

INTRODUCTION

1. This College Handbook is the primary source of information for members of faculty and other staff of the Army War College Nigeria (AWCN). It provides information and guidance on roles, conduct, and expectations in the College.
2. The Handbook is divided into 3 parts. Part 1 contains the general information on the College, Governing Board, College Mission, Objectives, Educational Philosophy, College Committee (CC), and appointment of Academic Staff. Part 2 provides all the information on the Course Curriculum, Study Modules, Directing Staff (DS), Conduct of Syndicate Sessions, Assessments, Writing of Participants' Reports, Awards and Honours, among others. Part 3 covers the Administrative Provisions in the College.
3. The Handbook is subject to review to reflect changes in the course curriculum, decisions taken by the Governing Board, and CC Meetings as the need arises. It is hoped that participants, members of the Faculty, and other staff will find the document helpful in achieving a common standard in the conduct of the day-to-day activities of the College.

PART ONE

GENERAL INFORMATION

BACKGROUND

4. The Army War College Nigeria (AWCN) was established by an order of the Army Headquarters (AHQ) on 28 February 2017 to develop the capacities of Nigerian Army (NA) officers in operational art, including campaign planning (Campaign Design) and management of war (Campaign Management) as well as the development of basic strategic skills. Therefore, the College is saddled with the responsibility of developing professionals proficient at deterring and prosecuting a war.

5. The AWCN conducts professional military education for officers to prepare them for responsibilities in current and future operational leadership positions. It also builds capacities for the efficient development and successful employment of landpower in a complex, joint, multinational, and inter-agency environment. The College is a centre of excellence where participants write analytic papers on key military strategies and policies in support of NA strategic efforts/activities.

6. The College Curriculum was designed to prepare senior military officers for responsibilities at the operational level. To this end, the curriculum attempts to bridge the observed knowledge gaps between tactical and strategic levels by developing participants' skills in Operational Art, Operational Design, Campaign Planning, Decision-Making Process, and Theories of War. This is to enhance the capacity of future leaders of the NA in the successful employment of landpower in a joint, multinational, and interagency environment.

ORGANIZATIONAL STRUCTURE

7. At the apex of the College hierarchy is the Governing Board, with the Chief of Army Staff (COAS) as Chairman. The Director Army – Ministry of Defence (MOD), Commander Training and Doctrine Command (TRADOC), Chief of Training (Army), Director of Army Legal Service, and Commandant AWCN are members, while the AWCN Registrar is the Board Secretary. Currently, the Deputy

Commandant/Director of Studies (Dy Comdt/DOS) performs the role of the Registrar and Secretary.

8. The AWCN is organized into a Headquarters, an Academic Faculty/Directorate of Studies with four departments, a Directorate of Administration/Logistics, a Directorate of Coordination and a Directorate of Finance. The College is headed by a Commandant of the rank of Major General (Maj Gen). The directorates are headed by officers of the Brigadier General (Brig Gen) rank. The four academic departments are under the Dy Comdt/DOS and are each headed by a Brig Gen. A College Committee (CC), headed by the Commandant and composed of Departmental and Academic Directors is responsible for the immediate and medium-term plan of the College. The CC provides the guidelines for the conduct of day-to-day academic activities.

MISSION STATEMENT AND OBJECTIVES

MISSION STATEMENT

9. The mission statement of the AWCN is:

“To produce well-trained, educated and inspired operational level leaders for the Nigerian Army.”

COURSE OBJECTIVES

10. The core objective of the War Course at the AWCN is:

“To develop the capacities of participants in basic military strategic thinking skills as well as operational planning and management for effective application of land power.”

11. To accomplish the mission and core objective of the College, its academic curriculum is designed with the following institutional Learning Objectives (LO):

a. Learning Objective 1 seeks to develop cognitive and communication competencies required by operational level military leaders with emphasis on basic strategic thinking.

b. Learning Objective 2 seeks to enable participants to appraise the constituents of the National Security Strategy and national

RESTRICTED

interest while also analysing NA's capabilities to achieve national defence objectives.

c. Learning Objective 3 seeks to develop the capacity of participants to relate and function effectively in multi-agency, multi-dimensional, and joint environments in the use of national power to safeguard national interests and security.

d. Learning Objective 4 seeks to build and synthesize the critical elements of theory of war and strategy through the application of strategic thinking skills.

e. Learning Objective 5 seeks to analyse and distinguish the uniqueness of military operational level leadership and apply competencies required of operational level leaders.

f. Learning Objective 6 seeks to apply strategic insights from military history to the contemporary environment by synthesizing critical elements, enablers, and processes.

g. Learning Objective 7 seeks to develop theatre strategies and campaign plans for employing military power in a joint, multi-agency, multi-dimensional, and multinational environment.

h. Learning Objective 8 seeks to develop the capacity of participants to effectively function at the strategic and operational levels in sub-regional, regional and global Peace Support Operations (PSO).

EDUCATIONAL PHILOSOPHY

12. The AWCN educational practice is based on an inquiry-driven model of graduate study. The curriculum centres on examining theory, concepts, and systems applied to national security, strategy, decision-making, and conflict analysis. The core curriculum offers a foundation of knowledge upon which exercises and seminars are built, emphasizing the application of critical thinking skills to course content. The intent is to broaden how one thinks. The College does not seek to achieve consensus but encourages debate and exploration of opposing positions during syndicate room discussions.

13. The central academic focus is on Military Strategic Leadership, Operational Art, and Campaign Planning. Participants are expected to understand the linkages between strategy and the elements of power

at the national level, as well as the planning and conduct of warfare at the theatre level.

KEY APPOINTMENTS

14. **Commandant**. The College is headed by a commandant who is the Chief Executive Officer. He is responsible to the Governing Board for academic and administrative matters relating to the College. He is also the accounting officer of the College. The Commandant is of the rank of Maj Gen.

