy of arms and weapons.
- (7) X-checks individual ration requirement and ensures soldiers have the first line scale.
- (8) Ensures that unit has first line requirement of ammo.
- (9) Conducts mandatory physical and medical tests on those with questionable medical and physical fitness status
- (10) Gets the unit to thoroughly understand terrain and environment of the projected mission area.
- (11) Ensures the unit acquires a good understanding of the people in the projected mission area.

RESTRICTED

- (12) Perfects training on tactics, patrols, ambush and handling of pWs.
- (13) Ensures the unit thoroughly understands the content of unit SOP.
- (14) Rehearses communication drills and ensures that vertical and lateral links are functional.
- (15) Carries out LIA procedure to ensure that troops can rejoin unit when any personnel is lost in action.
- (16) Ensures that maps obtained are up to date and troops understand the geography of the area.
- (17) Carries out movement drill and rehearses replenishment procedures.
- (18) Concentrates on the mission and allow the system to provide the necessary support.
- (19) Thoroughly understands the rules of engagement and other, UN, AU or ECOWAS mission requirements.
- (20) Rehearses tactical movement and educates the troops on the dangers of fraternizing with locals unduly in the mission area.
- (21) Ensure proper rear area communication in base area.
- (22) Arranges mode of mail delivery to families in base area.
- (23) Ensures that specific arrangements are made in the rear to solve any problems that may arise in the base area .
- (24) Ensure that the unit is at the best state of readiness

RESTRICTED

consistent with the requirements of the impending mission.

(25) Educates troops on the need to communicate frequently with their families once in operation area.

(26) Arranges for family allotment so the wives/relatives can draw salaries of their spouses while they are in mission area.

(27) Assembles personnel who are conversant with the spoken language of the projected area of operation and ensure that key words are known.

b. **At Induction:**

(1) Ensure that the unit has its first line scale another requirements needed for the operation.

(2) Fills the state of readiness responsibility form and forward to higher headquarters.

(3) Fills the defect and deficiency liability form and forward to ASA.

(4) Fills the medical and physical status forms.

(5) Ensures that troops are conversant with the mission and the efforts required for its attainment.

(6) Completes a state of readiness form and return to ASA.

(7) Communicates damages and deficiencies in equipment and material on arrival at the FOB.

(8) Ensures that messing and ration are timely and in the correct quality and quantity.

(9) Physically inspects and ascertains that ration provided

RESTRICTED

meets the NA standards.

(10) Quickly alerts ASA if provision of ration becomes a problem.

(11) Requests for special equipment where necessary.

(12) Confirms status of first line combat supplies.

c. **Post Induction**

(1) Keeps records of the units performs in all operations.

(2) Maintain accurate casualty records in men and equipment.

(3) Carries out proper burial of personnel KIA.

(4) Sends necessary returns on personnel shortfall and state of equipment.

(5) Carries out proper documentation of personnel MIA.

(6) Sends regular INTREPs and SITREPs to higher HQ.

(7) Arranges leave and passes for all ranks on conclusion of assigned task.

(8) Commences preparation for relief-in-line.

(9) Alerts ASA on the expiration of the period of mandate

(10) Maintains a daily account of units diary.

(11) Ensures that equipment, vehicles and other stores are back loaded in good condition after the operation.

FURTHER READING MATERIALS

RESTRICTED

1. CSC Précis on CRW.
2. Keeping the Peace.
3. Constitution of the Federal Republic of Nigeria 1999.
4. The Nigeria Army Standard Operational Procedure for Internal Security.
5. Procedure for the Induction of NA troops into Operation.
6. Any other Publication on the Subject.

**ANNEX B TO
CHAPTER 10**

THE ESTIMATE FORMAL

MISSION The task (s) given to you, and the purpose, against which all factors are considered		
STEP 1 MISSION ANALYSIS		
QUESTION/FACTOR (a)	CONSIDERATION/DEDUCTION (b)	TASKS/CONSTRAINTS (c)
(Why?) a. Intention of Superior Commanders (1) Two levels up (2) One level up b. My Role in his Plan	How must my action directly Support my immediate superior, Taking into account his intent, and The intent two levels up?	
(Why?) Tasks a. Specified	What task(s) must I complete to Fulfill my Mission?	

