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ARMED FORCES OF NIGERIA



JOINT SERVICE WRITING MANUAL

REVISED EDITION
JANUARY 2024

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ARMED FORCES OF NIGERIA



JOINT SERVICE WRITING MANUAL

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Air Vice Marshal

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Jaji
2 January 2024

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RECORD OF AMENDMENTS

Serial	Amendment	Number	Date of Insertion	Initial	Remarks
(a)	(b)	(c)	(d)	(e)	(f)

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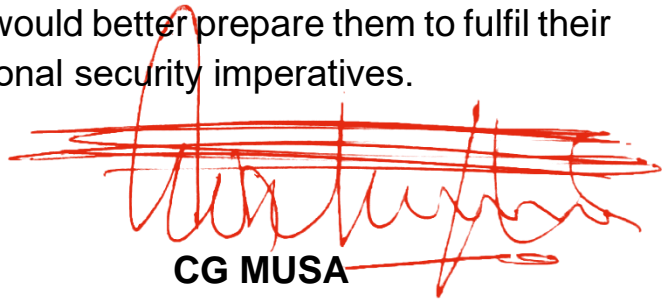
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FOREWORD

1. The Joint Service Writing Manual (JSWM) was introduced to achieve economy in training, flexibility in staff appointments and efficiency in joint staff work. It is thus a rich compendium of rules for the preparation and layout of Service Writing and standardized staff procedures practised by the 3 Services of the Armed Forces of Nigeria (AFN).

2. The JSWM has proved to be an invaluable reference document for members of the AFN through the years. The current edition, which was reviewed in January 2024, is certainly not an exception. Amongst other amendments, it filled gaps in Joint Campaign Planning as well as Administrative Procedures in the Services which were hitherto not included in the JSWM. These Administrative Procedures include Board of Inquiry, Regimental Inquiry and Summary of Evidence to aid standardization amongst the 3 Services.

3. I commend the Commandant of the Armed Forces Command and Staff College and his team for their fruitful efforts at producing this rich, revised version of the JSWM. I therefore urge all officers, soldiers, airmen, airwomen and ratings of the AFN to get themselves well acquainted with the provisions of the manual, which would better prepare them to fulfil their roles in furtherance of Nigeria's national security imperatives.



CG MUSA

General

Chief of Defence Staff

2 Abuja
January 2024

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CHAPTER 1

INTRODUCTION TO SERVICE WRITING

INTRODUCTION

1. The Joint Service Writing Manual (JSWM) contains agreed rules for the preparation and layout of Service Writing (SW) and standardized staff procedures. The objective of adopting common procedures and formats by the 3 Services of the Armed Forces of Nigeria is to achieve economy in training, flexibility in staff appointments and efficiency in joint staff work.
2. The normal rules and conventions of SW must apply in manuscript as well as typed work. This manual has been produced in a style that illustrates SW conventions.

DEFINITIONS

3. **SW.** SW is all forms of writing originated within the Services. It is divided into operational and non-operational writing.
 - a. **Operational Writing.** Operational writing can be written in note form with maximum use of authorized abbreviations/acronyms in the Nigerian Armed Forces, as contained in Chapter 14 of this manual. It is usually used for the following:
 - (1) Operational directives, operational reports, operation orders and instructions.
 - (2) Administrative orders and instructions.
 - (3) Confirmatory notes.
 - (4) Estimate process.
 - (5) Signal messages.
 - (6) Memoranda.
 - (7) Electronic short message.

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(8) Instructions for tactical exercises.

(9) Annexes and appendices which, as a result of the details contained in them would be clearer to the reader if operational writing techniques were used.

b. **Non-operational Writing**. Non-operational writing covers all other forms of SW. It follows the normal rules of English usage and the use of abbreviations is guided by the provisions of Chapter 2, Paragraph 59; Chapter 3, Paragraph 7c; and Chapter 14, Paragraph 3.

4. **Staff Duties**. The term Staff Duties (SD) means the techniques, procedures, processes and tools used to accomplish the duties and responsibilities of various branches. SD is divided into Major and Minor SD.

a. **Major SD**. Major SD is the planning and preparation necessary to define and implement the intentions, orders or mission statement of a commander or higher element. Examples of Major SD include the estimate process, orders, instructions and directives.

b. **Minor SD**. Minor SD is the application of the rules and conventions of SW to the attainment of the task. It covers details such as layout, the use of abbreviations, terminologies and conventions.

5. **Service Correspondence**. Service Correspondence is a letter or other forms of written communication prepared by members of the Services in the course of their duties. The determining factor is that correspondence is addressed to or meant to be read by others officially.

CHARACTERISTICS OF SW

6. SW should obey the rules of good English prose and, above all, demands the following characteristics:

a. **Accuracy**. The facts and wording must be accurate. Opinions and deductions must be distinguishable from the facts.

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- b. **Clarity**. SW must be intelligible, reasoned and unambiguous.
 - c. **Brevity**. The reader must be informed in the shortest way, consistent with accuracy and clarity. Brevity is achieved by planning and careful editing. However, clarity should not be sacrificed for brevity.
 - d. **Relevance**. Any irrelevant word, phrase or idea must be excluded. The test is, if this is omitted, will the argument be affected?
 - e. **Logic**. Deductions must be fully justified and contained in sentences and paragraphs which flow in a logical sequence related directly to the argument.
7. The document should be:
- a. Logically structured.
 - b. Effective.
 - c. Unambiguous.
 - d. Persuasive.
8. Facts must be correct. The reader loses confidence in an entire document if he discovers any error in facts. Moreover, a factual error could cause serious embarrassment to your superior. The writer must also distinguish between facts and opinions and avoid opinions unless specifically referred to as such. This is only a matter of being helpful and fair to the reader as the muddling of facts and opinions can lead the reader to draw the wrong conclusions.

STYLE

9. Style is the presentation of facts and arguments in a logical sequence to convey the value of an idea or justify a course of action and to tell the tale plainly. This may preclude the use of forceful flowing prose in favour of a straightforward arrangement using simple words, short

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sentences and paragraphs. There is no excuse, however, for SW to be dull and lifeless, and the style should always be sufficiently attractive to hold the reader's attention. Style depends on choice of expression, choice of words, construction and punctuation.

10. **Choice of Expression**. It is advisable to use the best noun, verb, adjective or phrase that would give the truest expression of the author's message. Such words do not come easily the first time but must be found through a determined search. The following points will help with expression:

- a. Avoid abstract nouns where verbs or adjectives can be used; for instance, 'The present restrictions must continue' rather than 'The cessation of the period of restrictions cannot be made'.
- b. Use the active rather than the passive construction of the verb; for example, 'You saw him' rather than 'He was seen by you'.
- c. Use English rather than non-English words when the same idea can be expressed in English, for example 'All things being equal' rather than 'Ceteris Paribus'.
- d. Use familiar and simple words rather than obscure ones; for instance, 'City' rather than 'Metropolis'.
- e. Avoid archaic and flowery expressions.
- f. Avoid tortuous wording; lengthy sentences could mislead your reader. Sentences of more than 25 words and complex sentences with many different points can be difficult to follow.
- g. Beware of clichés; most have lost their original force through overuse and can easily irritate the reader.
- h. Avoid slang as a general rule, although the occasional use of an expressive word in the right place may add emphasis and colour.
- i. Avoid jargon and officialese which produce an unnatural style. Jargon is defined as unintelligible words, gibberish and

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barbarous or debased language mode of speech familiar only to a group or profession. Its use, especially in the last sense, may lead to misunderstanding by those not familiar with the profession. Similarly, officialese is neither concise nor clear. Some examples are contained in the table of Jargon/Officialese and simple English usage below:

Serial	Jargon/Officialese	Simple Usage
(a)	(b)	(c)
1.	The committee gave consideration to a memorandum containing proposals with regards to....	The committee considered a proposal that....
2.	Proposals under which Service pay would be brought under review	Proposals for reviewing Service pay
3.	Endeavour to commence....	Try to begin....
4.	Having regard to the fact that....	As....
5.	A percentage/proportion of....	Some....
6.	This is a matter of considerable urgency....	This is urgent....
7.	At this point in time....	Now....
8.	Prior to....	Before....
9.	Subsequent to....	After....

11. **Choice of Words.** The writer must know the exact meaning of every word in order to avoid ambiguity, vagueness and misunderstanding. Short words are usually preferable to long ones but what matters most is the use of the right word in the right context.

12. **Construction.** A forceful argument can best be developed by a logical sequence of paragraphs and sentences. Paragraphs may have to be subdivided for clarity, but the unity of ideas in each paragraph must be preserved. Crisp sentences are often best but should not be so brief that

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the whole paper loses its continuity. The use of single sentence paragraph is poor style and therefore discouraged. However, it is impracticable to avoid it totally such as in operational writing, briefs as well as in the concluding paragraphs of certain correspondences.

13. **Punctuation.** Punctuation is intended to aid clarity, not to alter meaning. Commas should be used sparingly; they can never be used successfully to hide poor construction of a sentence.

OTHER IMPORTANT ASPECTS OF SW

14. Some other important aspects of SW include presentation, rules, conventions and content. Staff officers should take this aspect seriously, as a good job is only useful if it can be understood by the target audience.

15. **Presentation.** Good organisation and clear presentation of materials are essential in SW. Whether typed or hand-written, the script should be legible and neat.

16. **Rules.** SW rules are the prescription which must be conformed with, within the preparation or handling of a Service document. Examples are the rules on abbreviations, page numbering, security classification, proper nouns in operational writing, etc.

17. **Conventions.** An established practice or accepted method of writing is referred to as a convention. An example of a convention is the salutation at the beginning of a letter. Some conventions share the same force as a rule, while others vary from one organisation to another. For example, the convention in the Indian Army is that ranks must be abbreviated in a Demi-Official (DO) letter within the Service. That is, however, not the custom in the NA.

18. **Content.** Content is the material contained in a document as distinct from form and style. While familiarity with the rules and conventions of SW is essential, content must be relevant and appropriate.

CONCLUSION

19. The Services have devised the techniques, rules and conventions

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of SW in order to improve efficiency, reduce misunderstanding and aid interoperability. A primary objective of SW is to communicate effectively. Good English cannot be achieved by merely avoiding errors in the use of language. Effective writing skills, which are essential to SW, can best be acquired through practice and study. Rules and conventions are not meant to constrain but to guide. Sensible interpretation of the rules must be blended with prevailing customs and conventions in order to achieve the best results. Therefore, familiarity with the rules and conventions of SW is essential.

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CHAPTER 2

BASIC RULES AND CONVENTIONS OF SERVICE WRITING

INTRODUCTION

1. The basic rules and conventions of SW aid the clear presentation of facts and discussion. If the rules are known, the writer automatically conforms to the standard layout and other conventions and does not waste time devising his own. The typist also does not have to adopt drafts to make them suitable for typing and the reader receives a document which conforms to a familiar pattern and is easy to read.
2. The conventions apply to manuscript and typed work but not necessarily to all printed documents. Additional conventions which apply to specific operational and non-operational writing are explained in subsequent chapters.

STANDARD CONVENTIONS

3. Most documents have 3 basic parts: the superscription, the text and the subscription. The contents of each part may vary with the document but in all cases, the superscription comprises everything above the text and the subscription everything below it. An example which illustrates these parts and includes all the basic conventions of a standard layout in SW is at Annex A. This and other examples in the manual are designed to illustrate the positions of the various elements, not all of which need appear in any one form of SW.

HEADINGS

4. When a document is lengthy or the subject complex, the text is divided by headings. These assist the writer's logical development of the same theme and direct the reader's attention to what follows. In non-operational writing, headings should stand on their own, be bold (if typed) and not form part of the sentence that follows, eg:

- a. **Works Services**. These are to be discussed on 27

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Aug 22. (Incorrect).

b. **Works Services**. The works services are to be discussed on 27 Aug 22. (Correct).

5. **Subject Heading**. Generally, a document starts with a subject heading, except where this would be inappropriate, such as in letters to members of the public and certain DO letters. The subject heading tells the reader what the document is all about. The subject heading takes the form of either a main or a group heading and should be bold, underlined and not followed by a full stop.

6. **Main Heading**. A document which contains many sections would use main headings. A main heading controls a major division of a document, normally comprising 2 or more groups of paragraphs, and indicates the content as far as the next main heading. It is written in underlined capitals, horizontally centred over the typed area and not followed by a full stop. However, commas could be used to improve the meaning of the wording to avoid ambiguities. Additionally, in headings containing abbreviations and/or acronyms, where capitalizations could change the meaning of the abbreviation/acronym, the abbreviation/acronym should be left in its true form. In a multiple-line heading, if one needs to be necessarily shorter than the other, the preceding line should be longer. In a 2-line heading for example, the second line should not be longer than the preceding line and placed centrally under the first. Normally, main headings are used only when the document is lengthy or complex and where group headings, and probably paragraph headings, are needed to structure the text. Such use of main headings helps avoid the use of too many paragraph subdivisions. In the text of a complex document where main headings are further divided using group headings, the group headings should be introduced in the opening statement or remarks.

7. **Group Heading**. A group heading is used to introduce 2 or more paragraphs relating to the same general subject. The use of group heading to introduce a single paragraph is poor style and should be

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discouraged. However, it is impracticable to avoid instances where group headings cover a single paragraph such as in loose minutes, briefs, manuals, operational writing as well as the aim and recommendation in Service papers. Group heading controls the subsequent text up to the next group heading or main heading. It is written in underlined capitals starting at the left margin; it is not numbered and is not followed by a full stop. However, commas could be used to improve the meaning of the wording to avoid ambiguities. Additionally, in headings containing abbreviations and/or acronyms, where capitalizations could change the meaning of the abbreviation/ acronym, the abbreviation/ acronym should be left in their true form. If a heading takes more than one line, all lines are to start from the left margin but the first or preceding longer line need not to extend to the full width of the page. The extent of the first or preceding line should be such that affords good presentation and style. Frequently, sections with group headings encompass a number of paragraphs with or without headings.

8. **Paragraph Heading.** A paragraph heading controls only its own paragraph, including any sub-paragraphs and further subdivisions contained in that paragraph, but not any subsequent text. Not every paragraph need have a heading but once used, subsequent paragraphs down to the next main or group heading must also have headings. The heading is written on the same line as the opening words of the paragraph and is preceded on that line by the paragraph number. The heading is underlined and followed by a full stop; note that the full stop is not underlined. Capitals are used for the initial letters of all words except unimportant ones such as 'of', 'and', 'to', 'the' and 'from'. A paragraph heading may be on a line by itself, followed immediately by sub-paragraphs, if the sub-paragraphs do not need to be introduced by an opening statement or remark.

9. **Sub-paragraph Heading.** A sub-paragraph heading (and those of any further subdivisions) follows the same rules as those for a paragraph heading and covers only the text within the sub-paragraph. Not every subparagraph needs to have a sub-paragraph heading, but once

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used, subsequent sub-paragraphs down to the next paragraph must also have sub-paragraph headings.

10. **Hanging Heading.** A heading is said to be hanging if it is on one page and its text on another. This usually occurs when the space below the heading cannot accommodate any part of the text. This is not acceptable. In such a case, the heading is to be moved to the next page to align with its text or where possible, the text or part of the text is brought back to align with the heading.

NUMBERING OF PARAGRAPHS

11. Paragraphs are numbered in Arabic numerals. The text or paragraph heading starts at the next indentation. A single paragraph is not numbered and the first line is not indented. A paragraph is never to have a single sub-paragraph. The method of numbering paragraphs and sub-paragraphs is shown at Annex A. In letters to the public, the writer should be guided by good taste in deciding whether or not to number the paragraphs. Paragraphs in letters of condolence, for example, are not numbered. Sub-paragraphs are numbered serially in alphabetical order starting from 'a'. Depending on the complexity of the correspondence, however, the number of sub-paragraphs can extend well beyond the 26 letters of the alphabet, thereby entailing the use of progressive multiples of alphabets. Accordingly, for the synchrony of use among the Services, the following rules will apply in the numbering of sub-paragraphs:

- a. The first 26 sub-paragraphs will be numbered in the order of the progressive series of alphabets from 'a' to 'z'.
- b. When numbering exceeds the first 26 letters, a double alphabet format will be employed, proceeding from 'aa', 'ab', 'ac', to 'az'. Subsequent numbering will proceed from 'ba', ... to 'bz'; 'ca', ... to 'cz' etc.
- c. Sub-sub-paragraphs and beyond are numbered as ascribed in Annex A.

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SUPPLEMENTARY DOCUMENTS AND ENCLOSURES

12. **Annexes**. Supplementary documents that amplify the parent documents are called annexes. They are used when the inclusion of all the details in the body of the parent document would make it cumbersome. Annexes should:

- a. Be referred to in the text of the parent document.
- b. Be lettered alphabetically in capitals in the order in which they appear in the text; a single annex being lettered Annex A.
- c. Have their own subject headings.
- d. Be listed at the close of the parent document; the wording used to identify them being the same as their subject headings.
- e. Show the identifying reference at the top right corner of the first page. This is done so that annexes can be identified if for any reason they become detached. The form of wording is normally on 3 lines, as shown in the following example:

ANNEX A TO
7 DIV/153/G1
DATED JAN 24

The day of the month is inserted in manuscript when the document is being signed.

- f. If classified SECRET or above, be copy-numbered in accordance with the rules of copy numbering (see Paragraph 46).
- g. Annexes should normally be attached to the document to which they relate but may be issued separately if circumstances dictate.
- h. Distribution of annexes dealing with specialised matters which do not concern all recipients of the main document may be

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restricted to those who require the special information.

13. **Appendices.** Supplementary documents that amplify an annex are called appendices. They should:

- a. Be referred to in the text of the parent annex.
- b. Be numbered consecutively in Arabic numerals in the order in which they appear in the text; a single appendix being numbered Appendix 1.
- c. Have their own subject headings.
- d. Be listed numerically at the close of the parent annex (note that appendices should not be listed or referred to in the main parent document); the wording used to identify them being the same as their subject headings.
- e. Show the identifying reference at the top right corner of its first page. It is written on 4 lines, as shown below:

APPENDIX 2 TO
ANNEX A TO
7 DIV/153/G1
DATED JAN 24

The day of the month is inserted in manuscript when the document is being signed.

- f. If classified SECRET or above, be copy-numbered in accordance with the rules on copy numbering (see Paragraph 46).

14. **Enclosures.** Documents which are complete in themselves and forwarded with a covering document are called enclosures. They should:

- a. Be referred to in the text of the parent document.
- b. Be listed numerically at the end of the document after annexes under the heading 'Enclosure(s)'; a single enclosure being

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numbered 'Enclosure 1'. If an enclosure has a copy number, the copy number as well as the title is shown in the list of enclosures.

c. Be identified using the same wording as their subject heading. In document where the enclosure does not have a subject heading, appropriate description such as 'Letter from SEAL Nigeria Ltd' should be used. If an enclosure has a copy number, the copy number as well as the title is shown in the list of enclosures.

ADDRESSEE AND DISTRIBUTION

15. An addressee is the person or office to whom the document is directed. This implies that the word 'file' should not be included in the distribution list as an addressee except in top secret and secret documents (see Paragraph 46). If a Service document has only one addressee, the addressee is shown immediately beneath the identifying reference number at the top of the first page. However, if there are 2 or more addressees, they are to be listed under the heading 'Distribution' after annexes and enclosures. The term 'See Distribution' is then inserted in the normal addressee position. In letters to civilians or certain Service correspondences such as invitation letters, occasions may arise where it is necessary to keep other addressees informed. On such occasions, the action addressee is shown beneath the identifying reference and the information addressee(s) listed under the heading 'Copy to:' after annexes and enclosures. Examples of the use and layout of distributions are at Annex A to this Chapter and Annexes B and I to Chapter 3. Example of the use of 'Copy to' is at Annex C to Chapter 3.

16. When there are several addressees, the order in which they are listed is to be as follows:

- a. External action addressees.
- b. External information addressees.
- c. Internal action addressees.
- d. Internal information addressees.