15. **Deputy Commandant/Director of Studies**. The Dy Comdt assists the Commandant in the day-to-day running of the College. He is also the DOS and the head of the Academic Branch/Faculty. He is responsible for course design, curriculum planning and development. He also acts as the Secretary of the College Governing Board. The post of the Dy Comdt/DOS is for an officer of the rank of Maj Gen who must have earlier served in the College as a member of faculty. The tenure of duty of a Dy Comdt/DOS is 2 years.

16. **Director of Administration/Logistics**. The Director Administration/Logistics (D Admin/Log) is responsible for the general administration and logistics of the College. The D Admin/Log post is for an officer of the rank of Brig Gen.

17. **Director Coordination**. The Director Coordination (D Coord) is responsible for the smooth operations of the College. He is appointed from the pool of serving Directing Staff (DS) who must have taught for a minimum of one year. The post of the D Coord is for an officer of the rank of Brig Gen.

18. **Director of Finance**. The Director of Finance (D Fin) is responsible for the financial accounting of the College. The post of the D Fin is for an officer of the rank of Brig Gen.

19. **Academic Directors**. There are three academic directors of the rank of Brig Gen heading the Department of Higher Military Studies and Inter-Agency Relations, Department of War and Strategy, and Department of Research and Development/Linkages. Currently, the

practice is for the College to select all the Academic Directors from the pool of senior DS serving in the College.

20. **Director of Curriculum Development**. The Director of Curriculum Development is a non-teaching staff and reports to the Dy Comdt/DOS. He is responsible for all course surveys and activities related to the execution of the College Academic Curriculum, including collecting feedback and processing course data and information. The appointment of the D Curriculum Development is for an officer of the rank of Brig Gen.

21. **Directing Staff**. AHQ appoints DS to the College. The Dy Comdt/DOS organizes an orientation course for new DS, allocates them to academic departments, and deploys them to syndicates. The DS are designated as teaching, roving, and non-teaching depending on their availability in the College. The DS position is for officers of the rank of Brig Gen (retired senior officers inclusive). The tenure of duty of a DS is two years.

22. **College Librarian**. The College library is headed by the College librarian, who is of the rank of Lieutenant Colonel. He is the custodian of all materials in the library and coordinates all College subscriptions to journals, and liaison with other libraries. The Librarian also oversees the archives section.

23. **Research Fellows**. The College employs some civilian doctorate holders as research fellows, and their primary function is to complement the work of the DS and improve the quality of academics in the College. However, the Dy Comdt/DOS is at liberty to assign them other responsibilities as may be required.

FACULTY OF THE COLLEGE

24. **Academic Faculty**. The Academic Faculty is headed by the Dy Comdt/DOS and comprises 4 departments as follows:

- a. **Department of Higher Military Studies and Inter-Agency Relations**. The Department of Higher Military Studies and Inter-Agency Relations (HMSIAR) is headed by a Brig Gen and has 8 DS of the rank of Brig Gens. It is responsible for the Foundation and National Security and Organisation of Defence Modules. It is also

responsible for the Leadership, PSO, and the Inter-Agency Cooperation and Coordination in Military Operations Modules.

b. **Department of War and Strategy**. The Department of War and Strategy (DWS) is headed by a Brig Gen with 8 DS of the rank of Brig Gen and 2 civilian PhD holders as Research Fellows (RF). It is responsible for the Theory of War and Strategy, the Operational Art/Campaigning and the Military History Modules.

c. **Department of Research and Development/Linkages**. The Department of Research and Development/Linkages (RDL) is headed by a Brig Gen with the responsibility of evaluating the 8 modules taught on the course. The Department is also responsible for collaborating with other training institutions/establishments, both local and international, to ensure the attainment of qualitative PME in the College.

d. **Department of Curriculum Development**. The Department of Curriculum Development (DCD) is headed by a Brig Gen with the responsibility of reviewing and updating of College's Course Curriculum. The Department is also responsible for the issuance and collection of training feedback as well as documentation of the weekly programme. The department also has 2 civilian PhD holders as RF.

25. **College Library**. The College has a library to aid academic work and is equipped with books, journals, reports, and other publications in the fields of Military History, Military Leadership, Operational Art, Strategy, National Security, etc. The College library contains physical and electronic materials that users can access remotely.

FACULTY COMMITTEE

26. The Faculty Committee (FC) is the main decision-making body of the College on academic issues and related programmes. The group, which holds its meetings every Monday and Wednesday, is chaired by the Dy Comdt/DOS and has all senior academic staff as members. Other members of the College community may be co-opted into the FC as occasions demand.

PART TWO

ACADEMICS

COURSE CURRICULUM

27. The curriculum of the College is designed with the following specific objectives:

- a. To introduce participants to Nigeria's National Security Strategy, while also analysing military capabilities to achieve national defence objectives.
- b. To develop a solid understanding of the theory of war and strategy as well as strategic thinking concepts. Furthermore, participants will be able to analyse the nature and theory of war and their evolving character while applying strategic thinking skills to the theory of war and strategy.
- c. To bring to proper perspective the relationships between various military, paramilitary and security agencies in the use of national security. This is to build participants' capacity to function effectively in multi-dimensional and joint environments.
- d. To encourage participants to build on previous knowledge and engage them in examining those factors that influence a commander's decision.
- e. To develop curiosity and inquiry in the minds of participants, which are 2 critical attributes that commanders and their staff must inculcate in successful planning and conducting campaigns.
- f. To further develop participants' individual and collective capacity to actively and effectively function at the operational and strategic levels in continental and global Peace Support Operations (PSO).

28. The AWCN course curriculum, subject to review periodically, spans 35 weeks and is organized into 8 Modules of 3 Terms. The modules are:

- a. **Module 1:** Foundation.
- b. **Module 2:** National Security and Organisation of Defence.

RESTRICTED

- c. **Module 3:** Inter-Agency Cooperation and Coordination in Military Operations.
- d. **Module 4:** Theories of War and Strategy.
- e. **Module 5:** Leadership.
- f. **Module 6:** Military History.
- g. **Module 7:** Operational Art/Campaign.
- h. **Module 8:** Peace Support Operations.