RESTRICTED

b. Implied		
(Why not? When) Constraints. a. Time (incl fixed Timings) b. Space c. Resources	What limitations are there on my Freedom of action? By when do I need to decide?	
Changes to Tactical Situation a. Mission no Change b. Change mission	Has the situation changed since Orders were received or the Estimate completed? - Nothing changed. - Minor change - Significant change - Major change	- No change-Mission Confirmed. - Same Mission, same plan. Possibly new Mission and new plan. Refer to Superior Commander, or if not possible, Act in support of his Main Effort, Taking into account his intent
Commander's Direction a. Critical Information Requirements (to focus Staff Effort) b. Planning Guidance (Down) Clarification (Up).	What has to be decided? Who is To check what, if I am not going to Complete this estimate totally myself? How long will it take to complete The estimate and prepare my Issue Warning Order	(For example, combat power required and axis of attack)

STEP 2 - EVALUATION FACTORS

(a)	(b)	(c)	(d)
6.	Environment, En and Friendly Forces a. Ground (1) Battlefield Area Evaluation (a) Terrain (Terrain Overlay) i. Gen. ii. Vital Ground/Key Terrain iii. Bdrys. iv. Left. v. Centre vi. Right (b) Approaches.	Col a can be graphic, col b & c must be written (note form)	

RESTRICTED

	<p>MC/AA Overlay (incl Impact of expected Weather)</p> <ul style="list-style-type: none"> i. Own. <ul style="list-style-type: none"> (1) Going/Routes (2) Obs (3) Dominating Ground (4) Distance (5) En Perception ii. En <ul style="list-style-type: none"> (1)Going/Routes (2) Obs. (3) Dominating Ground (4) Distance (c) Weather <ul style="list-style-type: none"> i. STA Implications (incl day/night) ii. Air/Avn <p>Implications</p>		
--	--	--	--

(a)	(b)	(c)	(d)
	<ul style="list-style-type: none"> b. En. <ul style="list-style-type: none"> (1) Threat Evaluation. (Doctrinal Overlays) <ul style="list-style-type: none"> (a) Org (b) Eqpt. (c) CSS (d) Tac Doctrine (2) Threat Integration. <ul style="list-style-type: none"> (a) Aims and Intentions. (b) Disposns (c) Strs and Weaknesses (inc C of G) (d) En Courses of 	<p>How must my action Directly Support my immediate superior, Taking into account his intent, and The Intent two levels up?</p>	

RESTRICTED

4.	Action (COA). Sit Overlays/Event Overlay c. Friendly Forces. (1) Air. (2) Maritime. (3) Flanking, Fwd or Depth Fmns. Own Forces Capability. (a) Org and Eqpt. (b) Disposns and Aval. (c) Restrictions on Employment (d) Strs and Weaknesses.		
5.	CSS. (pris) (a) Distance. (b) Demand. (c) Duration.		
6.	Relative Styr. (a) Cbt Power.		

(a)	(b)	(c)						(d)	
7.	(b) Fighting Power Supervise and Sy. a. Surprise. b. Deception.	Own Forces						En Forces	
		Time	H	H+	H+	H+	H	H+	H+
		Unit							
		Designation							
		Tks							

RESTRICTED

8.	c. OPSEC and Protection Time and Space a. Fixed timings. b. En timings c. Own timings d. Time and Space Constaits.	Coy																				
		Guns																				
		AH																				
9.	Other Relevant Factors	Ratios																				
10.	Summary of Possible Tasks (in order of importance)	<table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 33%;">Tks</td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> <tr> <td>Coys</td> <td></td> <td></td> </tr> <tr> <td>Guns</td> <td></td> <td></td> </tr> <tr> <td>AH</td> <td></td> <td></td> </tr> </table>									Tks			Coys			Guns			AH		
Tks																						
Coys																						
Guns																						
AH																						
11.	Summary of Possible Tasks. (in order of importance) a. Essential Tasks b. Optimal Tasks																					
		(P info, HNS, ROE etc)																				
		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Task</th> <th style="width: 33%;">Tns Required</th> <th style="width: 33%;">Remarks</th> </tr> </thead> <tbody> <tr> <td>(a)</td> <td>(b)</td> <td>(c)</td> </tr> </tbody> </table>									Task	Tns Required	Remarks	(a)	(b)	(c)						
Task	Tns Required	Remarks																				
(a)	(b)	(c)																				