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17. Addressees are listed in order of seniority. Within seniorities they are shown in order of numerical title first, followed by alphabetical order. The order of seniority within the Services, however, depends on the established practice of the Service or headquarters. In the NN, correspondences are always addressed to the holder of an appointment, not to a headquarters or unit. See Chapter 3, Annex K, Appendix 2.

18. When it is not possible to include all the addresses on the page bearing the signature block, the list must be continued on a fresh page. However, the headings under the distribution list, ie 'Distribution', 'External', 'Internal', 'Action', and 'Information', should not be left hanging at the bottom of a page. They must be preceded by at least one addressee or moved to the next page. Where the addressees are contacted by e-mail, an asterisk (*) should follow the appointment or name. Where they are contacted by fax, '(by fax)' should follow the appointment or name. When a document has been sent by e-mail or by fax, it is not necessary to send the second copy by conventional post.

19. When the addressee does not need to know who else has seen the letter, distribution details are sometimes inserted on the file and information copies only. This system is used as a courtesy in letters to members of the public when the information copies are merely serving to keep somebody else in the picture. The system is variously called 'hidden', 'silent' or 'blind' copy. Each action copy of the letter shows only the action addressees while the file copy shows the full distribution.

20. Where more than one copy of a document is being sent to any addressee, the number of copies sent is added in brackets after the addressee eg, 'HQ LC (2)' to indicate 2 copies. However, if the document is copy-numbered, the copy numbers are indicated.

21. When it is necessary to ensure that a correspondence is seen by a certain individual, the expression 'Attention:

' is inserted beneath the addressee. In a multiple-address document, it should be inserted beside the addressee in brackets. The envelope containing the letter must be similarly marked (see Privacy Marking in Paragraph 45).

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SIGNATURE

22. In all Service documents other than DO letters, the identity of the signatory is to be shown in the signature block together with the title of the authority on whose behalf the document is signed. The signature block must appear on the same page with part of the text. The person signing a document assumes responsibility for its accuracy and correctness. The signature block, therefore, contains the following:

- a. The initials and name of the signatory in bold capitals.
- b. The signatory's rank and where necessary, Service. The rank is written with initial capitals.
- c. The originating authority, which may be either the signatory's appointment or that of the superior for whom he is signing. In the latter case, the word 'for' is typed in the signature block. For example, the case when Brig Gen UE Ebong is signing as the Comd and when Col S Tsukwam is signing for him are shown respectively as:

UE EBONG	and	S TSUKWAM
Brig Gen		Col
Comd		for Comd

23. The following are other details to note in signing a document:

- a. Letters containing special recommendations, opinions and special requests should be personally signed by the commander or head of branch. Similarly, letters of reprimand or censure of subordinate commanders, who might be senior to the most senior staff officer in a headquarters, should be signed by the commander.
- b. A routine letter going upwards in the chain of command is signed by or for the commander. A letter going sideways (eg, from one group to another) or downwards in the chain is normally signed by or for the senior staff officer at the head of the branch. As a

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general rule, staff officers should show their commander, or brief them about any letter signed for him (the commander). Failure to do this is not only discourteous but irresponsible. This is because the recipient of the letter is likely to mention the subject in a conversation, which will embarrass and annoy your commander if he has to admit ignorance of the matter.

c. Formal letters are signed by the originator and addressed only to seniors.

d. The ending of a DO letter is a matter of personal choice, but 'Yours sincerely' and 'Yours' are the most common. A DO letter should be signed with the first name or nickname.

e. Those signing commanded letters, usually civil servants, sign in their own right, but customarily on behalf of the Honourable Minister/Permanent Secretary/Director General. The same practice is used when signing directed letters, but serving officers usually sign directed letters on behalf of the head of branch and show their rank and appointment, and the authority for whom they are signing.

f. When naval captains and lieutenants are to be addressed in any correspondence in a tri-Service setting, the acronym NN is always added in brackets after their ranks eg, Capt (NN) NAS Lawal.

24. There may be occasions when a commander or senior staff officer has to personally sign an urgent policy or other important document and is unable to do so due to unavoidable absence. On these occasions, the document can be signed over the commander's complete signature block by an officer on his behalf. The word 'for' is written in manuscript against the name of the commander on the left side of the signature block eg:

OkochicoBaby
for **GO EKAGBO**
Air Cdre
Comd

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25. Retired officers filling staff appointments are to include their Service rank when signing official documents and add (rtd) after their ranks eg:

HO MADUEKE

Col (rtd)

for GOC

INSERTING THE DATE

26. The signatory of a document is to insert the date of the month. This should be done in manuscript at the time of signing.

DRAFTING AND TYPING

27. Drafts should be double-spaced and similar in layout to the required format, except that in manuscripts, all proper nouns should be in capitals to assist the typist. The word 'DRAFT' is to be written at the top of the first page below the security grading or privacy marking. The word 'DRAFT' is in bold letters but is not underlined, in order not to confuse it with the subject heading. Drafts should not be dated and signed. Note that in typing, proper nouns should not be in capital unless the provisions on the rules for capitals apply (see Paragraph 54). The rules governing the standard layout for Service typist are at Annex B to this chapter, while an example of the standard layout of a Service paper is at Annex A.

28. There are basic rules for preparing papers that require security protection. Everyone concerned with such papers must read the detailed security instructions contained in the books appropriate to his Service or appointment (see Authority to Originate Classified Material in Paragraph 35 and Security of Documents in Chapter 5).

CLASSIFIED MATERIAL AND SECURITY GRADINGS

29. For security purposes, official materials fall into one of 2 categories; that which requires security protection and that which do not. Material which requires security protection is termed 'classified' and is graded TOP SECRET, SECRET, CONFIDENTIAL or RESTRICTED. All other official matters are 'unclassified'. Classified materials include all forms of written

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documents or other records containing classified information. Disclosure of any official information, whether classified or not, may nevertheless constitute an offence under the Official Secrets Act.

30. The 4 security grades are defined in the following paragraphs, with examples of material to which they should normally be assigned. The examples are not comprehensive and are intended for guidance only. Security classification is not abbreviated but written out in full, even in operational writing.

31. **Top Secret.** 'TOP SECRET' information is information, which unauthorized disclosure would cause exceptionally grave damage to the nation. Examples of such information include the following:

- a. Higher defence policy and strategy of an inter-Service nature.
- b. Policy, plans and orders for major operations projected or in progress for the defence of vital strategic interests.
- c. Highly specialised techniques or tactics to be used in future operations including the identity and composition of the units intended to employ them.
- d. Air staff targets and operational requirements for advanced aircraft weapons systems, and for the military use of space.
- e. Critical information about major scientific and technical developments of defence interest.
- f. The methods used or success obtained by national intelligence or counterintelligence service and any information which might imperil sources.
- g. Important particulars of crypto analysis; critical information about cryptography so far as it relates to devices and equipment under development.
- h. Future content and development of the front line.

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i. Compilations of data which individually may be graded 'SECRET' but which collectively constitute 'TOP SECRET' information.

32. **Secret**. 'SECRET' information is information, which unauthorised disclosure would cause serious injury to the interest of the nation. Some examples are as follows:

a. Plans or details of schemes for the defence of areas other than vital strategic areas, including plans and particulars of associated operations either projected or in progress.

b. Deployment of air and other forces, the foreknowledge of which would prejudice their operations and success.

c. Information (other than 'TOP SECRET') revealing the development and proposed employment of a technical equipment and systems, particularly during the experimental stage of project(s) to which novel principles apply.

d. Comprehensive information about rates of effort and wastage in the front line.

e. Particulars of cryptographic devices and equipment, unless specifically assigned to a lower grading.

f. Compilation of data (for instance, manpower or establishment data) which individually may be graded 'CONFIDENTIAL' or lower, but which collectively constitute 'SECRET' information.

g. Sensitive stockpile information (other than TOP SECRET items) relating to war reserves.

h. Adverse reports on morale generally affecting major operations.

33. **Confidential**. 'CONFIDENTIAL' information is information, which unauthorized disclosure would be prejudicial to the interests of the nation.

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Examples are as follows:

- a. Certain routine reports and correspondence, eg: those on operations, exercises and training, which do not contain information of great value to a foreign country.
- b. Information about the design and development of new aircraft and equipment not of major operational significance.
- c. Technical information and manuals concerning maintenance and information of certain equipment, weapons, ships or aircraft, and for training in their use.
- d. Particulars of aircraft wastage in flying training.
- e. Statistics disclosing the cumulative flight safety record.
- f. General military radio frequency allocations.
- g. Routine intelligence reports which do not merit a higher grading.
- h. Compilations of data or items which individually may be graded 'RESTRICTED' (or which may be unclassified) but which collectively warrant higher grading. It is important not to confuse this security grading with privacy marking containing the expression 'IN CONFIDENCE' (see Privacy Marking in Paragraph 44).

34. **Restricted**. 'RESTRICTED' information is information, which unauthorized disclosure would be undesirable in the interest of the nation. Examples are as follows:

- a. Instructional manuals and orders intended for official use only but not meriting a higher grading.
- b. Details of the layout, disposition and identity of buildings at operational airfields, and establishments, except where the nature of these locations necessitates a higher grading.

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- c. Technical and non-technical remedial action resulting from sailing or flying accidents.
- d. Routine orders, memoranda and other documents which, although not justifying a higher grading, contain defence information which must not be disclosed to the public without official authorization.

AUTHORITY TO ORIGINATE CLASSIFIED MATERIAL

35. The originator of any official document is responsible for its grading. The originator should also insert below the security classification the caveat 'Unauthorised disclosure, transmission, production or retention of information on this sheet violates the Official Secret Act CAP 03 (LFN) 2004'. The authority to originate classified materials is delegated to personnel and civilians within the scope of their duties, as follows:

- a. **Top Secret.** Lieutenant colonels, their equivalent and above, civilians of equal status, commanding officers of independent units and duty operations officer.
- b. **Secret and Confidential.** All commissioned officers and civilians of equal status.
- c. **Restricted.** All commissioned officers, civilians of equal status, warrant officers and senior non-commissioned officers.

NECESSITY FOR CORRECT GRADING

36. The security gradings have been defined so that every correctly graded document, if handled according to the rules framed for its grading, will receive the appropriate degree of protection. The security of documents depends therefore, not only on proper handling but also on correct grading. If too low a grading is applied, there is the danger that information will not be properly safeguarded. Equally dangerous but less obvious, is the tendency to apply too high a grading. Over-grading increases the volume of information to be protected and makes it more difficult to safeguard material that genuinely needs protection.

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37. **Content.** A document is graded according to its content and not according to its relationship or reference to any other document or matter. The minutes of a meeting may, for example, be graded SECRET, but an amendment to the list of those present at the meeting may be RESTRICTED. There is no objection to referring to a classified document in another of a lower grade, provided that the second document, including the reference it contains, is graded according to its own content. The grading of messages that refer to classified messages is dealt with in Chapter 4. It should be remembered that the subject heading of a document may disclose information that requires the same protection as the document to which it relates.

38. **Marking.** A classified document is to be marked in such a way that its classification can be seen at a glance and cannot be overlooked. On typed or duplicated documents, the security classification is to be typed on each page of the typescript in capitals, (not underlined) and rubber-stamped, preferably in red, centrally at the top and bottom, front and back of each page. If pre-printed or pre-stamped paper is used, the security classification need not also be typed. If such paper is not used, the security classification is typed; the whole document is then to be over-stamped when it is complete.

39. **Loose-leaf Documents.** In loose-leaf books, the security classification is to be printed or stamped centrally at the top and bottom of the front and back covers and similarly on every page. This is because loose-leaf binders are not permanent bindings and stapling is not a secure form of fastening. Also, there is the possibility that some leaves may detach from the main document.

40. **Securely Bound Documents and Insertions.** In permanently and securely bound books, the security classification is to be printed or stamped on the centre top and bottom of:

- a. The outside front and back covers.
- b. The title page.

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- c. The first and last pages.
- d. Any insertions such as maps, drawings, sketches or photographs which may be incorporated and which can be individually classified.

41. **Compound Documents.** In a document which embodies several self-contained sections, each page of each section is to bear the highest classification appropriate to the section. The whole document is to bear a classification at least as high as the most highly classified section it contains.

42. **Documents of Mixed Content.** Individual pages, paragraphs, sections, annexes and appendices may bear different gradings, but the document as a whole must be graded at least as highly as any of its components. Also, the grading of a main paper must be at least as high as that of its most classified component. Similarly, the grading of a file or group of related documents must be that of the highest graded document within it. When a parent document is fastened to its annexes and appendices, the grading of the parent paper will be shown on both back and front of the group of papers. Thus, if a 'SECRET' parent document is stamped to a 'CONFIDENTIAL' annex, the last page of the annex will bear the stamp graded 'SECRET'.

43. **Covering Letters and Minutes.** A covering letter or minute is graded according to its content. Attention is drawn to more highly graded attached paper by boldly marking the covering document with both grades; for example, 'CONFIDENTIAL covering SECRET'.

PRIVACY MARKING

44. Documents containing information that does not involve national interests and therefore do not merit security protection may, nevertheless, require a degree of protection or special handling. Documents concerning the personal affairs of staff, for example, may fall within this category. These documents are to be endorsed with the privacy marking 'IN CONFIDENCE' preceded, if necessary, by an appropriate prefix, eg,

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'STAFF IN CONFIDENCE', 'MEDICAL IN CONFIDENCE'. Privacy markings are shown at the top and bottom, front and back of every page and stamped in red ink. If an 'IN CONFIDENCE' document also contains a classification in addition to the privacy marking, the security classification appears above the privacy marking at the top, and below it at the bottom of each page.

45. Letters or documents intended exclusively for a particular person or addressee should be inserted in the inner of 2 sealed envelopes. The inner envelope is to be clearly marked 'To be opened by' followed by the addressee's rank, name and appointment (if a Service subject). In the distribution column, 'Personal for' followed by the addressee's rank, name and appointment are to be annotated. In the prolonged absence of the addressee, such letters may be opened only by the authorized deputy for the addressee. This system of privacy marking is different from that outlined in Paragraph 21; the essential difference being that envelopes marked 'Attention:' may be opened and filed by clerks. Examples of distribution annotated 'Personal for' is shown below:

Distribution:

External:

Action:

Personal for: Col K Salisu CO 242 Recce Bn

Personal for: Cdr FN Kolawole NNS OLOGBO

Information:

Personal for: Air Cdre JOO Duke Comdt AFIT

Personal for: Wg Cdr EK Scott-Emuakpor CO TFTW, 407 ACTG

COPY NUMBERING

46. All 'TOP SECRET' and 'SECRET' documents are to bear individual copy numbers, eg, 'Copy No 1 of 20', at the top right corner of the first page and on each so classified annex or trace forming part of the

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document (see Annex A). In addition, all operation and administrative/logistic orders, whatever their security classification, are to be given copy numbers in the same way. When only one copy of a document requiring a copy number exists, it is shown as 'Copy No 1 of 1'. If a document is copy-numbered, any covering letter or minute on the document is also copy-numbered. The allocation of copy, including that of the file, is shown in the distribution. When regular and wide distributions are made, each addressee should receive the same copy number every time. When copies of copy-numbered documents are authorized in accordance with the appropriate security manuals, they are to be marked 'REPRODUCTION Copy No of....' .

PAGE NUMBERING

47. All pages of documents, other than single-page documents, are to be numbered at the bottom centre, immediately above the security classification and privacy marking. Pages of chapters are normally to be numbered consecutively from the beginning to the end of the whole document. When this is administratively inconvenient, eg, in the case of a loose-leaf book or when constituent parts are circulated separately, pages may be given the chapter number followed by the page number, as in this manual. Pages of an annex, including a single-page annex, are to be given the letter of the annex followed by the page number, eg, 'A-1', 'A-2', etc, and pages of annexes that follow chapters, as in this volume, are to have the annex letter preceded by the chapter number, eg '1A-1', '1A-2,' etc. The sequence would therefore be the chapter number, annex letter and appendix number, followed by a dash and then the page number. For example, '5B4-2' would be the second page of Appendix 4 to Annex B to Chapter 5. (This is best understood when read backward).

48. In 'TOP SECRET', 'SECRET', 'CONFIDENTIAL' and all classified documents bearing either the supplementary marking of an international organisation (eg, AU) or another security marking, all pages, including single-page documents, are to be numbered. The first page is also to indicate the total number of pages eg, '1 of 1' or '1 of 20'. Either system of page numbering described in Paragraph 47 may be adopted but whatever

system is used, it must be evident whether any pages are missing when a document is mustered or the pages checked, eg 'B-1 of 1', 'A1-1 of 2', etc. Annexes and appendices are numbered in this way only when they are themselves graded 'TOP SECRET', 'SECRET' or 'CONFIDENTIAL'.

CODE WORDS AND NICKNAMES

49. A code word is a single word used to provide security cover for reference to a particular classified matter, whereas a nickname consists of 2 words used for convenience for reference to a particular matter where security protection is not required.

50. **Code Words**. The primary purpose of code words is to ensure proper security concerning intentions and to safeguard information pertaining to classified operations and projects. Code words are used in:

- a. Providing names for plans, projects and operations.
- b. Concealing intentions in documents, communications and discussion relating to plans, projects and operations.
- c. The designation of geographical locations in conjunction with Sub-paragraphs (a) and (b).

Code words are usually taken from a list maintained by the Ministry of Defence, Services and formation headquarters, and their issue and cancellation are registered. Procedures giving access to those list and detailed instructions for use of code words, are contained in the single Service security publications.

51. **Nicknames**. Nicknames do not provide security cover and may be used, when convenient, for unclassified and restricted matters only. Responsibility for the selection of a nickname rests with the originator who is also responsible for informing all concerned of its meaning. A nickname invariably consists of 2 words, neither of which must be a colour or proper noun. Care must be taken to ensure that the 2 words are kept distinct by pairing 2 words that are not normally associated. This is to ensure that

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there is no danger of their being read as one word and as a result, being mistaken for a code word, eg, the pairing of 2 words like BRAIN with STORM or WIND with FALL is to be avoided.

OTHER RULES

EXPRESSING ORDERS AND INTENTIONS

52. The following words should be used to express orders, instructions and intentions:

- a. **'Is to' or 'Are to' (Imperative)**. The words 'is to' or 'are to' are used to convey a direct order.
- b. **'To** **(Infinitive)**. The infinitive form of the verb 'to' is used to express an aim, mission or intention.
- c. **'Should'**. In directives or instructions, 'should' may be used to express the requirement where it is necessary to leave initiative and discretion to the commander on the spot.

53. The following words have specific meanings in the Services:

- a. **'Intend'**. 'Intend' is used to signify an intention which will be carried out unless cancelled by higher authority.
- b. **'Propose'**. 'Propose' is used more usually in signal messages, to suggest a course of action which will not be carried out unless approved by a higher authority.
- c. **'Request'**. When used by a senior to a junior, 'request', is a courteous way of conveying an order; otherwise, its meaning accords with English usage.
- d. **'Will'**. The verb 'will' is used only to convey information or express the future tense.

USE OF CAPITALS

54. Capital letters are used for every letter of the following:
- a. Subject headings.
 - b. Main and group headings.
 - c. Code words and nicknames.
 - d. Proper nouns in operational writing and manuscript drafts.
 - e. The time zone when written in full.
 - f. Precedence marking.
 - g. The word 'DRAFT' at the top of a draft.
 - h. Security classifications and privacy marking.
 - i. Certain abbreviations, as shown in Chapter 14 of this Manual.
 - j. The names of individual ships, but not the type or class of ships, equipment or aircraft.
 - k. The reference block on annexes and appendices.
 - l. The post town of an addressee.
 - m. The name of the signatory in the signature block of a letter.
 - n. Signal message writing.
 - o. For post nominals when they appear in subject headings, main or group headings.
55. In addition to the opening letter of a sentence, capital letters are to be used for the first letter of:
- a. A proper noun, or adjective derived therefrom, eg, 'Nigeria', 'Nigerian', etc.
 - b. The important words in the headings of paragraphs, sub-paragraphs and their subsequent subdivisions.