29. **First Term.** Modules 1 – 3 (11 Weeks).

- a. Writing Lab.
- b. Essentials of Public Speaking.
- c. Benefits of Brainstorming/Dialogue/Discussion.
- d. Laws of System Thinking.
- e. Systems Thinking in Practice Package.
- f. Introduction to Critical Thinking.
- g. Hunting Assumptions.
- h. Creative Thinking.
- i. Divergent/Convergent Thinking.
- j. Dimensions of Creativity.
- k. Elements of National Power (DIME– IL).
- l. Introduction to National Security and Organisation of Defence.
- m. Nigeria Security Environment.
- n. Nigeria Geo-Strategic Environment.
- o. Effects of Nigeria’s Geo-Strategic Environment on National Security.
- p. National Interest.
- q. National Orientation and Projection of Nigeria’s National Interest.
- r. Introduction to National Security Strategy.

RESTRICTED

- s. Introduction to National Defence Policy.
- t. Contemporary Security Challenges in Nigeria: The Imperative for Functional Operational Intelligence.
- u. NA Doctrine.
- v. Organisation of MOD, DHQ and DIA.
- w. NA ORBAT/TOE.
- x. Organisation of Joint/Combined Operations STF/JTF/MNJTF.
- y. Soldier and the State (Samuel Huntington).
- x. Security Sector Reforms.
- aa. Briefing/Preparation for Tour of Military and Para-Military Establishments within the FCT.
- ab. Directed Study on Regional Affairs.
- ac. Introduction to CTCOIN.
- ad. Introduction to Joint Inter-agency Planning Process – Comprehensive/Whole of Government Approach.
- ae. Civil Military Relations – MACA, MACP.
- af. Strategic Communication in the Military.
- ag. Implementing Nigeria’s Foreign Policy: Role of the MOFA.
- ah. Theory of Civil-Military Cooperation and Coordination.
- ai. CIMIC from a Military Perspective.
- aj. Enhancing Inter-Agency Cooperation.
- ak. Information as an Element of National Power: Role of Ministry of Information.
- al. Media Operations (Traditional/New).
- am. The Economy as an Element of National Power: Role of Ministry of Finance.
- an. Introduction to Civil Society Organisation.
- ao. Introduction to Legal Consideration on Military Operations – (Civil and Military Perspective).

RESTRICTED

- ap. Legal Considerations in Military Operations – Reflections.
 - aq. Politics and Inter-agency Cooperation.
 - ar. Inter-Agency Cooperation and Coordination in National Emergency Situation.
 - as. Security Agencies Seminar (Roles of Security Agencies in Internal Security and CTCOIN Operations).
 - at. Protection of Civilian Package (POC)/ICRC.
 - au. Negotiation Package.
30. **Second Term**. Modules 4 – 6 (10 Weeks).
- a. Introduction to the Theory of War.
 - b. Overview of Theory of War.
 - c. Introduction to Strategy (Link War and Strategy).
 - d. Fundamentals of Military Strategy.
 - e. Thucydides and the Peloponnesian Wars.
 - f. Thucydides' Thoughts on War.
 - g. Introduction to Sun Tzu and the Art of War.
 - h. Sun Tzu's Thoughts on Modern Warfare.
 - i. Introduction to Clausewitz Thoughts on War.
 - j. Jomini's Thoughts on the Art of War.
 - k. Mao Tse Dong Thoughts on Protracted War and Guerrilla Warfare
 - l. David Galula Thoughts on Counter-Insurgency Warfare.
 - m. War of the Theorists.
 - n. Liddell Hart's Thoughts on the Indirect Approach (WW1 & WW2).
 - o. Liddell Hart's Thoughts on Fundamentals of Strategy and Grand Strategy.
 - p. Indigenous War Theorists.
 - q. Prosecuting Wars in a Complex Environment.

RESTRICTED

- r. Just War Theory.
- s. Ethical Reasoning and Modern Warfare.
- t. Strategies for Winning Wars.
- u. Military Strategy Formulation Process.
- v. Military Strategy in Past NA Operations.
- w. Strategic Decision Making.
- x. Introduction to Leadership.
- y. Leadership Theory (Trait and Skills, Style and Situational Approaches).
- z. Leadership Theory (Contingency, Path-Goal and Leader-Member Exchange Theories).
- aa. Leadership Theory (Transformation Leadership Approach, Servant Leadership Model, and Authentic Leader Theory).
- ab. Leadership Theory (Team Leadership Model and Psychodynamic Approach.
- ac. Gender Dimensions in Leadership.
- ad. Cultural Influence as a Factor in Leadership.
- ae. Leadership Ethics.
- af. Military Leadership.
- ag. Strategic Leadership in War: Winston Churchill.
- ah. Military Strategic Leadership in War (Dwight D Eisenhower etc and Nigerian Leaders).
- ai. Operational Leadership in War (Erich Von, Manstein, Vo Nguyen Giap, Norman Schwarzkopf Jr including Nigerian Leaders).
- aj. Strategic Leadership Package (UK).
- ak. Military History in Professional Military Education.
- al. Evolution of War.
- am. Nigerian Civil War.

RESTRICTED

- an. Decisive Battles (The Battle of Cannae 216 BC and The Battle of Hattin 1187).
- ao. Warfare vs Warfighting (Second Punic War 218 – 201 BC and Vietnam War).
- ap. Leadership as a Decisive Factor (Napoleon at Toulon 1793 and Chamberlain at Gettysburg 1863).
- aq. Turning Point (The Ludendorff Offensive 1918 and The Battle of Stalingrad 1942 – 1943).
- ar. Unexpected Outcome (The Battle of Trasimene 217 BC and French Invasion of Russia 1812).
- as. Logistics as a Factor: The Battle of El Alamein.
- at. Asymmetric Warfare (Operation Banner 1967 – 2007 and Sri Lankan Civil War 1983 – 2009).
- au. Naval Operations: Battle of Midway.
- av. Air Operations: Battle of Britain.
- aw. Plenary Discussion on Lesson Learnt.
- ax. . Introduction to Nigerian War Theorists.
- ay. Preparation for Presentation on Nigerian Civil War.
- az. Seminar on Nigerian Civil War.