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- c. The title of annexes, appendices and enclosures when listed in the subscription.
- d. The first word of listed items.
- e. The principal words in ranks, appointments and organisations used in relation to a specific individual, appointment or organisation. However, initial capitals are not used when the term is employed as a reference to the individual, appointment or organisation after being introduced or as a collective noun. Eg, 'Team A won the competition. The team partook...' not 'The Team partook...'
- f. Words associated with the particular eg, 'Page 1', 'Annex A', 'Paragraph 3' or by rule of common usage, for instance, days of the week and months of the year.

PUNCTUATION

56. Normal punctuation is used in the text of Service documents. Lists are introduced by a colon, and each paragraph and sub-paragraph ends with a full stop. Full stop is not to be used within or after abbreviations except at the end of a sentence. It should also not be used between a person's initials. Furthermore, comma is not to be used between the letters of decorations. It should also not be used in headings except to avoid ambiguity.

SPELLING

57. The authority for spelling is the Concise Oxford English Dictionary. Where alternatives are given, the first spelling is to be used. The use of 's' or 'z' should be consistent.

UNDERLINING

58. Headings as well as identifying blocks of annexes and appendices are underlined. However, underlining is not to be used to achieve emphasis.

USE OF ABBREVIATIONS ACRONYMS AND INITIALISM

59. **General.**

a. **Non-operational Writing.** Apart from formal, DO, routine letters to civilians and directed letters which follow their own specialised rules, the following are to be abbreviated in non-operational writing:

(1) Ranks and appointments, designated commands, corps, formations, units, establishments and regiments.

(2) Dates, which are to be abbreviated by using the first 3 letters of the day of the week, followed by the figure(s) of the day of the month, followed by the first 3 letters of the month, followed by the last 2 figures of the year eg, 'Fri 1 Apr 16'. When dating a document, the day is to be omitted. Where a year appears on its own, it is always to be written in full eg, 2016, not 16. Additionally, where the month and year appear in a text, they are both to be abbreviated eg, 'Jun 22' not 'June 2022'. When a document contains dates from a different century, the date from the different century should be written in full. For instance, "the First World War ended in Nov 14" could be mistaken for November 2014. Thus, "the First World War ended in November 1914" would be more appropriate.

(3) Words for which there are commonly accepted abbreviations eg, UN, AU, ECOWAS, NATO, USA, UK, ADC, ECOMOG, PMB etc.

(4) The word 'extension' in connection with telephone numbers 'Ext', and 'No' for number, in connection with telephone numbers and copy numbers of documents.

(5) Specialist abbreviations well understood by both the writer and all recipients of the paper, eg, in a scientific paper the author could use the letters, symbols, signs and

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abbreviations generally used by scientists.

(6) Other words which due to their length and the number of times that they appear in the text waste both the writer's and the typist's time. Such words must be explained the first time they appear in the text, eg, 'Regional Maritime Awareness Capability (RMAC), AVM Ogundana Officers' Mess (AVMOOM). There must be consistency of their use throughout the document in headings, tables, as well as, in the text. Abbreviations should not be introduced in a heading but where such words first appear in a heading, they should be written in full in that heading then the abbreviation introduced the first time such words appear in the text of the document.

b. **Operational Writing.** Maximum use of abbreviations is to be made in operational writing except for the mandatory paragraph headings in operational and administrative orders. However, reported speech is always written in full to avoid ambiguity.

60. **Other Rules.**

a. **Nouns.** The abbreviation for a noun may be used with a prefix or suffix eg, 'mob (mobilization), demob (demobilization)'.

b. **Plurals.** Some abbreviations indicate both the singular and the plural terms and do not require the addition of 's' eg, 'rat (ration, rations), l (litre, litres)'. If it is necessary to add 's', it is always placed at the end of the abbreviation eg, 'F of Fs (fields of fire)', AOCs (Air Officers Commanding).

c. **Ampersand.** An ampersand '&' is to be used instead of 'and' where appropriate in titles eg, 'DAA & QMG'. It is not to be used in unit or formation titles eg, ESADC for Engineers Search and Disposal Command and not ES & DC.

d. **Appointments.** Abbreviations for appointments may be constructed from their basic ingredients eg, 'DDOS' can be

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constructed by using 'D' (Deputy), and 'DOS' (Director of Supply).

e. **Punctuation**. Do not use punctuation in or after abbreviations except when it is part of normal sentence punctuation; use 'eg' rather than 'e.g'.

f. **Full Stop and Comma**. Do not use full stop after a person's initials or commas between decorations, honours and awards. For example, Gp Capt UDT Abubakar DSS psc BSc.

DATES AND TIMES

61. A date is to be written in the order: 'day, month and year' or 'month and year' It is abbreviated by using the figure(s) of the day, first 3 letters of the month followed by the last 2 figures of the year. Cardinal numbers are to be used for the day, for instance:

In full:	1 October 2022	October 2022
----------	----------------	--------------

Abbreviated:	1 Oct 22	Oct 22
--------------	----------	--------

A night is described by both dates over which it extends; for example, 'night 29/30 Sep' or 'night 30 Sep/1 Oct'.

62. Time is expressed in 4 figures by reference to the 24-hour clock; the first pair of figures indicates the hour and the second pair the minutes past the hour. In operational writing, the 4 figures are followed by a time zone suffix. The time zone system is explained at Annex C to this chapter. In Estimate Process and orders, where the format includes the phrase 'Time Zone Used Throughout the Order is', times in the text do not require a zone suffix. In other Service documents, the 4 figures may be followed by the time zone suffix or the word 'hours', when confusion with other figures, such as grid reference and other time zones, is possible. In the NN, 'hours', is not used; for instance, 1400 hours is written as '1400'.

63. The term 'midnight' is not used when referring to that precise time. A minute before or after midnight and the date are used, eg 2359 hours 15 June or 0001 hours 16 June represents midnight on the

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night 15/16 June. In dealing with civilians and in invitations to social events, it is normal to express time in terms of the 12-hour clock followed by 'am' or 'pm'.

64. Date Time Group (DTG) is used to give the date and time of origin of signal messages and certain orders. They consist of 6 figures; the first 2 giving the day of the month and the last 4 the time. DTGs in signal messages must be followed by a time zone suffix, the first 3 letters of the month in capitals and the last 2 digits of the year. The day and time are inserted in manuscript by the signatory for documents that require signature. DTG may also be used to denote a date and time in the text of Service documents. It should then be followed by a time zone suffix when the text is not covered by the exempting phrase explained in Paragraph 61. Example of DTG is 1415Z on 22 February 2016 written as 221415Z Feb 16. The rules for DTG in signal messages are amplified in Chapter 4. The NN does not use zone suffix within Nigeria. Ships outside the Nigerian standard time use GMT (Z) suffix. Also, all aircraft use GMT during flight. See Chapter 4, Paragraph 11 for the use of DTG in signal messages.

65. Letters are used to indicate the day or hour from which an operation is timed. The system of relating days and hours to an operation is at Annex D to this Chapter.

NUMERALS, FRACTIONS, DECIMALS AND ORDINALS

66. **Numerals and Fractions.** The general rule is that numerals and precise numerical fractions are written in Arabic figures. In addition, numerals forming part of a text should not be placed at the left margin in order not to confuse them with paragraph numbers. However, the following rules also apply:

- a. In order not to confuse the figure '1' with the letter 'l', the figure should be spelt out except in dates, page numbers, paragraph numbers, chapter numbers and serial numbers. Others are tables, diagrams, unit numbers, titles, measurements, enclosures and appendix numbers. Similarly, use 'zero' or 'nought'

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instead of the figure '0'.

b. When a number is the first word of a sentence (or of subdivisions of a paragraph), it is spelt out: 'Fifty years after the event....' However, when a number that forms part of a title begins a sentence it is written in figures and not spelt out: '3 Regt Sqn'.

c. When a number refers to quantitative numbers of Service formations, or units, the number is always spelt out to avoid confusion with a title: not '4 sqns', but 'four sqns'.

67. **Quantities and Dimensions.** If adjacent numbers indicate quantities and dimensions, either the first should be spelt out or the adjacent numbers should be separated by the multiplication sign, for example "twelve 10-ton trucks" or "12 x 10-ton trucks". The procedure for referring to fractions and whole numbers in signal messages is in Chapter 4.

68. **Decimals.** A decimal is written by placing the decimal point on the base of the line: '4.529'. If the fraction is less than a unit, then a zero is always written before the decimal point: '0.529'.

69. **Ordinals.** Ordinal numbers, 'first', 'second', 'third, etc, are spelt out: 'Second World War', not '2nd World War' and 'he came fifteenth in his class', not 'he came 15th in his class'. The exception is in the writing of titles and names where ordinal numbers form an integral part: 1st Signals Regiment or 2nd Parachute Brigade.

REFERENCES

70. **Identifying Reference.** All Service documents are to have an identifying reference which may be a number or numbers, a series of letters or a combination of both. Supplementary documents other than enclosures are to have the reference of the parent document. The identifying reference is always placed opposite the last line of the originators address unless a printed format or letterhead with a space for the reference elsewhere is used.

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71. **Reference to Other Papers.** Letters or documents are listed in the order in which they appear in the text, under the heading 'References', below the subject heading and are given alphabetical references. When only a single reference is made, and particularly in DO letters, it may be entered only in the text: 'Thank you for your NAF/788/HQ dated 12 Jun 16, in which.....'. Alternatively, such a single reference can be listed under the heading 'Reference:' below the subject heading as:

A. NAF/788/HQ dated 12 Jun 16.

A set of references might read as follows:

References:

A. NAF/788/HQ dated 12 Apr 16.

B. COA/62 DTG 141300A APR 16.

C. Admin Instruction 20/16.

72. **Reference to Conversation.** Telephone conversations are recorded as references in the normal manner, with the appointment of the initiator of the telephone call appearing first. Locations may be omitted if the conversation was within the unit, eg 'AOC ATC's telephone conversation with COS dated 11 APR 16'.

73. **Reference to Signal Messages.** Reference to signal messages is made by quoting the originator, DTG and any other identifying reference such as the Delivery Indicator Group eg, Your Signal COA/62 DTG 141300A APR 16.

74. **Reference to Extracts and Translations.** Extracts from a document are identified by the original chapter, article and paragraph numbers, as appropriate, but not by the page numbers. When a document is translated or reprinted, the original chapter, article and paragraph numbers are normally retained.

75. **Reference to Maps and Charts.** Maps are identified by map series (and country or geographic area if required) sheet number (and the

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name if required), edition and scale. Charts are identified by the number title and date of publication.

76. **Reference to an Order or Instruction.** An Order or Instruction is referred to by its unique series number and year of promulgation: Administrative Instructions Number 20 issued in 2016 would be referred to as Admin Instruction 20/16.

NOTES

77. There may be need to amplify or explain specific points in a sentence, table or diagram. This may be made by using 'notes'. Notes are made by inserting numerals in superscript immediately after the points requiring explanation. See Annex A to this chapter. However, notes are not normally used in the text of Service papers.

78. Notes are numbered consecutively in Arabic numerals, the series starting anew for each supplementary document. They are listed under the word 'Notes' (not underlined) in any suitable position, but normally at the foot of the page on which they occur.

PRECEDENCE

79. Letters and papers requiring quick handling may be given a precedence marking except in the NN where no precedence marking is used on letters. There are 2 degrees of precedence:

- a. **'Immediate'**. The precedence 'IMMEDIATE' is to be reserved for matters of great urgency. Papers marked 'IMMEDIATE' take priority over all others in preparation, are dispatched by the fastest means available and are given precedence in handling and action by their recipients. Authorization of 'IMMEDIATE' precedence is normally confined to senior staff officers and commanders of independent units and must be used with discretion.
- b. **'Priority'**. The precedence 'PRIORITY' is to be reserved

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for matters which require precedence over ordinary business. Papers marked 'PRIORITY' are given first precedence after those marked 'IMMEDIATE', although dispatched by normal postal or other delivery services. 'PRIORITY' papers can be originated by a commissioned officer or civilian of equivalent status.

80. **Marking.** The precedence marking is to be shown at the top right of the first page only. If the letter or draft is classified, the precedence marking is to be on the right side of the first page, double-spaced below the line of the security classification.

81. **Signal Message Precedence.** The degrees of precedence used in signal messages are shown in Chapter 4.

DESCRIPTION OF FORMATION UNIT AND DETACHMENTS

82. Titles of formations and units are normally written in their abbreviated forms and identifying numbers are written in Arabic numerals as follows:

- a. PATRON 4 (No 4 Patron Squadron).
- b. 8 Armd Bde (8 Armoured Brigade).
- c. 64 Sqn (No 64 Squadron).

83. Quantitative numbers of formations, units, ships and detachments are always written in full as follows:

- a. One patron squadron (a single patron squadron).
- b. Seven armoured brigades (quantity seven brigades).
- c. Sixty-four squadrons (quantity sixty-four squadrons).

84. A formation or unit from which a portion is excluded is described as 2 Inf Bde less two battalions (2 Inf Bde less quantity two battalions).

DESCRIPTION OF LOCATIONS AND AREAS

85. **Locations and Points.** There are 5 ways of identifying positions:

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- a. **Place Name.** When describing a place, the name of the place is to be mentioned along with either the grid reference or the Latitude and Longitude; for example, WUSONO GR 465348. The grid reference is to be given the first time the name of the place occurs.
- b. **Grid Reference.** Within the AU and the Services, use of the 6 or 4 figure grid references is permitted. The first 3 or 2 figures refer to the Eastings while the last 3 or 2 figures refer to the Northings; for example, WUSONO GR 328465 or WUSONO SQ 3246.
- c. **Geographical Reference System.** Geographical Reference System (GOREF) is a grid system based on latitude and longitude. Each 15-degree square is identified by 2 letters. A full GOREF would therefore be ML: NK 2052; the abbreviation would be NK 2052.
- d. **Latitude and Longitude.** Latitude and longitude are written as follows:
- (1) Four figures followed by N or S for Latitude; examples are 10° 30'N or 09° 25'S.
 - (2) Five figures followed by E or W for Longitude; examples are 012° 45'E or 114° 10'W.
- e. **Bearing and Distances from a Simple Reference Point.** A bearing may be given in points of the compass or in figures eg, 'North-west' or '315 degrees (315°)' or '5600 mils'. Bearings are given as true (T), magnetic (M) or grid (G). The type used must always be specified. A bearing and distance are usually expressed with the bearing from an object eg, '315T NITEL BUILDING 7.9 km' or '5600 mils (T) NITEL BUILDING 7.9 km'.

86. **Ground Locations, Areas and Boundaries.**

- a. **Cardinal Points.** The 4 cardinal points of the compass

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are written in full in non-operational writing; South, North, East and West. For intermediate points, the letters NW, SS, SSW, NE, NNE etc are used. Points on the compass should always be considered in clockwise order from the North.

b. **Names of Places and Features.** The names of places and features are spelt exactly as on the map in use, except that the word 'River', written in full, precedes the names of all rivers regardless of the language in which this word appears on the map.

c. **Roads, Tracks and Railways.** Roads, tracks and railways are described by the names of places located on them. The word 'road', 'track' or 'railway', must precede the place names, eg 'Road Zaria-Kaduna'.

d. **River Banks.** River banks are described as right or left from the point of view of an observer facing downstream or, if this cannot be done, by using cardinal points.

e. **Canals.** The name of a canal, or names of places on it, is used to describe the canal. The banks are usually described using the cardinal points eg, the East bank of the Suez Canal.

f. **Channels.** Channels are described by name, or by the name of the nearest feature or town, followed by the word 'Channel' eg, Cawthorne Channel, Calabar Channel. Buoys are used to mark the entrance of a channel. They are referred to by name, port or starboard (left-hand or right-hand side of the channel when proceeding with the main or flood stream), by their shape and colour (can, conical, spherical red, green, yellow and black horizontal, strips etc) or by position.

g. **Routes.** When movement is involved, a route is described by a sequence of points on the route named in the direction of movement. When no movement is involved, the sequence of points named is to be from left to right or rear to front, assuming that the person designating the route is facing the enemy. Cardinal points

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may be added if required.

h. **Areas**. An area is described by taking the northernmost point first and giving the remaining points in clockwise order.

i. **Ground/Positions**. Ground and positions are described from left to right and from front to rear facing the enemy. To avoid confusion, cardinal points may be used to describe flanks rather than 'left' or 'right'.

j. **Boundaries**. Boundaries are designated by easily distinguishable features on the ground in the sequence in which they occur. They are described from rear to front during an advance and from front to rear in defence and withdrawal. If generally parallel to the front eg, rear boundaries, they are described from left to right facing the enemy. Cardinal points may be added if required. When describing boundaries between units and formations the words 'inclusive' or 'exclusive' are used before the place to which they refer. The description of a boundary must state specifically to which unit or formation an area or a point is 'inclusive' or 'exclusive'.

UNITS OF MEASUREMENT

87. The symbols used for units of measurement are those laid down by the Standards Organisation of Nigeria. These are listed in Chapter 14 to this manual.

DRAFTS AND AMENDMENTS

88. When a paper or letter is revised or resubmitted with amendments, paragraphs that contain the amendments or new subject matter are to be side-lined for ease of reference. It is particularly important to follow this practice when long and tasking drafts are being amended.

CONCLUSION

89. The basic rules and conventions of SW affect operational and non-operational writing. No distinctions have been made in this chapter

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on rules which are relevant to each. Further elaborations are made in SW 2 of SW 1 - 10. Additional conventions which apply to specific forms of SW are covered in the relevant chapters of this manual.

Annexes:

- A. Standard Layout of a Service Correspondence.
- B. Standard Layout Rules for Service Typists.
- C. Time Zone.
- D. System of Relating Days and Hours to an Operation.

STANDARD LAYOUT OF A SERVICE CORRESPONDENCE

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

PRECEDENCE ⁽¹⁾

Copy No.....of.....⁽¹⁾

Total Pages..... ⁽¹⁾

Identifying Reference

Address of Sender ⁽²⁾

Tel ⁽¹⁾..... Ext⁽¹⁾.....

Addressee or (See Distribution)⁽³⁾

Date

Attention:.....⁽¹⁾

SUBJECT HEADING

Reference(s):

A.

B.⁽¹⁾

1. This example illustrates the basic conventions of standard layout in skeleton, using notes in the superscription and words in the text. Not all the examples given need necessarily appear in every type of paper.

1 of 4 ⁽⁴⁾

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

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SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

HEADINGS

2. The text may be divided by main, group and paragraph headings. The heading above this paragraph is a main heading and it is placed centrally.

3. **Sub-paragraphs.**

a. This is an example of a sub-paragraph but further subdivision is possible:

(1) By sub-sub-paragraphs, of which this is an example, and by:

(a) Sub-sub-sub-paragraphs of which there may be several. Still, further subdivision could be achieved thus:

i.

ii.

iii.

(b)

(2)

b.

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

SUPPLEMENTARY DOCUMENTS

4. A variety of documents might accompany this paper. An annex which accompanies it would be referred to in the text and would be listed.....
5. An example of the layout of an annex is at Annex B to this Chapter.

NAME OF SIGNATORY

Rank

Appointment

Annexes:

- A. Tabular Presentation.
- B. Map Overlay Layout.

Enclosures:

1. Title or name of document (quantity of documents if more than one).
2.

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

Distribution: ⁽⁵⁾

External: ⁽⁶⁾

Action: ⁽⁷⁾

.....
.....
.....

Information: ⁽⁷⁾

.....
.....

Internal: ⁽⁷⁾

Action: ⁽⁷⁾

.....
.....

Information: ⁽⁷⁾

.....

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

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Notes:

1. When applicable.
2. Applicable when a letter headed paper is not used.
3. If addressees are more than one.
4. Necessary only if security classification is CONFIDENTIAL and above.
5. As explained in Paragraph 15, 'Copy to:' is used in place of distribution list when appropriate.
6. If there are external and internal addressees. (If all addressees are either internal or external only, neither of the word 'External' or 'Internal' need be mentioned. The addressees are then listed directly under 'Distribution', 'Action' and 'Information').
7. If there are action and information addressees. (That which is not available is left out).

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SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

Copy No... of...

ANNEX A TO
IDENTIFYING REFERENCE
DATED JAN 24

TABULAR PRESENTATION

Facts may be presented in tabular form. The following is an example:

Serial	Column Title	Column Title	Column Title	Column Title
(a)	(b)	(c)	(d)	(e)
1.				See Appendix 1
2.				See Appendix 2
3.				

Appendices:

1. Distribution for Code Word.
2. List of Nicknames for Operating Costs.

SECURITY CLASSIFICATION

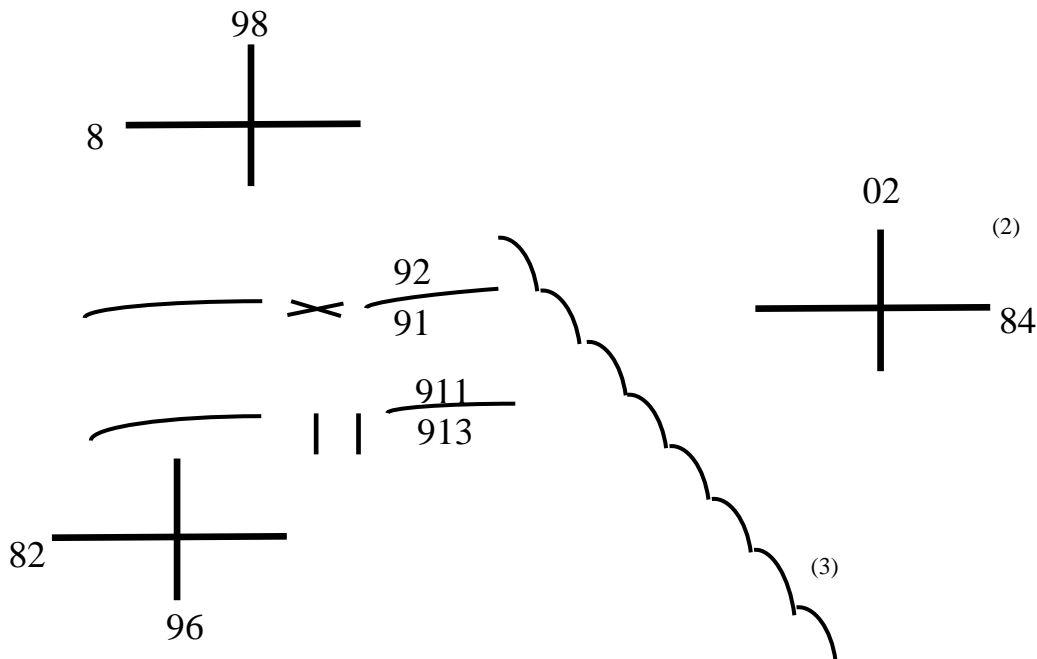
Copy No... of...

ANNEX B TO
IDENTIFYING REFERENCE
DATED JAN 24

MAP OVERLAY LAYOUT

Reference(s):

A. (Map Reference). ⁽¹⁾



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SECURITY CLASSIFICATION

Notes:

1. See Paragraph 76.
2. At least 3 grid intersections are to be shown on an overlay.
3. See Chapter 13.

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STANDARD LAYOUT RULES FOR SERVICE TYPIST

1. These rules are in outline only and contain such information as is necessary to enable an officer to prepare and correct type-written work.
2. The standard layout of a Service Correspondence is at Annex A to this chapter.

HORIZONTAL SPACING

3. **Margins.**

- a. The left margin of a letter is to be 3/4 inch (2 cm) from the edge of the paper. This is to ensure that the address is correctly positioned for window envelopes. The right margin is to be at least 2 spaces wide.
- b. The left margin of documents other than letters is not to be less than 2.5 cm from the edge of the paper.
- c. When the reverse of a sheet is used, the margins are to be transposed so that both sides will be readable when the whole document is bound.
- d. The left margin is the datum for horizontal spacing in a Service document, except for those elements mentioned in Paragraphs 7b and 8 below.
- e. Note that the examples given in this volume are facsimile reproductions and margins are reduced accordingly.

4. **Printed Matter.** On paper overprinted with a vertical margin the printing is to be used at the left margin irrespective of the width of the margin.

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5. **Paragraphing.** Where paragraphs, sub-paragraphs, etc, are numbered, their numbers, letters or opening brackets are always to be placed at the left margin of the paragraph or sub-paragraph, etc. A gap of 5 spaces (a tab) is to be left before the first word of the text. Where a heading is used for a paragraph, sub-paragraph; etc, a further 5 spaces are to be left after the full stop at the end of the heading before the text begins. Unnumbered paragraphs, however, are always to start with the first word of the heading or text at the left margin. In both numbered and unnumbered paragraphs, succeeding lines of the text are to start at the left margin of the paragraphs, sub-paragraphs, etc.

6. **Indenting.** Block indenting is to be used to indicate sub-divisions of paragraphs. Sub, sub-sub paragraphs, etc, follow the same general rules as for paragraphs, except that a sub-paragraph letter or number is typed 5 spaces from the margin, and succeeding sub-sub-paragraphs, etc, commence 10, 15 spaces and so on, from the margin.

7. **Block Presentation.**

a. **Positioned to the Left-hand Margin.** The following elements of a letter or document start at the left margin.

(1) The identifying reference (unless indicated by a printed letterhead).

(2) The addressee.

(3) The subject heading (except in a complex document where use is made of both main and group headings, in which case the subject heading is placed at the centre).

(4) The word 'Reference' where reference is made to other documents and the identifying letter of each reference, eg:

References:

A.

B.

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- (5) The text of the letter or document (see Paragraphs 3 to 6 of this annex).
- (6) The date where appropriate (see Paragraph 17 of this annex).
- (7) Distribution addressee if use is not made of (2) above.
- (8) The words 'Annexes', 'Appendices' and 'Notes' where appropriate and the lists of each.
- (9) The word 'Enclosures' where appropriate and the list of enclosures (See Chapter 2, Paragraph 14).

b. **Alignment with the Standards Tabulation Stop.** Except where otherwise indicated by a printed letterhead, elements of the superscription and subscription of a document written on the right side of a page on separate lines should be vertically aligned. Thus, the copy number, precedence originator's address and telephone number, the first typewritten element of the date and the signature block should all have a common starting point which can be set by tabular key.

8. **Centre Headings.** Subject headings when centred and main headings are to be positioned in the center of the typewritten area, and not of the whole page (see Chapter 2, Paragraph 6 for 2-line headings).

9. **Punctuation Marks.** One space is to be left after a comma, colon, semicolon, full stop, question and exclamation mark.

VERTICAL SPACING

10. Vertical spacing of typescript is usually in single or double spacing. Double spacing is normally used for drafts (see Paragraph 14 of this annex).

11. **Vertical Spacing of the Text.** Successive lines of text within paragraphs are to be separated by single spacing. Successive paragraphs

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without center or group headings and all subdivisions of paragraphs are to be separated by double spacing. Main and group headings are to be separated from each other and from the preceding lines of text by double spacing.

12. **Vertical Spacing outside the Text.** Elements of a document which do not form a part of the text are to be separated by double spacing if standing alone, for example, precedence and telephone numbers, and by single spacing if forming an item within a block; for example, one address in a list of addressees. However, the following rules always apply:

a. **Identifying References.** The identifying reference is to be placed opposite the last line of the originator's address (see Chapter 2, Paragraph 71).

b. **Addressees.** The first line of the addressee or 'See Distribution' is to be placed 2 spaces below the identifying reference when the originator's telephone number is not listed and 4 spaces when the telephone number is listed.

c. **Date.** The date is to be placed opposite the last line of the addressee or, 'See Distribution'. See Paragraph 17 of this annex for further details.

TABLES

13. In any table, columns are to be labelled in small letters in brackets, in the row below the column titles beginning with 'a' while horizontal items in subsequent rows are to be numbered consecutively in Arabic numerals starting with '1'. When a table extends beyond a page, the first row of subsequent pages starts with the column labels and not column titles. The column titles and labels are to be in bold characters and centralised.

DRAFTS

14. A draft is to be spaced horizontally in the normal way throughout. Vertical spacing between successive lines of text, including that immediately before and after the headings is to be doubled. Normal

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vertical spacing is to be used outside the text, that is, before the subject heading and after the subscription block. The word 'DRAFT' is to be inserted at the top of the first page below the security classification or privacy marking when applicable and should not be underlined.

STANDARD CONVENTIONS

PUNCTUATION

15. With certain exceptions normal punctuation is to be used. In addition, the following rules apply:

- a. **Full Stops.** Full stops are to be used:
 - (1) After a paragraph or sub-paragraph number or letter which is not in brackets.
 - (2) After paragraph and sub-paragraph headings.
 - (3) At the end of each sub-paragraph and further subdivisions.
 - (4) After the description of each reference or supplementary document.
 - (5) After the numeral identifying horizontal items in any form of tabulation.
 - (6) At the end of each sentence.
- b. **Colon.** A colon is to be used to introduce a list or a succession of sub-paragraphs. A dash is not to be used.
- c. **Exceptions.**
 - (1) Full stops and commas are not to be used in an address.
 - (2) No comma is to be used after a salutation.

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(3) In the text, no full stops are to be placed after, or unnecessary space left between separate letters or abbreviations.

(4) No comma is to be used after a subscription.

MISCELLANEOUS POINTS

16. **Salutations and Subscriptions.** Salutations follow common usage and are to begin with initial capitals. Subscriptions are in stylized form; examples are given at the annexes to Chapter 3.

17. **Inserting Dates.** In letters and orders, the date or date time group is to be placed at the top right side of the page opposite the last line of the addressee block, the first typewritten element commencing at the standard tabulation stop. In other documents, the date or date time group is to be placed at the foot of the page opposite the last line of the signature block; the first typewritten element commencing at the left margin. The date of the month is to be omitted but later inserted in manuscript by the signatory.

18. **Underlining.** All subject, main, group, paragraph and sub-paragraph headings are to be underlined.

19. **Page Numbering.** The rules for page numbering are at Paragraphs 47 and 48 of this chapter.

20. **Addresses.**

a. Officially recognised abbreviations for departments and establishment titles; for instance, DOE, QM, etc, are to be used except in correspondence with Allied Forces.

b. Private Mail Bag numbers are to be typed as the penultimate line of an address, before the state name, with a single space between the 3 parts of the designation.

21. **Dates.** Dates, including dates in the text, are normally to be abbreviated; for instance, 19 Jul, but not in commanded, directed, DO or

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formal letters (see Chapter 3, Paragraphs 7-15 and the annexes to Chapter 3).

22. **Catchwords**. Catchwords are not to be used.

23. **Name and Title of Writer**.

a. The name of the writer, in capitals, is to be typed under the signature space. No unnecessary space is to be left between initials.

b. The rank of the writer is to be typed immediately under the name.

c. The title or department of the writer is to be typed immediately beneath the rank, unless included in the letterhead.

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TIME ZONE

1. The Earth is divided into 25 time zones. Time in adjacent zones differs by one hour and each is indicated by a letter known as the time zone suffix. GMT is indicated by Z. The zones to the east (therefore ahead of GMT) are lettered from A to M, the letter J being omitted. The 12 zones to the west of GMT are lettered N to Y.

Serial	Time Zone Boundary		Difference in Time from GMT	Time Zone Suffix	Remark
(a)	(b)		(c)	(d)	(e)
1.	7 1/2 W	to 7 1/2 E	0	Z	
2.	7 1/2 E	to 22 1/2 E	-1	A	
3.	22 1/2 E	to 37 1/2 E	-2	B	
4.	37 1/2 E	to 52 1/2 E	-3	C	
5.	52 1/2 E	to 67 1/2 E	-4	D	
6.	67 1/2 E	to 82 1/2 E	-5	E	
7.	82 1/2 E	to 97 1/2 E	-6	F	
8.	97 1/2 E	to 112 1/2 E	-7	G	
9.	112 1/2 E	to 127 1/2 E	-8	H	
10.	127 1/2 E	to 142 1/2 E	-9	I	
11.	142 1/2 E	to 157 1/2 E	-10	K	
12.	157 1/2 E	to 172 1/2 E	-11	L	
13.	172 1/2 E	to 180	-12	M	See Paragraph 2
14.	7 1/2 W	to 22 1/2 W	+ 1	N	See Paragraph 3
15.	22 1/2 W	to 37 1/2 W	+2	O	See Paragraph 3
16.	37 1/2 W	to 52 1/2 W	+3	P	
17.	52 1/2 W	to 67 W	+4	Q	
18.	67 1/2 W	to 82 1/2 W	+5	R	
19.	82 1/2 W	to 97 1/2 W	+6	S	
20.	97 1/2 W	to 112 1/2 W	+7	T	

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(a)	(b)	(c)	(d)	(e)
21.	112 1/2W to 127 1/2 W	+8	U	
22.	127 1/2 W to 142 1/2 W	+9	V	
23.	142 1/2 W to 157 1/2 W	+10	W	
24.	157 1/2 W to 172 1/2 W	+11	X	
25.	172 1/2 W to 180	+12	Y	See Paragraph 2

2. The letters Y and M are used for +12 and -12 hours respectively depending on whether a position is to eastward or westward of the International Dateline, ie, 180 East or West.
3. The letter N is used for -13 hours as well as +1 hour. Zone -13 is used for a position in Zone -12 using 'summer' (ie 'daylight saving') time. There can be no confusion as the 2 zones are widely separated.
4. Actual zone boundaries sometimes deviate slightly to fit national boundaries, etc.
5. For times midway between 2 zones both letters are used, eg, 1330 ST means 1330 hours in a zone which time is 6 ½ hours behind GMT, that is 2000Z.

SYSTEM OF RELATING DAYS AND HOURS TO AN OPERATION

DEFINITIONS

1. Certain letters are used to indicate the day or hour from which an operation is timed. These are:

a. **Days.**

(1) **D Day.** The day on which an operation begins or is due to begin is known as 'D Day'. French-speaking nations use J (Jour) Day. This may be the beginning of hostilities or any other operation. See Paragraph 2 for further details.

(2) **M Day.** The day on which mobilization is to begin is known as 'M Day'

(3) **G Day.** The day and the hour on which the decision to mount any given operation is promulgated are known as 'G Day' and 'G Hour' respectively. They are expressed as a 6-figure date time group.

(4) **K Day.** The day on which the convoy system, is introduced on any particular convoy lane is known as 'K Day'.

(5) **C Day.** The day on which deployment for an operation is due to commence is known as 'C Day'.

(6) **E Day.** The day on which an exercise commences is known as 'E Day'.

(7) **T Day.** The day of transfer of authority, is known as 'T Day'.

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b. Hours.

- (1) H Hour. 'H Hour' is the specific time on D Day at which an operation begins.
- (2) G Hour. See G Day.
- (3) N Hour. The time planned for the explosion of the first of a series of tactical nuclear weapons as part of a specific ground forces operation (or in the case of single strike, the time planned for that explosion) is termed 'N Hour'.
- (4) P Hour. The time of drop of the first slicks of the main force in an airborne operation is known as 'P Hour'.
- (5) F Hour. The time designated for the start of Cross- Forward Line of Own Troops (Cross-FLOT) in aviation operations is known as 'F Hour'.
- (6) K Hour. K hour is the time convoy system is introduced on any particular land/sea convoy route or sea lane.
- (7) L Hour. In amphibious and air mobile operations, the time at which the first helicopter assault wave touches down in the landing zone is known as 'L Hour'.
- (8) Y Hour. In air mobile operations, the time at which the first helicopter in the first wave departs Pick-Up-Point (PUP) is known as 'Y Hour'.

NUMBERING OF DAYS

2. Dates relative to D Day are numbered D-3 (ie, D minus 3), D-2, D-1 as appropriate if earlier than D Day, and D+1, D+2, D+3 as appropriate if later. The same rules apply to all lettered days.
3. To assist in identifying an operation, the relevant code word should be used, eg, OVERLORD D Day.

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NUMBERING OF HOURS

4. Times relative to H Hours are denoted by H-2 Hours, H-1 Hour, H- 30 minutes as appropriate if earlier, and H+30 minutes, H-1 Hour, H+2 hours as appropriate if later than H Hour. The same rule applies to all lettered hours.

MULTIPLE OPERATIONS

5. When several operations or phases of an operation are being mounted in the same theatre, and confusion may arise through the use of the same day or hour designation for 2 or more of them, they may be referred to by any letter of the alphabet, except those shown in Paragraph 1 above.

6. Each plan of operations must contain a paragraph or annex listing the code letter prefixes used and their meanings.

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CHAPTER 3

SERVICE CORRESPONDENCE

“I have made this letter rather long only because I didn’t have the time to make it shorter.”

Blaise Pascal (1623-1662)

INTRODUCTION

1. Service Correspondence is the generic term for correspondence written by Service members in the course of their duties. As common with all SW, Service correspondence conforms to a standard layout. The layout used depends on the purpose of the correspondence. Some are very formal and their forms are fixed by tradition; others are very informal. While the rules and conventions in Chapter 2 apply generally to SW, this chapter deals with rules and conventions that are peculiar to specific forms of SW. The rules in this chapter may therefore supersede some of the rules in Chapter 2 as they apply to specific forms of writing.

TYPES OF SERVICE CORRESPONDENCE

2. There are 11 types of Service correspondence as follows:
- a. Commanded letters.
 - b. Directed letters.
 - c. Routine letters.
 - d. Formal letters.
 - e. DO letters.
 - f. Memoranda.
 - g. Electronic short message.
 - h. Loose minutes.
 - i. Electronic mail.
 - j. Signal messages.

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- k. Minutes of a meeting.

The formats of the above, with the exception of commanded letters, signal messages and minutes of a meeting are given at Annexes A - H. Note that abbreviations, apart from those for decorations, are not used in commanded, directed, DO or formal letters.

3. **Commanded Letters.** Commanded letters are formal letters issued by the Ministry of Defence in the name of the Defence Council or one of the Service councils or boards. They are reserved for statements of major policy, directives and letters of special character, and are normally signed by directors or above according to the nature and importance of the subject. The format is not subject to the normal rules and no example is therefore given in this volume.

4. **Directed Letters.** Directed letters are originated by the Ministry of Defence and the Services for correspondence at a level between commanded and routine letters. Staff officers may be authorized to sign such letters at the discretion of directors or heads of divisions. An example of a directed letter is at Annex A.

5. **Routine Letters.** Routine letters are the normal form of correspondence within and between the Services. A routine letter may therefore be written by a formation or unit to any other formation or unit, or to the Ministry of Defence. It could also be written by an individual member of the Service on a personal subject. An example of a routine letter is at Annex B. Letters to civilians and signatories of routine letters follow the details below:

- a. **Letters to Civilians.** In correspondence to civilian authorities and members of the public, the layout of the routine letter with a salutation and conventional ending, provides the most generally used framework. Reference to previous correspondence or documents is made in the text. The style of the letter must be appropriate to both the subject and the recipient and abbreviations should not be used, unless introduced due to frequent use in the letter. For instance, paragraphs in letters of

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condolence are not to be numbered. (see Chapter 2, Paragraph 11). The non-use of abbreviation is also to be observed for the annex reference block in letters to civilians. An example of a correspondence to a civilian authority is at Annex C.

b. **Signatory**. Routine letters addressed to a superior authority or to an external agency or organisation are signed by or for the officer commanding the formation or unit.