31. **Third Term**. Modules 7 and 8 (14 Weeks).

- a. Land Operations and Operating Environment.
- b. Maritime Operations and Operating Environment.
- c. Air Operations and Operating Environment.
- d. Concept of Joint Operations in the AFN.
- e. Protection of Civilians in Conflict.
- f. Operational Art/Campaigning (UK and US).
- g. Lecture on Wargaming (US).
- h. Conduct of the Operational Estimate.
- i. Conduct of Tactical Estimate.

RESTRICTED

- j. Future Wars.
- k. Contingency Planning.
- l. NA Aviation Operations.
- m. Amphibious Operations.
- n. Jungle and Desert Operations.
- o. National CTCOIN Policy.
- p. Planning Considerations for CTCOIN Operations.
- q. Planning Considerations for Stability Operations.
- r. Operational Theatre Visit.
- s. Presentation on Operational Theatre Visit.
- t. Overview of Conflicts in Africa.
- u. Managing Global Conflicts.
- v. Contemporary UN Peacekeeping Concepts and Practice.
- w. Contemporary Concepts and Issues in PSOs.
- x. PSO and National Security.
- y. Appraisal of Nigerian involvement in PSOs.
- z. AU/ECOWAS peace and Security Architecture.
- aa. African Standby Force/ ECOWAS Standby Force.
- ab. Introduction to Concepts and Contemporary Issues in Peace Support Operations.
- ac. AU/ECOWAS Mandating and Decision-Making Process.
- ad. Integrated Mission Planning.
- ae. Logistics in Peace Support Operations.
- af. JOPEX.
- ag. Final Exercise.

32. **Visits**. The following visits are conducted during the course.
- a. Tour of military establishments within Abuja.
 - b. Internal Security Study Tour to ongoing operations.
 - c. Nigeria Study Tour to strategic institutions.

RESTRICTED

- d. Geo-strategic Tour outside Nigeria.
- e. Staff Ride to Nigerian Civil War sites.
- f. Operational Theatre Visit.

All visits and study tours, except tours of military and paramilitary establishments within the FCT, require participants to submit papers and make presentations on return to the College.

33. **Exercises**. Each of the aforesaid modules has an exercise culminating in a final exercise at the end of the course. Joint Operations Planning Exercise (JOPEX) is also conducted with sister Service War Colleges.

34. **Other Relevant Course Work**. Apart from programmed course curriculum, other relevant works are done in participants' own time. These are the College, Theory of War and Strategy, and Military Leadership papers. Participants are encouraged to consult and enrich their papers, and they are not to give their papers to DS for correction. The DS are, therefore, only to give verbal guidance on papers and not to correct them.

a. **College Paper**. Each participant must produce a well-researched paper on a selected topic that directly impacts the NA. Recommendations made would be collated and forwarded to AHQ for consideration. The paper forms part of the assessment of participants in the College.

b. **Theory of War Paper**. Theory of War Paper is also a major paper in the course curriculum. It seeks to assess the ability of the participants to think critically and analytically about war and strategy.

c. **Military Leadership Paper**. Military Leadership is an essential component of warfighting because of its profound effect on outcomes. History is replete with scores of military leaders who proved themselves effective in winning battles to achieve strategic objectives. Participants would be expected to write a paper on military leadership and military leaders as part of their course work in the College.

LECTURES AND SYNDICATION

35. The methods of instruction are mostly through lectures by subject matter experts in different fields, seminars, case studies, individual and group work. Lectures will take place at the College Auditorium and other lecture halls as highlighted in weekly training programmes. Copies of lectures and other instructional materials needed for the course are available to each participant on the College website and, in some cases dropped in each participant's mailbox. Participants are divided into syndicates for group discussions, assignments, and exercises. They are expected to make valid contributions in their various syndicates to ensure exchange of knowledge. Each syndicate has at least 2 DS, and the DS coordinates the discussions and activities of the syndicate.

APPOINTMENT OF SYNDICATE LEADERS

36. Participants are encouraged to elect syndicate leaders each term through a democratic process. When there are difficulties, syndicate DS can use his good judgement to guide the syndicate in appointing a syndicate leader.

APPOINTMENT OF COURSE PRESIDENT AND SECRETARY

37. Participants are to elect their Course President and Secretary in line with election guidelines provided by the Dy Comdt/DOS. The Course President, when elected, will be the leader of the participants' interface with the College, especially concerning their administration. The Secretary works with the President and keeps all records of activities for the course, and he may deputize for the President when the need arises.

REQUIREMENT FOR APPOINTMENT AS DIRECTING STAFF

38. The AWCN, as the premier training institution of the NA, should boast of its DS as being from the top percentile of NA's brigadier generals and senior colonels. As such, the College has criteria to qualify officers to be posted as DS. An officer must satisfy the first 4 requirements and at least one or all from Sub Paragraphs e-g in order to qualify for posting as DS:

- a. The officer must be of the rank of brig gen or senior colonel.

RESTRICTED

- b. Must have completed a strategic course with at least above average grading.
- c. Must have the ability to impart knowledge.
- d. Must have an impeccable character.
- e. Must have been recommended/or served as DS in AFCSC.
- f. Must have been recommended as DS by AWCN.
- g. Must have been recommended as DS by NDC or equivalent strategic level institutions within and outside Nigeria.

CONDUCT OF EXERCISES IN SYNDICATE ROOMS

39. Generally, exercises fall into 2 categories - individual and group. Exercise guidelines for DS, also called DS Notes, are usually provided in the Pink for the exercise. Teaching DS will find it helpful to have a small notebook where observations are noted about the participants in their syndicates as the term progresses. These may include observations on general interest in the exercises, comportment, intellectual contribution, punctuality, teamwork, and vision or lack of it. This will assist the DS in the assessment of the participants.