6. **Formal Letters**. The use of formal letters is confined to ceremonial matters and certain formal submissions. A formal letter is addressed only to a senior and is signed by the originator. Note that the originator's name should not appear as a part of the heading. However, the heading of the covering letter forwarding the correspondence must feature the name of the originator. A formal letter begins with the salutation 'Sir' and the text starts with 'I have the honour to' When it concerns a letter of regret, misconduct of a disciplinary nature, such as in the NN circumstantial letters, the formal letter should start with: 'I regret to report the circumstance that'. It is more appropriate to write in such a style. A formal letter always ends with 'I have the honour to be, Sir, Your obedient officer/soldier/rating/airman'. An example of a formal letter is at Annex D. Occasions on which a formal letter would be appropriate are:

- a. Writing an application or a formal request or explanation.
- b. When making a submission of an exceptional nature or forwarding a non-routine report to higher authority.
- c. In arranging ceremonial matters with outside authorities.
- d. Acknowledging a directive.
- e. A commander expressing his personal opinion to higher headquarters on a matter of importance.

7. **DO Letters**. DO letters permit an informal and more personal approach to Service or civilian addressees. They should be restricted to one subject and filed in the normal way. The full identity of the originator

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is shown at the head of the letter and the salutation 'Dear ' and the ending 'Yours ' are inserted in manuscript by the originator. The use of decorations after the rank and name of the originator or addressee of a DO letter is not mandatory. Some other peculiarities of DO letters are as follows:

a. **Subject Heading.** Normally, a DO letter has a subject heading such as in the example at Annex E. However, the subject heading may be omitted from a short letter on all informal or social topics sent to a recipient whom the writer knows well. Example of such a DO letter is at Annex F.

b. **Text.** A DO letter is written in the first person using an informal conversational style. The formal format using heading and paragraph numbers should be used for official subjects. Personal letters such as letters of congratulation or condolence should not use the more formal format.

c. **Use of Abbreviations.**

(1) Apart from decorations, military symbols, the name of the Service, regiment or corps following the officer's rank, identifying references, PMB numbers and telephone numbers, abbreviations are not normally used in DO letters. However, exceptions to this rule are permitted on the grounds of common usage. Once a common abbreviation has been used in the body of the letter, it must be used consistently throughout.

(2) The abbreviated name of the Service, regiment or corps following the name and decorations of officers is as follows:

(a) Army officers of and below the rank of lieutenant colonel, not customary in the NA but normally shown in foreign armies, eg, R Signals (British Army).

(b) Naval officers of the rank of lieutenant and

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captain, eg, Capt (NN) I Ebijie-Odeh.

(c) Air Force officers, RAF, USAF (not customary in NAF).

d. **Signature**. The ending of a DO letter and the signature are written in manuscript. Normal signature blocks are not used. The ending is a matter of personal choice, but 'Yours sincerely' and 'Yours' are the most common. The writer should sign a DO letter with his first name or nickname, but if the addressee is senior or not very well known to him, the nickname is not used.

8. **Memoranda**. A printed memorandum form may be used for correspondence on minor matters at all levels within departments, headquarters, sectors or units. Memoranda are used for communication to a single addressee and designed to save time. They could be typed or written in manuscript. Abbreviations must be used maximally in a memorandum (see Chapter 2, Paragraph 59 b). An illustration of a memorandum is at Annex G to this chapter.

9. **Electronic Short Message**. An Electronic Short Message (ESM), like memorandum, may be used for correspondence on minor matters at all levels, but its use could be within and outside departments, headquarters, sectors or units. Use of ESM should be to ensure speedy correspondence. Abbreviations must be used as applicable in operational writing. ESM must however be strictly used for content deserving security classification 'Restricted' and below. The content should structurally cover:

- a. From (Appointment/Formation/Unit).
- b. To (Appointment/Formation/Unit).
- c. Date (Day/Month/Year).
- d. Text.
- e. Signature (Name/Rank/Appointment).

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A copy of the final message should be filed for future reference. The word 'signed' is to be used in place of real signature. When in doubt, the recipient of an ESM should verify the authenticity of the ESM by a call before acknowledging. A recipient may simply acknowledge an ESM by stating 'Ack', Signed (Name/Rank/Appointment)'. An example of ESM is at Annex H to this chapter.

10. **Loose Minutes.** There may be occasions when a handwritten memorandum will not suffice especially for instances when there are multiple addresses. Other forms of internal correspondence may then be used. Loose minutes are used extensively within the Ministry of Defence, headquarters, and Service units when it is necessary to disseminate information but inappropriate or inconvenient to circulate a file. An example of a loose minute is at Annex I to this Chapter. Whatever form an internal minute may take, it should be filed in the same way as all other correspondence and should never be distributed outside the originating headquarters or unit.

11. **Electronic Mail.** Electronic mail, most commonly referred to as email is a method of exchanging digital messages from the originator to one or more addressees over a communication network. The message could be formal or informal and can be transmitted using personal or official account. The use of email for official purposes requires security protection to avoid unauthorized access. Send only documents classified RESTRICTED and below via the email. Emails are to be created and managed as any other official correspondence. An example of email is at Annex J. The following rules apply for the use of emails:

- a. **Security Classification.** Emails should never be used to send information classified Confidential, Secret or Top Secret.
- b. **Salutation.** The normal rules for salutation apply, depending on the recipients.
- c. **Content.** An email should cover one subject area only to help filing or archiving. All email correspondence must have a file reference, date and signature block. Use letters to correspond with

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members of the public.

d. **Signature Block**. The signature block should be left-inclined, contain name in block letters, rank and appointment as well as the phone number of the originator or releasing officer.

e. **Attachments**. Large attachments sent over networks slow down transfer rates. Ensure that only necessary files are sent as attachments. Large files and attachments are to be compressed to minimize space and enhance speed of delivery. When possible, be sure that recipients have application(s) needed to open or view attachments.

f. **Priority**. Set realistic priorities on your outgoing email. People get fed up with opening high importance email, only to find routine material.

g. **Replies**. In a reply to an email, only keep original text when it is essential. Do not expect an immediate reply to your email. When an urgent reply is needed, use a priority flag and follow up the email with a telephone call if necessary.

h. **Prohibited Acts**. Never send gossip, abusive, discriminatory, pornographic or offensive material.

i. **Format**. The email should adopt the following format:

(1) **From**. "From" is the field (box) where the originator addresses his message. The address can be entered manually by typing it or automatically when preset.

(2) **Sent**. The system date and time are entered automatically when the email is sent. Ensure that the system date and time is correct.

(3) **To**. The action addressees are listed or entered in the 'To' box. Use distribution or contact lists if appropriate. Always consider if all addressees need to receive the email.

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(4) **Carbon Copy.** Carbon copy abbreviated 'Cc' is the box where information addressees are entered.

(5) **Blind Carbon Copy.** Blind carbon copy abbreviated 'Bcc' is the box where hidden recipients' addresses are entered. The name and address of such recipients are not visible to any other recipient of the message. Never use the Bcc for Service correspondence by email.

(6) **Subject.** The subject box is where the subject heading of the email is entered. It should be kept brief and conform to the rules of wording headings in general.

COMPOSITION OF THE TEXT

12. In all, except short letters on routine matters, the text should consist of an introduction, main body and the conclusion. The introduction gives the purpose of the letter and summarizes any background information, while the main body presents the case and lists any argument or problems in a concise and logical sequence. The conclusion summarizes the salient points in the main body and must end by leaving the recipient in no doubt of the writer's orders, wishes, opinions, problems or recommendations. While introduction and conclusion are seldom used as headings in letter writing, the reader should never be in doubt when he is passing from one part of the text to the next. Some other important hints on the composition of the text are as follows:

a. **Content.** A letter should deal with one subject. Letters containing more than one subject are difficult to register and file. The subjects may belong to different files and may also be required to be treated by different staff branches. However, in certain circumstances, where a letter inevitably deals with several subjects; for example, exercise instructions or a report on a unit's activity, headings should be used liberally to aid clarity.

b. **Tone.** It is important to adopt a tone which is appropriate to the purpose of the letter. A letter requesting help/assistance or approval should beseech rather than command, while a letter of

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admonishment should be stern. Suitable words should be used to fit the occasion. Words that exaggerate weaken the argument. See Chapter 1, Paragraph 10 for further details.

c. **Style**. The effectiveness of an individual's style of writing is judged by the clarity of the message being conveyed to the reader. This includes the orderly arrangement of materials, correct grammar, conventions, and conciseness of expression. When drafting a letter for a senior officer the following should be noted:

(1) The words dictated or preferred by the senior officer should be used as much as possible.

(2) Imitate the senior officer's style of writing. Although your style may be superior to his, it may be less acceptable; after all, he is to sign the letter. It is appropriate that the letter appears as if it was written by him.

d. **Acknowledgement**. A letter can be ended with a request for a written reply or acknowledgement by a certain date. Such an ending should only be used when necessary. In deciding a date for the reply, adequate time should be given for the recipient to study the letter and respond to the stated problems.

GENERAL

13. **Use of First and Third Person.**

a. Most Service correspondence are written in the third person. Exceptions are as follows:

(1) Formal letters.

(2) DO letters.

(3) Letters from a commander in which he expresses his personal views or conveys praise or blame and which he signs personally.

(4) Letters from headquarters in which it is often

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convenient to make use of the first-person plural.

(5) Letters to civilian organisation where the use of second person is appropriate.

b. When the first person is used in the opening and closing paragraphs, it is permissible to use the third person in intervening paragraphs.

14. **Use of Letterheads.** Some formations use letterheads for Service correspondence, including routine letters. Letterheads should conform in general terms with the standard SW layout allowing for reasonable variation in printing styles not available to the typist. The space for the address on the letterhead is to be correctly placed for the use of window envelopes. When using such a paper, quote the addressee's reference, if any, in the space provided in the letterhead and then refer only to the date of the reference in the text of the letter. Otherwise, follow the normal rules for Service correspondence.

15. **Addresses.** Letters addressed to one of the other Services, government authorities and civilian addressees should bear full postal addresses of the originator and all recipients. Private Mail Bag (PMB) numbers are to be used when applicable. In some cases, it is common practice to show the recognised abbreviations for the originator and recipients; addresses need to be added only when a recipient's designation alone is not sufficient to ensure that the envelope can be correctly addressed. When the department or branch required to take action is known to the sender, its abbreviation is to be included in the address.

16. **Style of Address.** Examples of styles of address are given at Annex K, while examples of salutations and endings are at Annex L.

USE OF PRAYER

17. As a rule, the use of prayer in Service correspondences is limited to submissions of exceptional nature, urgent policy letters and formal or executive requests involving high level authorities or Appropriate Superior

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Authorities (ASA). While it is not mandatory that a prayer be used in all submissions as stated above, correspondences involving the use of prayer could be originated from heads of staff branches at the Services headquarters (Branch Chiefs) or administrative authorities (GOCs, FOCs, AOCs and Comdts/DGs of tri-Service Establishments) to Service Chiefs. Others include correspondences from Service Chiefs to higher defence hierarchies like the DHQ, MOD, NASS and Presidency. Additionally, prayers could be used in correspondences such as Council Memoranda, Executive Board Memoranda and high-level proposals or submissions.

18. All correspondences carrying a prayer must be signed by the principal or head of the establishment concerned and not delegated except in very rare cases where the principal is unavoidably absent. On such occasions, the document can be signed over the principal's complete signature block by his deputy. The word 'for' is written in manuscript against the name of the principal on the left side of the signature block. A prayer is reflected as the last or concluding paragraph in the correspondence under the group or paragraph heading 'Prayer(s)'. The items above and below the text could vary in their construction when prayer is employed. Examples of Service correspondences with prayers are the Council and Executive Board Memoranda at Annexes M and N. The use of prayers should be limited to the following correspondences:

- a. Commanded letters.
- b. Directed letters.
- c. Routine letters.
- d. Formal letters.
- e. Memoranda.
- f. Executive Summaries.

Annexes:

- A. Example of a Directed Letter.
- B. Example of a Routine Letter.

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- C. Example of a Routine Letter to a Civilian Organisation.
- D. Example of a Formal Letter.
- E. Example of a DO Letter with Heading.
- F. Example of a DO Letter without Heading.
- G. Illustration of a Memorandum.
- H. Example of an Electronic Short Message.
- I. Example of a Loose Minute.
- J. Example of an Email.
- K. Styles of Address.
- L. Salutations and Endings.
- M. Example of a Service Correspondence with Prayer - Signed by the Commandant.
- N. Example of a Service Correspondence with Prayer – Signed by the Deputy on Behalf of the Commandant.

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ANNEX A TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A DIRECTED LETTER

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DRAFT

NHQ/00156/3/M

Naval Headquarters
Area 7
Abuja

09-263156

Captain TF Adekoya
Commanding Officer
Nigerian Navy Ship ENYIMIRI
APAPA

June 2016

Sir ⁽¹⁾

DISPOSAL OF NIGERIAN NAVY SHIP ENYIMIRI

1. I am directed by the Navy Board to inform you that the recent intensive press speculation as to the imminent disposal of the Nigerian Navy Ship ENYIMIRI is untrue. A decision as to her future will be made and promulgated by January 2017, but the current plans are that she will remain fully operational until the end of 2016.
2. A press statement to this effect will be released this week. Meanwhile, you are permitted to divulge this information to your ship's company.

I am Sir,
Yours obediently

AKJ AWE
Captain
for Chief of the Naval
Staff

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Note:

1. A Directed Letter must always start with the salutation 'Sir' even if the signatory is of higher rank than the addressee.

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ANNEX B TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A ROUTINE LETTER

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DRAFT

91 BDE/11/G7

HQ 91 Mech Bde
Katsina Road
PMB 3993
Kaduna

062- 4413674 Ext 15

See Distribution

Apr 22

9 MECH DIV THIRD QUARTER OFFICERS' TRAINING DAY

Reference:

A. 9 DIV/317/G7 dated 11 Apr 22.

1. 9 Mech Div Officers' Training Day for Third Quarter 2022 is scheduled for 15 Jul 22 vide Reference A. The aim of the training day is to expand officers' knowledge of Peace Support Operations, especially as 2 units of the Division will soon be deployed to Darfur.

2. Four lectures would be delivered during the training day at HQ 9 Mech Div Officers' Mess. The high point of the exercise would be a lecture on 'Challenges of Contemporary African Conflicts' which would be delivered by the GOC 9 Div, Maj Gen AS Agha-Okoro. The programme for the training day is at Annex A.

3. Units under command are to nominate 5 officers each to attend the

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training day. Your nominations are to reach HQ 91 Mech Bde not later than 30 Jun 22. Please acknowledge.

OJ OCHIGBO
Lt Col
for Comd

Annex:

A. Tentative Programme for 9 Mech Div Officers' Training Day on 15 Jul 22.

Distribution:

External:

Action:

911 Mech Bn
912 Mech Bn
913 Mech Bn
91 FER
91 Bde Wksp

Information:

HQ 9 Mech Div

Internal:

Action:

91 Bde Prov Coy

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Information:

91 MIR

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ANNEX A TO
91 BDE/11/G7
DATED JAN 24

TENTATIVE PROGRAMME FOR 9 MECH DIV OFFICERS' TRAINING
DAY ON 15 JUL 22

Serial	Time (Hours)	Event/Lecture	Action	Remarks
(a)	(b)	(c)	(d)	(e)
1.	0830	GOC Arrives.	COS	Traffic control by 91 Bde Prov Coy.
2.	0840 – 0855	Opening Address.	DTO	
3.	0900 – 1015	Conceptual Approach to PSOs.	COS	
4.	1020 – 1130	Application of International Humanitarian Law and Laws of Armed Conflict in PSOs.	DCOS G1	
5.	1135 – 1155	Tea Break.	SO1 G4	
6.	1200 – 1310	Sexual Exploitation and Abuse in PSOs.	SO1 G9	
7.	1315 – 1355	Lunch Break.	SO1 G4	
8.	1400 – 1510	Challenges of Contemporary African Conflicts: Darfur Crisis in Perspective.	GOC	
9.	1515	Closing Address.	COS	

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ANNEX C TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A ROUTINE LETTER TO A CIVILIAN ORGANISATION

DRAFT

AFCSC/125/G

Armed Forces Command
and Staff College
PMB 2234
Jaji

062- 4413674 Extension 15

The Managing Director
Atlas Nigeria Limited
Development House
PMB 2320
YABA

July 2022

Dear Sir

MAINTENANCE OF PRINTING MACHINERY

1. Thank you for your letter ANL/15 dated 2 June 2022 confirming that your service technician will be able to visit the Armed Forces Command and Staff College on 26 September 2022. Provided you inform us of his arrival details, we shall arrange reception and transport from Kaduna Airport.
2. Kindly submit your account details to the Finance Officer at the above address. Additionally, you can contact the undersigned on telephone number 08036044408 for further enquiries.

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3. Please accept the assurances of the esteemed regards of the Commandant.

Yours faithfully

A YUSUF
Colonel
for Commandant

Copy to: ⁽¹⁾

Office of the Commandant

Note:

1. This is used if considered appropriate for the correspondence.

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ANNEX D TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A FORMAL LETTER

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ATC/NAF/37/TRG

Headquarters
Air Training Command
Nigerian Air Force
Kaduna

062-233514 Extension 32

The Air Officer Commanding
Air Training Command
Nigerian Air Force
KADUNA

22 June 2022

Sir

REINSTATEMENT AS MEMBER OF AIR POWER DEMONSTRATION

1. I have the honour to request you reconsider your decision communicated in your letter ATC/NAF/37/TRG dated 21 April 2022. You directed that my name should be withdrawn from the list of pilots participating in this year's Air Power Demonstration for the Armed Forces Command and Staff College. The reasons given were my age and my state of health.

2. I would admit that at about the time of last year's demonstration and immediately thereafter, my state of health was poor. This contributed to the near crash in which I was involved at the demonstration. However, I regained currency on JF 17 some 6 months ago and have been flying in those aircraft regularly with success.

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3. I would submit therefore, that the reasons given for my being dropped are not valid, given that the medical authorities have cleared me. In addition, I have regained currency and achieved high levels of performance on a combat aircraft. The question of age should not form part of the argument as a pilot's ability should be judged on his performance and medical fitness.

4. I humbly appeal to you to reconsider your decision and reinstate me as a member of this year's air power demonstration.

I have the honour to be,
Sir,
Your obedient officer

BB ADO

BB ADO
Squadron Leader
Staff Officer 2 Operations

2

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ANNEX E TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A DO LETTER WITH HEADING

From: Captain (NN) OA Ayoola MSS psc

NNS/0015/2/G

Nigerian Navy Ship
PATHFINDER
Port Harcourt

084- 241171 Ext 10

Commander JS Dibal FSS psc
Commanding Officer
Forward Operating Base BONNY
BONNY

22 June 2022

My Dear Commander⁽¹⁾

DINGHIES FOR COMMAND SAILING COMPETITION

1. I need your assistance in preparing for the forthcoming sailing competition. I would be delighted if you could make available 2 of your dinghies, as I lost the service of mine in a mock run early in the week.
2. Please let me know if you can help. I will then arrange to send my hands to take delivery.

Yours⁽¹⁾

Oye^{(1) (2)}

Notes:

1. Inserted in manuscript.
 2. First name or nickname is used if the person is familiar or use signature if the addressee is senior.
-

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ANNEX F TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A DO LETTER WITHOUT HEADING

From: Lieutenant Colonel TU Mohammed FSS

Department of Land Warfare
Armed Forces Command and
Staff College
PMB 2234
Jaji

DO/MAA/3471

062-420100

Lieutenant Colonel OB Miller
Commanding Officer
911 Mechanized Battalion
PMB 6610
KADUNA

22 June 2022

Dear Baba Miller⁽¹⁾

Thank you for forwarding the report on your latest battalion Command Post Exercise. The students here have rarely experienced a command post exercise carried out by a Nigerian unit in the field. The details you have sent me will be a most useful source for prompting discussion.

I am sorry I missed you at the Kaduna Polo Tournament last weekend. I heard that you played extremely well and was able to score a goal. Keep it up.