ASSESSMENT GUIDELINES

40. The assessment of participants' works will be guided by the following:

a. **Written Work**. In the assessment of written work, emphasis will be on content. To this end, the assessment rubric was developed to provide a generic guide. Sponsor DS are to use this guide to develop detailed tailor-made rubrics for their exercises and papers, taking due cognizance of the peculiarities of their module. In the assessment, 4 primary quality indicators are considered.

(1) **Responsiveness**. This indicator focuses on the participant's response and understanding of the assignment's requirements. Responsiveness is usually allocated about 20 per cent of the total marks available for the assignment.

(2) **Content Knowledge**. A participant is expected to demonstrate a good understanding of the paper. As such,

RESTRICTED

content knowledge is allocated about 40 per cent of the total marks available for the assignment.

(3) **Quality of Writing**. Participants writing style and capacity to clearly communicate their papers' content are assessed. Quality of writing takes about 20 per cent of the total marks available for submitted works.

(4) **Research and Scholarship**. The research and scholarship parameter assesses participants' depth of research and scholarship and how their work contributes to knowledge in the field of study. This is allocated about 20 per cent of the total marks available for an assignment.

The guidelines for written papers in the College and rubrics for assessment are contained in the 'Guide for Written Paper' pamphlet for ease of reference.

b. **Grading System**. The grading system follows the same pattern for sister military institutions in the AFN as follows:

A	85 – 100	Outstanding.
B+	75 – 84.99	Excellent.
B	70 – 74.99	Very Good.
C+	65 – 69.99	Good.
HC	60 – 64.99	Above Average.
C	55 – 59.99	Average.
LC	50 – 54.99	Low Average.
C-	40 – 49.99	Below Average.
F	0 – 39.99	Fail.

c. **Presentations**. To pursue the mission and philosophy of the College, participants are expected to research subjects they present as individuals or as a group. Points to look out for in a presentation are generally the same as the requirements for assessed written works enumerated above. The assessed presentations are as follows:

(1) **Individual Presentations**. The individual presentations are usually in the syndicate rooms. The Sponsor Director will appoint another DS to assess or assist

RESTRICTED

the Syndicate DS in assessing the participants. Both DS are to assess the participants individually and later harmonize their scores. The average of the 2 scores is used for each participant.

(2) **Group/Sub-Syndicate Presentations**. For group or sub-syndicate presentations, a panel of assessors made up of a minimum of 2-3 DS/Directors will be constituted by the Sponsor Director to assess group presentations. The group score obtained by each syndicate/team is the average score of the assessors.

(3) **Syndicate/College Presentations**. A panel of a minimum of 4 assessors will assess all syndicate or College presentations. The average score from the panel will be the approved result for the assessment.

d. **Peer Assessment**. The AWCN subscribes to the best practices which would bring out the desired outcomes in learning from the participants. Peer assessment and review is critical to learning, and it provides relevant feedback to students as it is based on the individual's contributions to the group as seen by other members. It also reduces laxity and stimulates participation to the benefit of learning. Therefore, participants in the College will be subjected to a series of peer assessments and reviews during the course. The faculty would provide the criteria for these assessments and reviews based on the course contents' peculiarities for each term.

STAFF DUTIES AND WRITING GUIDELINES

41. The College, being a military institution, strictly adheres to the rules and conventions contained in JSWM. It is expected that the civilian/non-military participants of the course would endeavour to spend some of their private time acquiring knowledge of military writing.

42. The recommended word processing parameters, the layout of College papers, and additional writing guidelines would be made known before the commencement of any assessed work.

WRITING OF PARTICIPANTS END OF TERM REPORTS

43. The purpose of writing a Term Report is to assist the College and the participant know what progress he/she is making. The Term Report is the DS' unbiased view of a participant. The DS puts on record the standard at which the participant joined the syndicate as a reference point from where the participant's progress during the current term could be determined.

44. The essence of the report is to help the participant correct his weak points and strengthen the strong ones. To assist a participant improve, his/her areas of weaknesses should be pointed out and possible suggestions on how this can be addressed could be included in the report.

CONTENTS OF THE PARTICIPANTS' END OF TERM REPORTS

45. The participants' end of term reports are to include:

- a. An introductory paragraph in which a clear picture of the participant is to be given. This may include his intellectual level before he came to the College.
- b. The other main paragraphs are to deal with his:
 - (1) Ability to express himself orally and in writing.
 - (2) Contributions in discussions.
 - (3) Contributions to syndicate assignments.
 - (4) Term papers and the like.
 - (5) Performance generally on the course.
 - (6) Weaknesses and strong points.
 - (7) Interactions with others.
 - (8) Any other point considered relevant by the DS.
 - (9) The final paragraph summarizes the DS' views with a recommendation on the participant's suitability for DS appointment.

RESTRICTED

(10) One cardinal mission of the College is to produce operational level leaders. Therefore, it is expedient that participants' leadership qualities are diligently observed. Irrespective of the intellectual endowment of a participant, if he/she does not show good leadership qualities, he/she might not be much of an asset to his/her service/organization. Thus, the leadership qualities of a participant are always to be clearly stated.

REPORT ON INTERNATIONAL PARTICIPANTS AND THOSE FROM SISTER SERVICES AND OTHER GOVERNMENT AGENCIES

46. In rendering reports on participants from sister services and other government agencies, the same format and methodology as detailed above are to be adopted. Specific reporting requirements of the Services and agencies may be considered when and where required.

RECOMMENDATION OF PARTICIPANTS FOR DS APPOINTMENT

47. The criterion for selection as DS is a recommendation of 2 'YES' or 1 'YES' and one 'LIKELY' from each DS that assessed a participant during the 3 terms. The participant must also have obtained a minimum of C+ in his College Paper with an overall grading of not less than a C+.

48. In addition, the participant must be of general good conduct with emphasis on integrity and must have the ability to impart knowledge. It is imperative that these criteria are strictly adhered to so as to maintain the required standard expected of the College.

DIRECTING STAFF AND DIRECTOR OF STUDIES END OF TERM INTERVIEWS

49. At the end of each term, DS are expected to interview each participant, pointing out their strengths and weaknesses during the term. The DS are also required to encourage participants to provide feedback on the course and faculty. The DS is to disclose to the participant his grade and overall performance in the syndicate. The DS interview will be followed by an interview with the Dy Comdt/DOS.

ASSESSMENT GUIDELINES FOR STUDY TOURS

50. The College conducts 2 types of study tours:

- a. **Local Study Tours**. During the course, participants and members of Faculty undertake local study tours. These tours usually include visits to selected military establishments, operational theatres, national strategic institutions, and other security establishments during internal security studies.
- b. **Geo-Strategic Study Tour**. The College also organises geo-strategic study tour during the course. The tour takes the College to countries within Nigeria's sphere of influence and interest or as directed.

51. Participants are expected to make oral presentations and written reports for assessment at the end of the tours. Team leaders/DS also write individual reports on the conduct of participants during the tours. The assessment, among others, covers 3 major phases of the tour:

- a. **Pre-Tour Preparations**. The pre-tour period is the period leading to the commencement of the tour, and the aspects to be assessed during this period are:
 - (1) Participants' disposition towards assigned place of tour.
 - (2) Attitude towards the tour - Is there any expectation for learning?
 - (3) The level of background research and knowledge of the place to be visited.
 - (4) The level of physical preparation in terms of acquisition of gifts and mementos, information materials on the College and the country, etc.
 - (5) Attendance to group meetings.
 - (6) Promptness in arriving for the take-off of the tour and group meetings.

b. **On-Tour Assessment.** The on-tour period commences from when the team takes off from Abuja until the team returns. The aspects to be assessed during the on-tour period are:

- (1) Capacity to work in a group.
- (2) Capacity to adjust to new environments, including conditions that might be lower than expected.
- (3) Incisiveness of the questions and contributions of the participants.
- (4) Capacity to see beyond the surface and ordinary, including the capacity to identify relevant materials and issues.
- (5) Promptness at programmes.
- (6) Quality of representation as ambassadors of the College/Country.

c. **Post-Tour Assessment.** The post-tour covers the period for the preparation and presentation of the tour reports, and the assessment should cover:

- (1) The focus on the theme.
- (2) The depth of research, as well as quantity and quality of material gathered.
- (3) The strength of analysis of data utilized in the work.
- (4) The viability and relevance of recommendations to policy formulation and implementation.
- (5) The organization of the report.
- (6) Team effort in writing and production of the report.

The tours and visits must positively impact participants' learning experiences during the course. Therefore, participants are also to be assessed individually based on their written reports, rehearsals, static displays, attendance at group meetings, etc.

AWARDS

52. **AWCN Merit Awards**. There are 2 categories of the College Merit Awards for the participants at the end of the course. These are the Merit Awards and the Award-Winning Papers.

a. **Merit Awards**.

- (1) The Chief of Army Staff Golden Award for the Best Overall Participant.
- (2) The Commander TRADOC NA Silver Award for the Second Participant in order of merit.
- (3) The Director General Nigerian Army Resource Centre Bronze Award for the Third Participant in order of merit.
- (4) The Minister of Interior Award for the Best Overall Participant from the Security Agencies and MDAs.
- (5) The Chief of Defence Intelligence Award for the Best Allied Participant.

b. **Award Winning College Papers**.

- (1) The Chief of Army Staff Prize for the Best Overall College Paper.
- (2) The Chief of Policy and Plans Prize for the Best College Paper that makes valuable contributions to policy formulation in the NA.
- (3) The Chief of Training (Army) Prize for the Best College Paper that makes useful contributions to training in the NA.
- (4) The Chief of Operations (Army) Prize for the Best College Paper that makes useful contributions to operations in the NA.
- (5) The Chief of Logistics Prize for the Best College Paper that makes useful contributions to logistics support in the NA.

RESTRICTED

(6) The Chief of Army Administration Prize for the Best College Paper that makes useful contributions to personnel welfare and administration in the NA.

(7) The Chief of Standards and Evaluation Prize for the Best College Paper that makes useful contributions to standards and evaluation in the NA.

(8) The Military Secretary (Army) Prize for the Best College Paper that makes useful contribution to career planning in the NA.

(9) The Chief of Transformation and Innovation (Army) Prize for the Best College Paper that makes useful contributions to transformation and innovation in the NA.

(10) The Chief of Special Services and Programmes (Army) Prize for the Best College Paper that makes special contributions towards the upliftment of the NA.

(11) The Chief of Civil-Military Affairs (Army) Prize for the Best College Paper that makes useful contributions to civil-military coordination/cooperation in the NA.

(12) The Director Legal Services (Army) Prize for the Best College Paper that makes useful contributions to legal issues, ethics, and traditions in the NA.

(13) The Commandant's Prize for the Best College Paper that makes useful contributions to improve quality of academics in AWCN.

53. **Award of Fellow of Army War College.** On successful completion of the AWCN course, each participant is conferred with the fellow of the Army War College (fwc).

The Crest for fwc



54. **Award of Distinguished Fellow of the Army War College.** The distinguished fellowship of the AWCN award (fwc+) is conferred on any DS who has taught for not less than 3 terms and served for a period of not less than 18 months. The tenure of a DS in AWCN is 2 years. However, for DS on exchange programme from NWCN and AFWCN, the eligibility to qualify for fwc(+) is after 2 teaching terms and a period of not less than 12 months. The distinguished fellowship of the AWCN award is also conferred on a Dy Comdt/DOS who has served for a period not less than 12 calendar months and a Comdt who has served for a minimum of 6 months in the College. Those who qualify for the award will be informed in writing when due and decorated accordingly.