Yours

Tejani ⁽¹⁾ ⁽²⁾

Notes:

1. Inserted in manuscript.
 2. First name or nickname is used if the person is familiar or signature if the addressee is senior.
-

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ANNEX G TO
CHAPTER 3
DATED JAN 24

ILLUSTRATION OF A MEMORANDUM

<u>MEMORANDUM</u>		
To: SO 1 A7 ⁽¹⁾	From: SO 2 A3 ⁽¹⁾	
Ref: 401 FTS/392/HQ	Tel: Ext 41 ⁽²⁾	
	Date: 14 Jun 22	
Subj: <u>401 FTS SCHEDULE OF VISITS FOR 2022</u>		
Ref:		
A. 401 FTS/392/HQ dtd 2 Jun 22.		
<i>The visit of A Sqn to Makurdi from 2 – 5 Sep 22 has been rescheduled for 4 – 7 Oct 22. All other details remain the same. Pse amend the 401 FTS Schedule of Visits for 2022, which was fwd vide Ref A.</i>		
Rank: Wg Cdr	Name: SC ADIM	Signature: <i>Sutherland</i> ⁽³⁾
(block)		
This form could be typed or completed in manuscript.		

Notes:

1. Appointments are used, not names, unless appointments are not known.
2. Only the extension number is needed when the writer and the addressee are in the same formation and intercom is used.
3. Appointment is not written here because it has already been shown at the superscription.

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ANNEX H TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF AN ELECTRONIC SHORT MESSAGE

From: COS HQ 1 Div. **To:** Comd 1 Div Gar. **Dtd:** 7 Feb 22. **Text:** GOC conf. Subj rescheduled for 14 Feb 22. Timing and agenda, no change. Pse note and ack/// Signed, Brig Gen EO Ekpeyong.

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ANNEX I TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A LOOSE MINUTE

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IMMEDIATE ⁽¹⁾

AFCSC/ADMIN/11/1

See Distribution

REVERSE PARKING IN AFCSC PARKING LOTS

Reference:

A. AFCSC/ADMIN/11/1 dated 17 Sep 22.

1. A College Committee Meeting was held on 15 Sep 22, during the meeting a decision was reached on the issue of parking in AFCSC parking lots. It was agreed that cars must be parked facing outwards in all parking facilities within the College. The decision was informed by the several benefits of reverse parking. It was observed that reverse parking is safer than other parking methods as it improves driver visibility when manoeuvring, even in cramped parking spaces. The parking method equally promotes emergency preparedness, which explains why fire trucks are always reverse parked. Consequently, the information was conveyed to the various staff branches for implementation vide Reference A.

2. It is observed that cars are still parked indiscriminately in the College, despite the decision of the College Committee on reverse parking. Such disregard for a sustainable College decision does not only undermine safety in the College but casts doubt on the responsiveness of staff to instructions. Accordingly, action addressees are requested to sensitise their staff on the importance of reverse parking and, thereafter, enforce it in their respective

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departments. Henceforth, sanctions will be meted out to defaulters.

Erasmus

DS ERASMUS

Lt Col

for D Admin

Ext 112

22 Sep 22

Distribution:

Action:

Coord Branch

Admin Branch

Log Branch

Fin Branch

Information:

Office of the Comdt

Office of the Dy Comdt

2

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Note:

1. Used due to the urgency of the matter.

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EXAMPLE OF AN EMAIL

From: 312 AR ⁽¹⁾
Sent: 6 Jul 22 12:05 ⁽²⁾
To: P Bty; Q Bty; R Bty; ⁽³⁾
Cc: ⁽⁴⁾
Bcc: ⁽⁵⁾
Subject: Inter Bty Obs Competition ⁽⁶⁾

Greeting/Salutation⁽⁷⁾

Coord Conf on subj scheduled to hold on 29 Jul 22 in the Conf Room at 1000 hrs. The agenda of the conf is att. Ack. ⁽⁸⁾

EO IGAMA ⁽⁹⁾
Col
CO
+234 801 234 5678
312artyregt@nigerianarmy.org

Attachments ⁽¹⁰⁾

Notes:

1. **From.** The originator's email address is entered automatically when the message is transmitted.
2. **Sent.** The date and time are entered automatically when the email is sent.
3. **To.** Use distribution or contact lists if appropriate. Always consider if all addressees need to receive the email.

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4. **Cc.** Do not send Cc email to people 'just in case' – especially to superiors. Use distribution or contact lists if appropriate.
5. **Bcc.** If you add a recipient's name to Bcc box, a copy of the message is sent to that recipient, but that name is not visible to any other recipient of the message.
6. **Subject Line.** Use abbreviations to restrict the number of characters displayed and include the following information:
 - a. Date format: dd mm yy.
 - b. The subject of the email, which you should keep brief, but ensure it reflects a single subject.
 - c. The highest privacy marking that applies to the body of the message or any attachment: R for restricted; C for confidential; S for secret; TS for top secret. Also show any descriptor.
7. **Greeting/Salutation.** The greeting or salutation may be informal, using first names for equals or juniors; use rank (non-military use Mr, Mrs, Ms or Miss) and surname for superiors. The test is not just how well recipients are known, but who might also see email.
8. **Content.** The content will:
 - a. Cover one subject area only to help with filing or archiving.
 - b. Always be accurate, brief and clear. Write in clear, properly structured English, or use note-form to MOD recipients, so long as the meaning is clear. Never use SMS style.
 - c. Use a style and tone appropriate for the rank or grade of recipient(s). Remember, 'divert' facilities might be in use which will re-route the email to an unexpected recipient.
9. **Signature Block.** Set up a signature block in MS Outlook (select Tools, Options, Mail Format, Signatures, Create Signature) and set the signature to appear in new messages, replies or forwards. Include your

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name, rank, job title, address, full-figure military and civilian telephone numbers and individual work email addresses.

10. **Attachments**. Large attachments sent over networks slow down transfer rates:

- a. Try not to attach more than one file; use WinZip or any other file compression format to reduce file size.
- b. Make sure that recipients have the applications needed to open or view attachments.
- c. When recipients have access to a common file storage area (network drive), attach a shortcut or hyperlink to file, not the file itself.

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STYLES OF ADDRESS

1. Styles of addressing correspondence to Nigerian Army, Navy and Air Force authorities are shown at Appendices 1, 2 and 3 respectively to this Annex.

2. The choice of salutation in DO letters depends upon the relative ranks and how well the writer and recipient know each other. Using Brigadier General CI Nwogu as an example, the salutation in order of formality are:

- a. 'Dear General Chidi'.
- b. 'Dear General'.
- c. 'Dear Chidi'.
- d. 'My Dear Chidi'.

An officer of equivalent or senior rank who does not know Brigadier General Chidi might well address him as 'Dear Chidi'.

3. When such address will be appropriate, officers should be addressed by their generic rank. For example, a vice admiral will be addressed as 'Dear Admiral'.

CIVILIANS

4. The normal salutation and ending in letters addressed to individual civilians are:

- a. 'Dear Sir' (or Madam) and 'Yours sincerely'.
- b. 'Dear Mr Clement' and 'Yours sincerely'.

5. In a letter to a corporate civilian body such as a local government

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council or learned society, the formal salutation and ending are: 'Gentlemen' and 'I have the honour to be, Gentlemen, Yours obediently'. The phrase 'Yours obedient servant' is considered too servile in the Nigerian setting.

6. In the case of a letter to a civilian firm or body when formality is more appropriate, 'Dear Sirs' and 'Yours faithfully' should be used.

Appendices:

1. Addressing Commands, Formations and Units of Nigerian Army.
2. Addressing Commands, Squadrons, Ships and Bases of Nigerian Navy.
3. Addressing Command, Groups, Stations and Units of Nigerian Air Force.

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APPENDIX 1 TO
ANNEX K TO
CHAPTER 3
DATED JAN 24

ADDRESSING COMMANDS FORMATIONS AND UNITS OF
NIGERIAN ARMY

1. The form of address used for formations and units depends upon the content of the document. For formations, policy matters are normally addressed to the commander and other matters to the HQ (indicating the branch to which the correspondence is intended). For units, policy matters are addressed to the commanding officer and routine correspondence to the unit. The address in operation orders and signal messages is just the title of the formation/unit. Addressees are normally abbreviated in routine letters.

2. The following examples show the address of the commander and the address of the HQ. In all cases, the location has been omitted.

a. **Army Headquarters.**

- | | | |
|-----|-------------------------|------|
| (1) | The Chief of Army Staff | COAS |
| (2) | Army Headquarters | AHQ |

b. **Division.**

- | | | |
|-----|---|----------------|
| (1) | The General Officer Commanding
9 Mechanized Division | GOC 9 Mech Div |
| (2) | Headquarters
9 Mechanized Division | HQ 9 Mech Div |

c. **Brigade.**

- | | | |
|-----|--|------------------|
| (1) | The Commander
91 Mechanized Brigade | Comd 91 Mech Bde |
| (2) | Headquarters
91 Mechanized Brigade | HQ 91 Mech Bde |

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d. **Battalion.**

(1) The Commanding Officer ⁽¹⁾ CO 911 Mech Bn
911 Mechanized Battalion

(2) 911 Mechanized Battalion 911 Mech Bn

e. **Minor Unit and Sub-Unit.**

(1) The Officer Commanding ⁽¹⁾ OC 913 Fd Bty
913 Field Battery

(2) 913 Field Battery 913 Fd Bty

Note:

1. Normally, an officer in command of a major unit, such as a regiment or a battalion is addressed as 'Commanding Officer'. In the case of a minor unit such as battery, company he is addressed as 'Officer Commanding'.

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APPENDIX 2 TO
ANNEX K TO
CHAPTER 3
DATED JAN 24

**ADDRESSING COMMANDS SQUADRONS SHIPS AND BASES OF
NIGERIAN NAVY**

1. The form of addressing commands, squadrons, ships and bases is determined by the formation being addressed. Naval Headquarters is the address for all matters to the Nigerian Naval Headquarters. In commands, all matters are addressed to the commanders. In squadrons, ships and bases names of such squadrons, ships and bases constitute the address.

2. The following examples show the address of the commander and the address of the HQ. In all cases, the location has been omitted:

- | | | | |
|-----|---------------------------|---|-------------|
| a. | Chief of the Naval Staff | | CNS |
| b. | Naval Headquarters | | NHQ |
| c. | <u>Commands.</u> | | |
| (1) | Western Naval
Command | Flag Officer
Commanding
Western
Naval
Command | FOC WEST |
| (2) | Naval Training
Command | Flag Officer
Commanding
Naval Training
Command | FOC NAVTRAC |
| (3) | Eastern Naval
Command | Flag Officer
Commanding
Eastern Naval
Command | FOC EAST |

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- | | | | |
|-----|--------------------------|--|---------|
| (4) | Logistics
Command | Flag Officer
Commanding
Logistics
Command | FOC LOG |
| (5) | Central Naval
Command | Flag Officer
Commanding
Central Naval
Command | FOC CEN |

d. **Squadrons, Ships and Bases.**⁽¹⁾

- | | | |
|-----|-------------------------------|----------------|
| (1) | 1st Corvette Squadron | CORON 1 |
| (2) | 2nd Patrol Squadron | PATRON 2 |
| (3) | Nigerian Navy Ship UNITY | NNS UNITY |
| (4) | Nigerian Navy Ship PATHFINDER | NNS PATHFINDER |

Note:

1. Normally, an officer in command of a ship or establishment, such as NNS DORINA, FOB ESCRAVOS, etc, is addressed as the Commanding Officer. In a capital ship, the Commanding Officer is addressed as the 'Captain'. Smaller tender/boat is commanded by an Officer in Charge (OiC).

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APPENDIX 3 TO
ANNEX K TO
CHAPTER 3
DATED JAN 24

**ADDRESSING COMMANDS GROUPS STATIONS AND UNITS OF
 NIGERIAN AIR FORCE**

1. In general, policy matters and formal correspondence are addressed to the head of the respective formations, while routine correspondence, orders and instructions are addressed to the formations. Postal locations have been omitted in the examples given below:

a. **HQ NAF.**

- | | | | |
|-----|---------------------------|----------|--------|
| (1) | Chief of the Air Staff | | CAS |
| (2) | Headquarters
Air Force | Nigerian | HQ NAF |

b. **Command.**

- | | | | |
|-----|--|-----|---------|
| (1) | The Air Officer Commanding Air
Training Command | | AOC ATC |
| (2) | Headquarters
Training Command | Air | HQ ATC |

c. **DRU and Group.**

- | | | | |
|-----|--|-----|--------------|
| (1) | The Commander
453 Base Services Group | | Comd 453 BSG |
| (2) | Headquarters
Base Services Group | 453 | HQ 453 BSG |

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d. **Station.**

The Station Commander

Stn Comd

e. **Unit.**

The Commanding Officer
32 Logistics Wing

CO 32 Log Wg

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ANNEX L TO
CHAPTER 3
DATED JAN 24

SALUTATIONS AND ENDINGS

Serial	Status/Rank ⁽¹⁾	Formal ⁽²⁾	Routine/Information/Social		Notes
			Hardly Known	Well Known ⁽⁴⁾	
(a)	(b)	(c)	(d)	(e)	(f)
1.	Field Marshal	Sir Dear Sir My Lord ⁽⁵⁾	Dear Sir Dear Sir Martins Dean ⁽⁶⁾ Dear Lord Dean ⁽⁵⁾	Dear Martins Dear Sir Martin ⁽⁶⁾ Dear Field Marshal ⁽⁷⁾	1. Similar courtesy can be applied in respect of equivalent ranks in the NN and NAF where applicable.
2.	General, Lieutenant General or Major General	Sir Dear Sir	Dear General Abu Dear Sir Ali Abu ⁽⁶⁾	Dear General ⁽⁷⁾ Dear (sir) Al.	2. The customary ending is 'Yours faithfully'.
3.	Brigadier General	Sir Dear Sir	Dear General Are	Dear General ⁽⁷⁾ Dear Kayode	3. Unless otherwise shown, the customary ending is 'Yours sincerely' Less formal endings include 'Yours', 'Yours ever'.
4.	Colonel or Lieutenant Colonel	Sir Dear Sir	Dear Colonel Makka	Dear Colonel ^{(7) (8)} Dear Colonel James ⁽⁹⁾	4. Used only where the correspondents are very familiar with each other.
5.	Major or Captain	Dear Sir	Dear Major Okafor Dear Captain Musa	Dear John	5. If a peer (UK).
6.	Lieutenant or Second Lieutenant	Dear Mr Madza ⁽¹⁰⁾ Dear Lieutenant Madza	Dear Madza	Dear Musa	6. If a knight. 7. Only Lieutenant Colonels and above are addressed by rank.

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(a)	(b)	(c)	(d)	(e)	(f)
7.	Civilians – General	Dear Sirs ⁽¹¹⁾ Dear Sir/Madam	Dear Mr Ojo Dear Mrs Ojo		<p>8. For colonel and lieutenant colonel. Some rule applies for other subsidiary ranks; vice admiral, lieutenant general etc.</p> <p>9. It is not customary to address a Nigerian officer by his first name and rank. It is acceptable in the UK.</p> <p>10. Subalterns are not addressed as Mr in Nigerian but that is the UK practice.</p> <p>11. The customary endings for business correspondence is 'Yours faithfully', 'Yours Truly' is preferable for non-business social correspondence.</p> <p>12. Surname is used only when a Senior writes to a junior or between male Correspondents.</p> <p>13. It is safer to adopt formal salutations with certain dignitaries despite the degree of intimacy.</p>
8.	Senior Executives/ Legislators	Dear Mr President Dear Governor Dear Chairman Honourable Minister Dear Senator Dear Honourable Member Dear Sir Dear Madam	Your Excellency (13)	(13)	
9.	Royalty	Your Majesty Your Highness	(13)	(13)	
10.	Ambassadors	Your Excellency	(13)	(13)	
11.	Judges	My Lord	(13)	(13)	
12.	Magistrates	Your Worship	(13)	(13)	

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ANNEX M TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A SERVICE CORRESPONDENCE WITH PRAYER -
SIGNED BY THE COMMANDANT

CONFIDENTIAL

Headquarters
Balabo Staff College
PMB 2234
Tyron

CONFIDENTIAL
BSC MEMO No 2022 (4)

BALABO STAFF COLLEGE BOARD MEMORANDUM BY THE COMMANDANT
APPROVAL OF COURSE CURRICULUM REVIEW

INTRODUCTION

1. Staff Course Curriculum (SCC) is the principal document guiding the development of course packages for the annual staff courses. The Balabo Staff College (BSC) periodically reviews the SCC to fine tune the course templates to ensure that training programmes reflect realistic national imperatives. The reviews also resolve observed ambiguities, overlaps and contradictions. In view of this requirement, the College reviewed the SCC document in 2021 and presented it during the College Governing Board meeting which held 22 April 2022 for approval. During the Board meeting however, it was observed that new modules incorporating asymmetric warfare training needed to be included in the SCC. This was due to the fact

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CONFIDENTIAL

that contemporary global security threats are asymmetric in nature. In this regard, there was need to include these training concepts in the curriculum. Hence, approval for the reviewed SCC was stood down to allow for necessary inputs for the specialist training.

COMMENTS

2. In compliance with the decision of the College Board, the College forwarded the draft reviewed curriculum to the Joint Studies Department and other academic departments for inputs. A committee to develop the training modules and overall operational scenario was also set up. It is delightful to state that the new asymmetric training concepts and general operational scenario have been developed. Furthermore, the newly developed concepts and scenarios were tested and have been found to satisfactorily meet the training requirements of the SCC. The SCC has thus been modified to incorporate these training upgrades.

PRAYER

3. The BSC Governing Board is please requested to approve the Reviewed SCC.

MB Baba-ari

MB BABA-ARI

AVM

Comdt

12 Jul 22

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ANNEX N TO
CHAPTER 3
DATED JAN 24

EXAMPLE OF A SERVICE CORRESPONDENCE WITH PRAYER - SIGNED
BY THE DEPUTY ON BEHALF OF THE COMMANDANT

RESTRICTED

BSC/A/376/V/63

Headquarters
Balabo Staff College
PMB 2234
Tyron

01-1234567 Ext 222

The Chief of Defence Staff
Defence Headquarters
PMB 2234

LORAS

20 Feb 22

FEASIBILITY ASSESSMENT FOR ANNUAL PROVISION OF 6 TRAINING
SLOTS FOR PERSONNEL OF THE BALABO CYBER SECURITY COMMISSION
AT THE BALABO STAFF COLLEGE

Reference:

A. DHQ/DTOPS/A/376/V/202 dated 5 Feb 22.

INTRODUCTION

1. Reference A directed that Balabo Staff College (BSC) undertake an assessment of the feasibility of allocating 6 slots in the annual Senior Staff Courses (SSC) to the Balabo Cyber Security Commission (BCSC). This was in view of the request put forward by the Commission to fast track the capacity development of its middle-level manpower. The purpose of this letter therefore is to acquaint the CDS with the assessment conducted by the College for training slots for personnel of BCSC.

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CRITERIA FOR ASSESSMENT

2. The assessment was based on some important criteria. The criteria included the ability of potential BCSC students to contribute to the overall mix of learning experiences at the College as well as their academic ability to cope with the rigours of the Course. Another consideration was the availability of training and living facilities for additional students. These include their accommodation, feeding, transportation, medicals, and study materials, as well as the potential impact on existing teaching staff-to-student ratio.

FEASIBILITY ASSESSMENT

3. **Academic Ability and Contribution of BCSC Personnel to the SSC.** Consideration was given to the academic ability and likely contribution of BCSC personnel to the SSC vis-à-vis the focus of the SSC in building staff capacities in national defence and security issues. The BCSC is mandated to manage the nation's cyber security which is a vital aspect of the nation's security architecture. Thus, by virtue of their years of experience in the cyber security sector, it is envisaged that students from the BCSC would enrich the mix of learning experiences of the SSCs. Another important aspect of the year-long staff training is having a student base with the right diversity of skills and backgrounds to help enrich the learning experience during the course. As such, the inclusion of the BCSC staff would provide an opportunity for students of the SSCs to learn about the functions and capacities of the BCSC and how they contribute to the national security architecture of the country.

4. **Availability of Training and Living Facilities for Additional Students.** In assessing the availability of training and living facilities for additional students, the College evaluated the accommodation, logistic requirements and potential impact on existing staff-to-student ratio. These are highlighted subsequently:

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a. **Accommodation**. In anticipation of progressive rise in student population, a new 50-unit wing is being constructed in the students' quarters. The project is expected to be completed by May 22 before the resumption of the next Senior Course. The addition of the new wing will adequately address existing accommodation challenges as well as cater for the expected students from the BCSC.

b. **Logistic Requirements**. The logistics requirements comprise feeding, transportation, medicals and study materials. The estimated cost of providing these requirements for 6 additional students for the 2022/2023 academic session amounts to ₦ 5,550,430.00. The breakdown is at Annex A. This cost will be borne by the Commission. Accordingly, BCSCS would need to be notified early before the commencement of SSC 42 to allow for necessary preparation.

c. **Potential Impact on Existing Teaching Staff-to-Student Ratio**. To allow for adequate supervision of the students by teaching directing staff (DS), the potential impact of additional student on existing teaching staff was assessed. The College currently allows a maximum of teaching staff-to-student ratio of 1:10. For the 2022/2023 academic session, a student population of 140 is expected. With the present DS strength of 20, the teaching staff-to-student ratio is expected to be 1:7 for the forthcoming academic session. Accordingly, the addition of the 6 students will still amount approximately to a ratio of 1:7 which is within the College stipulated limit.

CONCLUSION

5. The request from the BCSC was considered against the available training facilities and logistic requirements. Based on the feasibility assessment, the College is of the view that the annual provision of 6 slots in the SSC to the BCSC is feasible. The College views the inclusion of the BCSC

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personnel to the SSC as an opportunity for students from the Services and other MDAs to learn more about the Commission and their activities. Their inclusion will also add value to the annual multi-agency exercises and seminars conducted by the College as well as foster the necessary inter-personal networks required to build healthier inter-agency relationships. There is however the need for BCSC to be notified early of the financial implication for the training of the 6 personnel to allow for necessary preparation for the 2022/2023 academic session.

PRAYER

6. The CDS is most respectfully requested to grant approval for:
 - a. The allocation of 6 slots at the SSC for the BCSC on payment basis.
 - b. Notification of BCSC of SSC financial implication for training of 6 BCSC Staff for 2022/2023 academic session.

Okadigbo

for **MB BABA-ARI**
Air Vice Marshal
Commandant

Annex:

- A. Breakdown of Logistic Requirements for SSC Training of 6 BCSC Staff for 2022/2023 Academic Session.

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CHAPTER 4

SIGNAL MESSAGE WRITING

INTRODUCTION

1. Service efficiency cannot be achieved without accurate and efficient communication. One method of communication used is the signal message. Message writing is an important part of a staff officer's duties. The rules for writing messages are designed to ensure that they are handled quickly and arrive at the correct destination without loss of security. The communication system provides a service, and strict compliance by users with laid-down procedure that is vital if congestion and delays are to be avoided.

USE OF SIGNAL MESSAGES

2. It is impracticable to precisely define the types of communication for which signal message may be used. A message should not be sent if a letter or telephone call would be adequate. Some purposes for which messages are commonly used are as follows:

- a. Issuing of warning orders.
- b. Acknowledging operation orders and instructions.
- c. Notification of casualties.
- d. Conveying any information when speed is essential.

3. In addition, each Service issues its peculiar rules for the use of signal messages. In the NAF for example, signal messages are used for:

- a. Notification of the delay or grounding of aircraft.
- b. Notification of aircraft daily status.
- c. Requests for information on priority supply.
- d. Notification, under 48 hours in advance, of the routine

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movement of individuals.

TERMINOLOGY

4. The following terminologies are used in message writing:
 - a. **Originator**. The originator is the commander or headquarters of a formation or unit in whose authority the message is sent.
 - b. **Drafter**. The drafter is the person who composes the message for release by the releasing officer.
 - c. **Releasing Officer**. The releasing officer is the person who authorizes the transmission of the message. In most cases, he signs the message as the releasing officer except where he is unavoidably absent to sign or it was drafted for the signature of his superior officer.
 - d. **Date Time Group**. The Date Time Group (DTG) is the date and time at which a message is officially released by the releasing officer to the COMMCEN for transmission.

MESSAGE FORMS

5. A sample of message form is at Annex A. A common form has not yet been adopted by all the Services but the example contains all the elements which make up the single Service forms. The numbers in brackets at Annex A refer to the paragraphs of this Chapter.

USE OF CAPITAL LETTERS

6. Capital letters are used for every letter in and outside the text. This rule applies equally to handwritten and typed messages. The only exceptions are words that are usually written in small letters such as e-mail address and certain awards/decorations.

ITEMS OUTSIDE THE TEXT

7. The absolute accuracy of content, layout and spelling of items outside the text of a message is essential. This would aid quick and

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correct transmission and subsequent distribution of the message.

PRECEDENCE

8. The 4 degrees of precedence given to messages are: FLASH (Code Z), IMMEDIATE (Code O), PRIORITY (Code P) and ROUTINE (Code R). Either the full word or code letter may be used when drafting messages. The precedence determines the relative order in which messages are to be handled. It also indicates the following:

- a. The urgency of the message and the speed of delivery required by the sender.
- b. The relative order of handling and delivery to be used by the communications staff.
- c. The relative order in which the recipient should note the message.

9. The precedence of the message is determined by the subject matter and the time factor involved. The precedence is not intended to indicate how quickly the addressee should react or what precedence should be assigned to the reply. If such instructions are necessary, they are included in the body of the text.

10. **Selection of Precedence.** The recognised precedence, together with example of subjects appropriate to each, and the ranks and appointments of officers who may authorize them, are shown at Annex B. To prevent abuse, authorization of precedence higher than routine is limited to specific ranks and appointments. In an operational emergency, any releasing officer may authorize any precedence he is prepared to justify later to higher rank. Under these circumstances, he is to add after his signature: 'Notwithstanding Existing Instructions'. A duty officer may issue any precedence within the authority of the officer he is representing. Precedence given to signal messages are at Annex B:

11. **Communications Staff Responsibilities.** The communications staff is responsible for checking the use of precedence and advising releasing officers accordingly. Persistent or flagrant misuse of

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precedence which are matters for commanders and their staff to deal with, are normally reported to the senior operations staff officer.

DTG

12. A DTG consists of 3 pairs of digits, representing the date, the hour and the minutes past the hour, followed by a time zone suffix letter, the first 3 letters of the month and the last 2 numerals of the year; 1530 hours ALFA on 7 Apr 16 for example, is written 071530A Apr 16. The releasing officer thereafter inserts the DTG when he signs the message. See Chapter 2, Paragraph 61 for the convention applicable to the NN.

13. **Time Zone**. Local time may be used in messages within or affecting only that time zone. GMT (suffix) is used for messages:

- a. Which pass from one time zone to another.
- b. When the text relates to other time zones.
- c. Which include any addressee in another country.

MESSAGE INSTRUCTIONS

14. The box labelled 'MESSAGE INSTRUCTIONS' enables releasing officers to give any special instruction to the communications staff. If there are no message instructions, the box is struck through. Internationally agreed message instructions include the following 2 types:

- a. **BOOK**. A book message is one that is sent to 2 or more addressees, none of whom needs to know of the others. 'BOOK' is inserted in the 'MESSAGE INSTRUCTIONS' box on the message form. Distribution copies are marked 'BOOK MESSAGE'. The aim is to avoid transmitting the whole list of addressees to each addressee, thus saving transmission time.
- b. **NODUF**. The 'NODUF' procedure is used in peace time training exercise for the transmission of 'real' as opposed to 'exercise' messages. NODUF indicates that the transmission and content of the message are not part of the exercise. The word

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'NODUF' is entered in the 'MESSAGE INSTRUCTIONS' box and at the beginning of the text. The appropriate security classification is still required.

15. **Special Handling Instructions.** The 'MESSAGE INSTRUCTIONS' box is also used for special handling instructions which require the communications staff and the addressee to handle the message in a certain manner. Special handling instructions must be repeated at the beginning of the body of the text; they include the following 2 types:

a. **'EXCLUSIVE'**. When a message is to be seen by specified individuals or their authorized representatives, 'EXCLUSIVE' is to be written in the box and used to start the text, followed by 'FOR.... FROM', eg, 'EXCLUSIVE FOR GOC 9 MECH DIV FROM COAS'. The use of 'FOR.... FROM' after 'EXCLUSIVE' is mandatory. 'EXCLUSIVE' messages must be classified 'RESTRICTED' or higher; they are encrypted and handled in the same way as TOP SECRET messages, and only specially cleared communications staff handle the plain language versions. The use of 'EXCLUSIVE' may be authorized only by lieutenant colonels, commanders, wing commanders or above and officers below this rank in command of independent units, ships or stations.

b. **'DELICATE TEXT'**. Delicate Text (DELTEXT) is used when the content of a message is particularly delicate and requires special safeguards in handling and distribution. The privacy marking 'DELTEXT' is to be written in the box and used to start the text. 'DELTEXT' messages must be classified 'RESTRICTED' or higher; the authorization and handling procedure for 'DELTEXT' messages are similar to those for 'EXCLUSIVE' messages.

SECURITY CLASSIFICATION

16. The security classification appropriate to the contents of the message is written in full in the 'SECURITY CLASSIFICATION' box on the form. Classified messages are handled in the same way as other

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classified documents. The classifications and the officers who may authorize their use are as follows:

- a. **Top Secret**. Lieutenant colonels, commanders, wing commanders and above; including their civil service equivalent. In exceptional cases, majors, lieutenant commanders, squadron leaders in commands of an independent unit could also authorize top secret messages.
- b. **Secret**. Any commissioned officer or civil service equivalent.
- c. **Confidential**. Any commissioned officer or civil service equivalent.
- d. **Restricted**. Any commissioned officer or warrant officer or civil service equivalent. In messages that include a treaty organisation authority among the addressees, the appropriate prefix is to be added, eg, 'UN RESTRICTED', 'AU SECRET'.

17. **Security Classified Box**. The 'SECURITY CLASSIFICATION' box is to be completed in accordance with the following rules:

- a. The classification is to be written in full in block capitals.
- b. The classification is to appear on each page of a multi-page message.
- c. The word 'CLEAR' may be used, to replace any security classification except TOP SECRET' if the speed of delivery is so essential that time cannot be spared for encryption. The message may then be transmitted in clear over any available means of communication. 'CLEAR' should only be used in tactical operations in which the enemy cannot react to the transmitted information in time to influence current operations.

18. **Reference to Classified Messages**.

- a. A reply or reference to a message or document graded restricted or higher may be given a lower security grading than that

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of the original message or document if the text of the reply permits, but it must be classified at least restricted.

b. Messages referring to documents, letters or papers graded not higher than restricted may be sent 'UNCLAS' provided they make only brief, innocuous reference to the document, such as quoting the reference number and date.

PRIVACY MARKINGS

19. The privacy terms 'STAFF IN CONFIDENCE', 'MEDICAL IN CONFIDENCE', 'CONTRACTS IN CONFIDENCE', etc, show the message requires careful handling as distinct from protection for security reasons. The terms are not security classifications and are therefore not written in the 'SECURITY CLASSIFICATION' box but at the beginning of the text. If the content of a message bearing a privacy marking also requires a security safeguard, the appropriate classification must be given as well.

ADDRESSES

20. **Signal Messages Addresses.** Normal NA, NN and NAF rules for abbreviations apply in addressing signal messages.

21. **General Rules for Addresses.** In signal message addresses, the following rules must be applied:

- a. Spaces are left between words (including abbreviated words) and between letters and figures.
- b. No spaces are left between letters of an abbreviation.
- c. The names of departments, branches and appointments may be used at higher formation level but not those of individuals.
- d. The addresses of the originator and addressee in a peacetime location must indicate the headquarters for brigade and above, when completing the message pad. For example:

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From: HQ 9 MECH DIV
To: HQ 9 MECH BDE
HQ 92 MECH BDE
HQ 9 ARMD BDE
9 RECCE BN

In the NA, headquarters could be split during war into Main and Rear. See Paragraph 21b.

22. **Special Nigerian Army Instructions.**

a. If the message is to be handed directly to a radio or line terminal, the call signs or address groups of the addressee and originator are to be used instead of their signal message addresses.

b. When a headquarters is split, care must be taken to distinguish between its main or rear elements, eg:

FROM: HQ 9 MECH DIV (MAIN)

TO: HQ 9 MECH DIV (REAR)

This rule is applicable only at brigade level and above.

23. **Special Nigerian Navy Instructions.**

a. **Sea-going NN Ships.** The names of ships appearing in the address of messages are not normally prefixed with NNS except when it is necessary to avoid ambiguity.

b. **Rear Link Address Procedure.** The rear link address procedure may be ordered when a flag officer or other naval authority is absent from his administrative office. It provides for addressing and routing of administrative and routine messages to his main administrative office, and for messages of immediate concern to his temporary flag ship or location.

24. **Limiting Number of Addressees.** A message to more than one

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addressee has to be transmitted simultaneously to all of them. However, messages to too many addressees can overload the communications system. The number of addressees must therefore be limited to those for whom the message is essential. Long, multiple-address messages should not be sent unless all addressees need all the text; instead, separate messages containing only the relevant parts of the text should be sent. Examples of lengthy multiple address messages to be avoided are as follows:

- a. Flight itineraries containing detailed lists of aircraft loads, addressed to every staging post on a route.
- b. Consolidated nominal rolls of personnel posted to several places, addressed to all such places.

25. **Originator**. The originator (FROM) section of the message form contains the signal message address or short title of the formation, ship or unit originating the message, eg, 911 MECH BN, 64 ADG or FLOT.

26. **Addresses**. Each signal message address is written on a separate line of the message form. If there is one action addressee, the signal message address is written against 'TO'. If there are many addressees, it may be necessary to encroach upon the space allocated for the text. If there are more action addressees than spaces available on the message form, 'INFO' is crossed out and re-written lower down.

27. **Multiple Address**. A multiple address consists of all the formations and units which need to receive the message, listed separately under 'TO' and 'INFO'. Within each of these groupings, formations and units are listed by seniority, numerical order and alphabetical order. The example for each Service is as shown below:

- a. **NA**.
FROM: HQ 9 MECH DIV
TO: HQ 91 MECH BDE
HQ 92 MECH BDE

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HQ 9 ARMD BDE
9 RECCE BN

INFO: HQ 9 ARTY BDE

b. **NN.**

FROM: NHQ

TO: FOC WEST
FOC NAVTRAC

INFO: FOC EAST
NNC BEECROFT

c. **NAF.**

FROM: HQ NAF

TO: HQ TAC
HQ MC
HQ ATC

HQ LC

INFO: 101 ADG
103 STG
053 NAF CAMP

DRAFTER AND RELEASING OFFICER

28. The drafter may release the message provided his rank or his appointment entitles him to do so, or if the authority is delegated to him. The drafter is to complete the boxes showing his name, branch and telephone extension. The releasing officer is responsible for the following actions:

- a. Confirming that the message is necessary.
- b. Ensuring that the text is correctly drafted.

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- c. Approving the security classification and any message instructions.
- d. Confirming the precedence for action and information addressees.
- e. Inserting the day and time of the DTG.
- f. Ensuring that 'Refers to Message' box has been completed.
- g. Signing and thus authorizing the message.
- h. Sending the message to the COMMCEN for transmission.

ORIGINATOR'S NUMBER

29. The 'Delivery Indicator System' (DIS) is not yet in use in the Nigerian Armed Forces. However, it is the convention adopted by some other armed forces. The knowledge of the system may become useful during international military operations.

30. The Delivery Indicator Group (DIG) is designed to permit the accurate distribution of a message within a headquarters without the need to refer to the message text. Each message must bear a DIG selected by the drafter. This is a distinct 3-letter group that indicates the subject matter of the message. When received at a headquarters, the message is delivered to the branches of the staff appropriate to the DIG (subject). Each headquarters will keep 'Standard Distribution Lists' (SDLs) for each of the DIGs it normally receives. To implement this system, it is necessary to publish a full list of DIGs to be used and to issue the publication down to unit level.

31. More than one DIG may be used to indicate more than one subject in the text, and hence more than one recipient at the receiving headquarters; multiple DIGs are separated by oblique strokes.

32. Selection of the correct DIG is essential for fast and correct distribution. If the list of DIGs does not contain a DIG appropriate to a subject on which regular messages are sent, the originator should apply for a DIG to be allocated to the subject. Until such a DIG is allocated,

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Radio Telephone Telegraph (RTT) may be used, with the recipient designated after 'FOR' at the start of the text. However, the word 'FOR.....' is not to be used in a message with a DIG; distribution is always made by reference to the DIG, not to the text.

33. **Special DIGs.** Specific rules apply to some special DIGs. Some examples are given below:

a. **RTT.** Except as provided for in Paragraph 31, the use of the DIG/ RTT should be confined to 'EXCLUSIVE' messages.

b. **WWW.** The DIG 'WWW' followed by a subject DIG restricts distribution by the addressee to the primary recipient on the SDL; this recipient then arranges further distribution if necessary. 'WWW' should be used, for acknowledgement messages and those messages which, although not 'EXCLUSIVE' or 'DELTEXT', deserve restricted distribution. The use of 'WWW' helps the COMMCEN to save paper and time.

c. **National Assembly Question.** A message relating to a National Assembly Question (NAQ) must have 'NAQ' immediately before the subject DIG. Such messages therefore bear 2 DIGs; the first is 'NAQ' and the second is the DIG appropriate to the subject of the question.

34. **SDL.** Each HQ is responsible for producing its own SDL for those DIGs which are likely to be of interest to it. SDLs must be frequently reviewed and amended if the system is to work.

35. **Serial Number.** To assist in the identification of a message, the DIG is sometimes followed by a serial number; this may be allocated by the originator or by the COMMCEN, according to local arrangements.

INTERNAL DISTRIBUTION

36. Internal addressees are written in the 'INTERNAL DISTRIBUTION' box in the order defined in Chapter 2, Paragraph 16c.

37. When a SDL system (see Paragraph 33) exists at the formation or

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unit level, the internal distribution of outgoing messages will be made automatically according to the SDL corresponding to the DIG used. If the releasing officer decides that any additional internal distribution is necessary, he will enter details on the message form as 'ADDITIONAL TO SDL'.

38. The internal distribution of outgoing messages is the responsibility of the branch registry concerned.

FILE REFERENCE

39. The originator's file reference is inserted in the 'FILE NUMBER' or 'REFERENCE' box.

REFERENCE TO OTHER MESSAGES

40. When the text refers to another classified message (not a document or letter), the appropriate box at the foot of the form is ticked. On all other occasions, ie, when the text refers to an unclassified message or does not refer to any message, the 'does not refer....' box is ticked. A message should never be released unless only one of the 2 boxes is ticked.

PAGE NUMBER

41. The page number box is completed on all pages.

MULTI-PAGE MESSAGE

42. On the first page of a multi-page message, the page number box and all the items above the body of the text are completed. On the last page, the security classification box and all the items below the body of the text are completed. On all pages between the first and last, only the security classification and page number boxes are completed. If the message is classified, every page must be over-stamped top and bottom, front and back, with the security classification.

SEQUENCE OF TEXT

43. The text of a message consists of some or all of the following

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elements, listed in the order in which they are generally used:

- a. Special handling instructions eg, 'EXCLUSIVE' (see Paragraph 15).
- b. Privacy marking eg, 'STAFF IN CONFIDENCE' (see Paragraph 19).
- c. Code words or nicknames indicating that the message is connected with an operation or exercise eg, OP PYTHON DANCE.
- d. Reference to previous messages or documents.
- e. The body of the message.
- f. Any acknowledgement instructions.