The Crest for fwc (+)



55. **Awards of Distinguished Alumnus and Distinguished Alumnus Star.** Any Alumni who rise to the peak of their careers are honoured by the College either as Distinguished Alumnus or Distinguished Alumnus Star. The Distinguished Alumnus is awarded to Service Chiefs, Deputy CDS and equivalent while the Distinguished Alumnus Star is awarded to those who attain the positions of CDS, democratically elected president, state governors, ministers, and the like.

CRITERIA FOR GRADUATION

56. The AWCN expects the highest standards of personal comportment and attitude to work from all its participants. Therefore, a participant must meet the following criteria before he/she can qualify for graduation from the course:

- a. Register not less than 90 percent attendance for all lectures, exercises, and tours during the course.
- b. Submit all assessed written papers.

- c. Not found wanting in character and discipline.
- d. Post grades above **Below Average (C-)** in not less than 2 terms during the course.

CONDITIONS THAT MAY LEAD TO NON-AWARD OF FELLOWSHIP OF THE WAR COLLEGE

57. A participant may be denied the award of the fellowship of the College under the following circumstances:

- a. Scoring **Below Average (C-)** or lower in 3 assessed works during the course. In this instance, the following procedure will be followed by the College:

(1) After posting a **Below Average (C-)** or lower grade for the first time, the participant will be invited in writing for an interview by his Syndicate DS with information copy to the Dy Comdt/DOS. The participant will be dressed in Jacket (No 4) uniform or equivalent for other services and security agencies. During the interview, the DS will strive to understand the reasons for the participant's poor performance to help mitigate them. The participant will be admonished and encouraged to improve his/her performance.

(2) Where a participant scores a **Below Average (C-)** or lower grade for the second time, he/she will be invited for an interview with the Dy Comdt/DOS in writing. The participant will be dressed in Service Dress (No 2) uniform or equivalent for other services and security agencies. During the interview, the participant will be given a last opportunity to improve on his/her performance in the course.

(3) If a participant scores a **Below Average(C-)** or lower grade for the third time, he/she will appear before the Commandant for interview. At this stage, the participant will be informed that he/she will not be awarded the fellowship of the College. However, the participant may be given a certificate of participation in the course.

RESTRICTED

- b. Registering less than 90% attendance for all lectures, exercises, and tours during the course.
- c. Failing to submit College Paper.
- d. Being found wanting in character and discipline.

CONDITIONS THAT MAY LEAD TO WITHDRAWAL FROM THE WAR COLLEGE

58. A participant may be withdrawn from the College under the following circumstances:

- a. Medical grounds.
- b. Poor conduct and discipline.
- c. Need to perform a National assignment.
- d. Due to service exigencies.
- e. Following a personal application for withdrawal with justifiable reasons.

COLOUR CODE FOR DOCUMENTS WRITTEN WORK AND COMMENTS

59 **Colour Code for Paper Documents.**

- a. **White Paper Documents.** White paper documents are those for general circulation.
- b. **Pink Paper Documents.** Pink paper documents are those for "Directors/DS Eyes only." They are not to be issued to anyone who is not directly involved in teaching or supervision.

60. **Colour Code for Write-ups/Comments.** The College ink colour code for comment is as follows:

- a. **Blue Ink Comments.** Participants are expected to complete all manuscript assignments in blue ink.
- b. **Red Ink Comments.** The Supervising DS are encouraged to use red ink when making comments on participants' scripts.
- c. **Black Ink Comments.** The Dy Comdt/DOS comments are to be made in black ink.

d. **Green Ink Comments**. The Comdt uses the green ink for comments.

PART THREE

ADMINISTRATIVE PROVISIONS

ADMINISTRATION

61. **General**. The Director of Administration/Logistics (D Admin/Log) is responsible for the administrative and logistics support to various activities of the College. Officers posted to the College are expected to contact the D Admin/Log and D Coord, informing them of their arrival date. On arrival, they are to report to the same officers for briefing and documentation.

62. **College Routine**. The College's daily academic routine is from 0830 hours to 1600 hours (Mondays), 1430 hours (Tuesdays to Thursdays), and 1300 hours (Fridays). However, on special occasions, there could be an early start or/and late finish. The College will observe all public holidays.

63. **Introduction of Participants to the College**. The course at AWCN is usually attended by a wide range of personnel from the services, MDAs, and friendly nations. Therefore, it is necessary to design effective ways of formally introducing the participants to the College community at the onset of the course. Consequently, during the First Term, participants will be required to make a short presentation on themselves to the College at the Central Hall. This exercise is known as "Exercise KNOW ME BETTER" and lasts only 5 minutes per participant. The College provides a timetable for this exercise during the First Term.

64. **Dress Regulation**. Participants and staff are expected to always dress appropriately for every occasion for uniformity and orderliness. The Academic Faculty will publish the specified dress for occasions in the weekly programme. Participants will require the following dresses

at the AWCN:

- a. **Special Activities**. During special activities such as Course Inauguration and Graduation, the dress would be Service Dress or its equivalent for other services. Participants from the paramilitary organisations are to appear in their respective service dresses, while participants from other non-uniformed security agencies and civilians are to be in lounge suits. For lectures by Service Chiefs/senior military officers, all will wear NA No 4 Dress/equivalent/lounge suites as may be applicable.
- b. **Work**. Unless otherwise directed, the dress during working hours for participants and members of Faculty is Number 4 Dress for Mondays, Number 5 for Tuesdays, lounge suit for Wednesdays, woodland camouflage for Thursdays, and traditional attire/smart casual for Fridays. Participants are also required to come with the desert variant of camouflage for visits to environments where such uniform is authorized/worn.
- c. **Exercises**. The camouflage uniform and its equivalent for paramilitary participants will be worn during all exercises. Appropriate combat fatigue will be provided to civilian participants for use during exercises.
- d. **Visits**. Special instructions on dress would be issued for each visit.

65. **Medical**. Selected participants for the AWCN Course are expected to be medically fit for the rigorous training period. However, if any participant develops health challenges, he/she is expected to report to the Dy Comdt/DOS through his/her syndicate DS while seeking medical attention from the College sick bay and HQ Guards Brigade Medical Centre.

66. **College Property**. All College Properties are expected to be handled with utmost care. Whenever damage occurs, it should be immediately brought to the notice of the Admin Directorate. However, if the damage was caused by negligence, the participant would be expected to pay a fine for the repairs or replacement. The extant rules on the use of controlled items subsist in the College.

67. **Mess Bills**. All participants are members of Command Mess 1 and are expected to pay their Mess bills and defray all their bills in the Mess when due.

68. **Check-Out Procedures**. About 10 days before the course end, participants would be expected to commence the Check-Out Procedures. This entails signing out all the essential columns on the Check-Out Form. The Director of Admin will give a brief to the participants at the appropriate time.

69. **Observance of National Days and International Day**. One of the major activities observed in AWCN is the national days for Nigeria and friendly nations whose participants are on course at the College. Also, the College observes an International Day in honour of its foreign participants. These days will be celebrated in the College as follows:

a. **Nigeria's National Day**. The host country's National Day will be marked in the College on 1 October 2023. During the occasion, participants from Nigeria will deliver a country brief on Nigeria to the entire College at the Central Hall. Further details on modalities to mark the anniversary will be provided by the D Coord.

b. **International Participants' National Days**. The national days for the respective international participants on course at the AWCN would be marked accordingly. Participants from such affected countries would equally deliver a short brief on their country to the entire College. Further details on modalities to mark the anniversary will be provided by the D Coord.

c. **International Day**. A day is usually set aside as International Day to acknowledge the presence of foreign participants in the College. During the day, foreign participants are expected to showcase their respective countries' rich cultures and traditions. These may include traditional attires, meals, drinks, and other peculiar information about their respective countries. The day is also intended to promote good interaction between the foreign participants, their peers, and the rest of the College community. Further details on modalities to mark the International Day will be provided by the D Coord.

RESTRICTED

As a general rule, where the national day of any nation falls on a holiday or weekend, a date will be chosen for the College to observe the occasion and this will be communicated to all by the D Coord.

DOs AND DON'Ts FOR PARTICIPANTS OF AWCN COURSE 7/2023

70. The following DOs and DON'Ts must be strictly adhered to by all participants:

a. **DOs.**

- (1) It is mandatory for participants to attend all scheduled activities in the College.
- (2) Participants must be punctual in all College activities and be present 15 minutes before any parade as late coming is viewed very seriously.
- (3) Participants must turn out neatly at all times.
- (4) Participants must maintain discipline in and out of the College complex.
- (5) Participants must respect members of DS, internal/external resource persons, and other College staff.
- (6) Participants must pay their mess bills promptly.
- (7) Participants are to personally sign for their apartment keys, beddings, and other items from the QM Office and personally return same at the end of the course in good condition.
- (8) Participant must keep their apartment tidy always.
- (9) Participants must switch off all electrical appliances before leaving their rooms. A daily routine inspection would be carried out in participants' quarters, and failure to switch off electrical appliances by participants while not in the apartment will be sanctioned appropriately.
- (10) Damage to any College item/facility will attract financial charges for repairs/replacement.
- (11) Speed limit within participants' quarters and environs must not exceed 10 km/hr.
- (12) Participants must always park their vehicles within the parking lots/slots provided at the participants' quarters in an orderly manner.

RESTRICTED

- (13) Padre hour is compulsory for all staff and participants.
- (14) Sick report procedure must be adhered to.
- (15) Participants must channel any report or complaint through their Course President/Secretary to the appropriate authority.
- (16) Participants must strictly observe the channel of communication in the College.
- (17) Participants must duly register any domestic staff contracted during their stay in the College with the Intelligence Detachment.

b. **DON'Ts.**

- (1) Participants are prohibited from bringing their vehicles into the College HQ/Admin Complex.
- (2) Participants are not to use staff car parks and other staff reserved facilities.
- (3) It is prohibited for participants to carry out any plumbing, masonry, carpentry, or electrical work/repairs on their own in any College facility.
- (4) It is prohibited for participants to fix any item on the walls of their living accommodation inside and outside, including photographs, television, satellite receivers (dish), etc.
- (5) The use of GSM phones and other electronic devices during lectures/programme is strictly prohibited.
- (6) Noise making in the lecture hall, syndicate rooms, and during any other College activity is strictly prohibited.
- (7) Smoking in restricted areas around the College premises is strictly prohibited.
- (8) Examination malpractice and plagiarism are serious offenses and will attract severe sanctions.
- (9) Absence from College activities will attract sanctions. Absence for 7 consecutive days would result in withdrawal from the course.
- (10) No roaming/loitering during lesson periods and exercises.
- (11) Use of abusive/insubordinate language by participants is prohibited.

RESTRICTED

- (12) Participants are not allowed to bring/receive personal visitors at the College HQ/Admin Block premises.
- (13) No participant is allowed to stay outside the College living accommodation during the period of the course.
- (14) Any unethical practice is forbidden.
- (15) Fighting is strictly prohibited and would attract withdrawal from the course.
- (16) Participants are not allowed to offer gifts, financial assistance and/or financial inducement to staff of the College, especially members of Faculty.
- (17) Sale and consumption of hard drugs is strictly prohibited in the College and would attract prosecution.
- (18) Participants must not play music or acoustic instruments or use any electrical appliances in such a way or volume as to disturb other participants within the accommodation area.

CONCLUSION

71. The contemporary environment is very dynamic as such demands operational level leaders to be versatile and quick at making informed decisions. The War Course is designed to develop the required thinking skills in participants to be effective operational level leaders. Pursuant to the tenets and motto of the AWCN, which is to produce well-trained, educated and inspired operational level leaders for the Nigerian Army, it is hoped that the learning experience at the College would be intellectually rewarding.

72. The College Handbook has attempted to provide general information for members of Faculty and participants of AWCN. The information in this Handbook is expected to guide the conduct of the activities at the College. The Faculty would publish more detailed instructions from time to time which would complement or supersede information in this Handbook.