REFERENCE

44. The text of a message often starts with reference to a previous message or other documents. The following methods of reference are used:

- a. **Reference to Messages.** References to previous messages consists of MY, YOUR or the correct abbreviations for a third party, followed by the originator's number (or the DIG if in use) and its DTG. Note that there is no 'of' between the originators number (or DIG). The following are examples:

(1) A message sent by the addressee at 1030Z on 22 Jul 16. YOUR MED 39 221030Z JUL 16. (This example illustrates the use of an originator's number).

(2) A message sent by a third party eg, HQ HAG at.... 2315Z on 30 Dec 16. HAG NBB 902 302315Z DEC 16.

(This example illustrates the use of a DIG).

- b. **Other Documents.** Reference to documents other than messages are made in a similar way; the file reference and full date must be quoted, as follows:

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(1) A letter, reference HAG /105/Admin 13 Apr 16, from the formation to which the drafter is sending a message is quoted as: HAG/105/ADMIN 13 APR 16.

(2) A letter reference 9BDE/278/Ops dated 2 Jul 16 to which the drafter is referring in a message to 9 Mech Div is quoted as: 9BDE/278/OPS 2 JUL 16.

c. **Multiple References.** A message may refer to 2 or more messages or documents as REF ALFA, REF BRAVO, etc. They are all listed at the start of the body of the text in the order in which they appear in the message, as follows: REF ALFA MY OPS 31 28145OZ JUL 16, REF BRAVO NAF/321/OPS 16 JUL 16.

d. **Use of Not to All.** 'Not to All' (NOTAL) is inserted immediately after a reference eg, MY INT 22 1532Z JUL 16 NOTAL when not all addressees in a multi-address message hold the reference.

e. **Use of Passed Separately.** 'Passed Separately' (PASEP) is used in the same manner as NOTAL to indicate that a reference signal is being separately sent to an addressee who did not originally receive it. This is applicable to the NN only.

TEXT

45. **Methods.** Two methods are used to compose the text of signal messages in the Nigerian Armed Forces. These are continuous text and indented text. Text of signal messages are ended by inserting 3 forward slashes eg, ///.

a. **Continuous Text.** The body of the message is written continuously without indentation of paragraphs. This is the method applicable in the NA and NAF. It is preferred for Joint Service Writing. An example is at Annex C.

b. **Indented Text.** Each paragraph of the body of a signal message, written in indented text starts on a new line. They are

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numbered with Arabic numerals in sequence and are followed by a full stop. This is the practice in the NN and allied forces which the Nigerian Armed Forces may serve with during multi-national military engagements. An example is at Annex D.

46. **General Rules.**

- a. The text must be unambiguous and concise with no unnecessary words.
- b. Commonly used conjunctions, prepositions and articles such as 'and', 'for', 'in', 'on', and 'the' are not used unless essential to the meaning.
- c. Formal phrases such as 'please inform me' should be omitted, and expressions such as 'it is requested that' shortened to 'request' or 'grateful'.

47. **Format.**

- a. The message text should normally be prepared in modified letter format as follows:
 - (1) Titles, headings and references are included only if essential.
 - (2) Single-line spacing is used throughout.
 - (3) Paragraphs start on a new line and are numbered with numerals and full stop, as in a letter. In the NA and NAF, the text of signal messages runs continuously without paragraphing.
- b. Sub-paragraphs start on a new line but are not indented and are lettered in sequence followed by a full stop; further subdivisions also start on a new line and the designating numbers or letters are in brackets but see Paragraph 46a(3).
- c. When the text is short, for instance, if it consists of one reference and 2 or 3 sentences, it may be written in block, for

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example:

YOUR OPS 12 012345Z SEP 16 APPROVED. PROCEED TO CUP CAMEL.

48. **Abbreviations.** Authorized abbreviations, without full stop or spacing between the letters, may be used but only if the originator is satisfied that their meaning will be readily understood by all addressees.

49. **Punctuation.**

a. Punctuation is not to be used unless necessary to the sense of the message. When it is essential to employ punctuation, the following abbreviations or symbols are to be used:

Serial	Punctuation	Abbreviation	Symbol
(a)	(b)	(c)	(d)
1.	Question mark	QUES	?
2.	Hyphen		-
3.	Colon	CLN	:
4.	Parenthesis open	PAREN	(
5.	Parenthesis close	UNPAREN)
6.	Period/full stop	PD	.
7.	Comma	CMM	,
8.	Forward/Backward slash		/\
9.	Semi colon	SM CLN	;

b. Symbols are used in preference to abbreviations.

c. In hand-written messages, full stops and commas are to be ringed to make them conspicuous, eg:

(1) Full stop ⊙

(2) Comma ⊙ ,

A full stop is not used at the end of the text.

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d. If punctuation marks other than those above are necessary, they are to be written out in full eg, QUOTE, UNQUOTE, and APOSTROPHE.

50. **Signs.** All signs are spelt out in words, eg:

a. ₦ - NAIRA.

b. ° - (Degrees) DEGREES.

c. % - PER CENT.

51. **Phonetic Alphabets.**

a. The internationally agreed phonetic alphabets are as follows:

ALFA	HOTEL	OSCAR	VICTOR
BRAVO	INDIA	PAPA	WHISKY
CHARLIE	JULIET	QUEBEC	XRAY
DELTA	KILO	ROMEO	YANKEY
ECHO	LIMA	SIERRA	ZULU
FOXTROT	MIKE	TANGO	
GOLF	NOVEMBER	UNIFORM	

b. Phonetic equivalents may be used to write letters that do not form a word. They are especially desirable when expressing lettered coordinates in operational orders or when ordering equipment by letter and number. Phonetic equivalents are not to be used for the following:

(1) In initials, eg 'AM OMKOIYI,' or 'ABAH MUSA OMKOIYI' not 'ALFA MIKE OMKOIYI'.

(2) When the actual word is better, eg '126 DEGREES WEST' rather than '126 DEGREES WHISKEY'.

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- (3) For originators number, DIGs (when introduced), and time zones in DTGs.
- (4) When the abbreviation is readily recognizable and authorized eg, 'NN', 'HQ'.
- (5) For sub-paragraph letters in indented signal text.
- (6) For the pronoun 'I' and article 'A'.

52. **Numbers.**

- a. Numbers are normally written in figures, but words may be used to avoid the chance of misinterpretation. Words should not be used for paragraph numbering.
- b. When written in words, numbers are expressed in digit by digit except that numbers from 10 to 20 are written as one word. Whole hundreds, thousands and millions are written in the form 'FIVE HUNDRED', etc.
- c. An expression containing a decimal point may be written either in the form 'TEN POINT FIVE' or in the form '10.5'. In handwritten messages, the decimal point is to be circled to make it conspicuous, eg, '10 \circ 5.
- d. Roman numerals should be avoided but if required, should be written as letters and be preceded by the word ROMAN, eg, ROMAN XXIV.
- e. In messages written by hand, the figure, '1' is to be written with a line underneath '1' and the figure '0' with a diagonal bar through it 'Ø' to avoid confusion with the letters 'l' and 'O'; eg, 1 and Ø.

53. **Fractions.**

- a. Fractions are written as Arabic digits divided by forward slash, eg, 1/2, 3/4.
- b. Fraction from the number by a single hyphen without

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spacing, eg, $1\frac{3}{4}$ as $1-\frac{3}{4}$ and $30\frac{1}{2}$ as $30-\frac{1}{2}$. Alternatively, fractions may be spelt out by writing $1\frac{1}{2}$ as 'ONE AND HALF'.

54. **Dimensions.** Dimensions are written as number followed by the linear unit and separated by the word 'BY' eg, $1\frac{1}{2}$ CM x $\frac{1}{2}$ CM as $1-\frac{1}{2}$ CM BY $\frac{1}{2}$ CM. Alternatively, they may be, spelt out eg, ONE AND HALF CENTIMETRES BY HALF CENTIMETRE.

55. **Date and Times.**

a. **Date.** A date in the text is expressed by 1 or 2 figures indicating the date followed by the first 3 letters or the name of the month; the year is included only if there may be doubt over the year concerned eg, 8 APR or 8 APR 16. A night is described by the 2 dates over which it extends eg, NI 29/30 SEP, NI 30 SEP/1 OCT.

b. **Time.** Time is expressed as 4 figures followed by a time-zone suffix. The time 2400 should be avoided unless it is necessary to indicate that particular instant; use 2359 or 0001 instead. The rules for the selection of the correct time-zone suffix in the text of a message are the same as those given in Paragraph 11 for DTGs but see Chapter 2, Paragraph 65 for the convention applicable to the NN.

c. **Date and Time Together.** The zone suffix may be omitted in messages containing several times and or DTGs when an all-embracing expression such as 'ALL TIMES ALFA' can be used unless there is any chance of confusion such as a time or DTG being mistaken for grid reference. The month and year may sometimes have to be given to avoid confusion eg, '26223Ø Z SEP 16'. Use of the month and year is mandatory in the DTG box of a message.

56. **Repetition.** A word may be repeated to prevent errors but not for emphasis. An example of legitimate repetitions is 'MIYA ZAKI' REPEAT 'MIYA ZAKI'.

57. **Tabulation.** In a tabulated message, headings should be

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arranged horizontally rather than vertically. To avoid confusion, a table may be prefaced by explanatory words eg, 'READ IN 4 COLUMNS'. When identical words or numbers appear on consecutive lines, they are repeated. 'DITTO' is never used. The word 'Tabulate' is not to be used as message instruction.

58. **Acknowledgement Instructions.**

a. An acknowledgement indicates that the message has been received and is understood; it should not be confused with a reply. If it is essential that a message be acknowledged, 'ACK', 'ALL ACK' or 'ACK IMM' is written at the end of the body of the text. The meaning of these terms are as follows:

(1) 'ACK' means action addressees are to acknowledge this message as soon as it is understood. Electronic silence, if imposed, is not to be broken and the acknowledgment must be sent by other secure means.

(2) 'ALL ACK' means that information, as well as action addressees are to acknowledge the message in the same way as (1) above.

(3) 'ACK IMM' means action addressees are to acknowledge this message as soon as it is understood, breaking electronic silence if necessary. Only operational commanders may use this instruction.

b. The text of an acknowledgement message, which is to be addressed only to the originator of the message requesting the acknowledgement, is to include the following:

(1) The word 'YOUR' or the title of the originator.

(2) The reference of the message being acknowledged.

(3) The word 'ACK'.

An example is: YOUR OPS 59 271439Z SEP 16 ACK.

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Annexes:

- A. Sample of Signal Message Form.
- B. Precedence Given to Signal Messages.
- C. Example of a Continuous Signal Text.
- D. Example of an Indented Signal Text.

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**ANNEX A TO
CHAPTER 4
DATED JAN 24**

SAMPLE OF A SIGNAL MESSAGE FORM

MESSAGE FORM

DRATER'S NAME IN
BLOCK LETTERS ⁽²⁸⁾

PRECEDENCE – ACTION ⁽⁸⁾	FROM: ⁽²⁵⁾	BRANCH ⁽²⁸⁾
PRECEDENCE – INFO	TO: ⁽²⁶⁻²⁷⁾	TELEPHONE NUMBER ⁸⁾
DATE TIME GROUP MONTH ⁽¹²⁾		RELEASING OFFICER'S SIGNATURE AND RANK ⁽²⁸⁾
MESSAGE INSTRUCTIONS ^(14) 15)		NAME IN BLOCK LETTERS
SECURITY CLASSIFICATION (messages referring to a classified message must be classified RESTRICTED or above) ^(16 - 17)	INFO:	DIG SERIAL NO (if used) ^(30 - 33)
		(ORIGINATOR'S NUMBER) ⁽²⁹⁾
TEXT: ^(43 – 58)		
INTERNAL DISTRIBUTION ^(36 – 38)		⁽³⁹⁾ FILE NUMBER OR REFERENCE
This message	Refers to a classified Message <input type="checkbox"/>	Page..... of ⁽⁴¹⁾Pages
	Does not refer to a classified Message (tick appropriate box) ⁽⁴⁰⁾ <input type="checkbox"/>	
Comm/Gen Serial No	Sender Receiver Op	System
		Time In/Out

Notes refers to relevant paragraph numbers.

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PRECEDENCE GIVEN TO SIGNAL MESSAGES

Serial	Precedence	Definition, Use and Examples	Authority Required for the Allocation of Precedence ⁽¹⁾		
			NA	NN	NAF
(a)	(b)	(c)	(d)	(e)	(f)
1.	FLASH	<p>FLASH precedence is reserved for initial enemy contact messages or operational combat messages of extreme urgency. Brevity is mandatory. Examples are:</p> <p>a. Initial enemy contact reports.</p> <p>b. Recall or diversion of friendly aircraft about to bomb targets unexpectedly occupied by friendly forces or messages initiating emergency action to prevent conflict between friendly forces.</p> <p>c. Warning of imminent large scale attack.</p> <p>d. Extremely urgent intelligence messages.</p>	<p>1. Members of the Army Council.</p> <p>2. GOCs.</p> <p>3. Commanders specially designated by 1 or 2 above.</p> <p>4. Commanders of operational units directly affected.</p>	<p>1. Members of the Navy Board.</p> <p>2. The Flag Officer Commanding may delegate officers to release messages for him and may issue instructions concerning the release of messages bearing certain degrees of precedence.</p> <p>3. Specimens of these officers' signatures are given to the COMMCEN and cryptographic office Before dispatch, a message is checked to ensure that it has been authorized by such officer.</p> <p>4. Certain messages such as manoeuvring and alarm messages may be authorized verbally.</p>	<p>1. Members of the Air Force Council.</p> <p>2. Commander of major formations.</p> <p>3. All officers in charge of HQ Nigerian Air Force Staff Branches.</p> <p>4. Commanders specially designated by 1 or 2 above.</p> <p>5. Authority may be delegated by those holding it to anyone whose duty it is to report enemy activity.</p>
2.	IMMEDIATE	<p>IMMEDIATE is the precedence reserved for very urgent messages relating to situations which gravely affect the security of national/allied forces. Examples are:</p>	<p>1. Commanders not below the rank of lieutenant colonel.</p>	<p>1. Commanding officers of shore establishments of the rank of commander and above.</p>	<p>Staff Officers not below the rank of wing commander, station commanders and commanding officers of unit operating independently.</p>

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(a)	(b)	(c)	(d)	(e)	(f)
		<p>a. Report of unusual major movements of military forces of foreign powers in time of peace or strained relations.</p> <p>b. Messages, which report enemy counter attacks or which request or cancel additional support.</p> <p>c. Attack orders to commit a force in reserve without delay.</p> <p>d. Messages concerning logistics support of special weapons when essential to sustain operations.</p> <p>e. Reports of wide-spread civil disturbance.</p> <p>f. Reports of warning of grave natural disaster (earthquake, flood, storm etc).</p> <p>g. Request for or directions concerning distress assistance.</p> <p>h. Urgent intelligence messages.</p> <p>i. Aircraft movement reports (eg messages relating to requests for news of aircraft in flight, flight plans and cancellation messages to prevent unnecessary search and rescue action).</p>	<p>2. Staff officers and heads of Services not below the rank of brigadier general.</p>	<p>2. Commanding officers of ships.</p> <p>3. Staff officers of the rank of commander and above.</p>	<p>Authority may be delegated to:</p> <p>a. Officers of operations rooms.</p> <p>b. Duty officers.</p>

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(a)	(b)	(c)	(d)	(e)	(f)
3.	PRIORITY	<p>PRIORITY is the precedence reserved for messages concerning the conduct of operations in progress and for other important and urgent matters when ROUTINE precedence will not suffice. Examples are:</p> <p>a. Situation reports on the position of a front where attack is impending or where fire and air support will soon be placed.</p> <p>b. Orders to aircraft formations or units to coincide with ground or naval operations.</p> <p>c. Messages concerning immediate movement of naval, air and ground forces.</p>	<p>1. Commanders of units and establishments</p> <p>2. All staff officers.</p> <p>3. Adjutants.</p>	<p>1. COs of shore establishments not below the rank of commander</p> <p>2. Captain's secretaries.</p>	<p>1. All officers of the staff of a command or group HQ.</p> <p>2. The CO of a station or unit and his deputy.</p> <p>3. On the authority of a CO of a station of unit, those officers whose duties necessitate the frequent release of PRIORITY messages. The CO is to ensure that the COMMCEN holds a list of such authorized officers.</p>
4.	ROUTINE	<p>ROUTINE is the precedence to be used for all types of messages which justify transmission by rapid means but are not of sufficient urgency and importance to require higher precedence. Examples are:</p> <p>a. Messages concerning peace-time military operations, plans and projects.</p> <p>b. Messages concerning stabilized tactical operations.</p> <p>c. Operational plans concerning projected operations</p>	<p>Any officer or warrant officer authorized to release messages.</p>	<p>Any officer authorized by the formation/establishment commander.</p>	<p>Any officer or warrant officer authorized to release messages.</p>

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(a)	(b)	(c)	(d)	(e)	(f)
		<p>d. Periodic or consolidated intelligence reports.</p> <p>e. Troop movement messages except when factors dictate the use of a higher precedence.</p> <p>f. Supply and equipment requisition and movement messages, except when time factors dictate the use of a higher precedence.</p> <p>g. Administrative, logistics and personnel matters.</p>			

Note:

1. A duty officer may use any precedence or security classification within the authority of the officer he is representing.

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EXAMPLE OF A CONTINUOUS SIGNAL TEXT

MESSAGE FORM

DRATER'S NAME IN
 BLOCK LETTERS
 UB GARBA

PRECEDENCE – ACTION PRIORITY	FROM: 103 STG	BRANCH TRG & OPS	
PRECEDENCE – INFO ROUTINE	TO: 407 ACTG	TELEPHONE NUMBER 61234345 EXT 227	
DATE TIME GROUP MONTH 270700Z APR 22		RELEASING OFFICER'S SIGNATURE AND RANK <i>Layelmenon</i> FG OFFR	
MESSAGE INSTRUCTIONS		NAME IN BLOCK LETTERS OO LAYELMENSON	
SECURITY CLASSIFICATION (messages referring to a classified message must be classified RESTRICTED or above) ^(16 - 17) RESTRICTED	INFO: HQ NAF	DIG SERIAL NO (if used) ^(30 - 33) 13 STG /2900 (ORIGINATOR'S NUMBER)	
	HQ TAC		
	HQ SOC		
	HQ MC		
	HQ ATC		
	HQ LC		
TEXT: EX CRACKER O REF MY OPO 3/94 251445Z AUG 22 O EX TIMINGS O			
ALFA O FIRST SORTIE O 020630Z SEP 22 O BRAVO O SECOND SORTIE O			
021825Z SEP 22 O EX ENDS 032230Z SEP 22 O DEBRIEF 041000 Z SEP 22 O			
ACK///			
INTERNAL DISTRIBUTION ADDL TO SDL: TOPS, LOG		FILE NUMBER OR REFERENCE 13STG/739/HQ	
Refers to a classified message (tick appropriate box)	<input checked="" type="checkbox"/>	Page.....1..... of1.....Pages	
Does not refer to a classified message	<input type="checkbox"/>		
Comm/Gen Serial No	Sender Receiver Op	System	Time In/Out

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**ANNEX D TO
CHAPTER 4
DATED JAN 24**

EXAMPLE OF AN INDENTED SIGNAL TEXT

MESSAGE FORM

NHQMSO
F SIG 206
Pads of 100s

SERIAL NO

LINE 1 _____					CHECK BOX	
LINE 2 _____					Routed by _____	
LINE 3 DE _____					Time _____	
LINE 4 _____					Perforated by _____	
					Time _____	
ROUTING INDICATOR	Precedence Action -P-	Precedence Info Routine	Date Time Group Month 131200SEP 22		FOR SINGLE TRANSMISSION Transmitted to _____ Channel No/System _____	
	FROM: FC WEST			Time _____		
	TO: SIRI			Operator _____		
	INFO: NHQ FOC WEST FOC EAST YOLA DOLPHIN MIRA			MESSAGE INSTRUCTION SECURITY CLASSIFICATION (Messages referring to a classified message must be classified RESTRICTED or above) RESTRICTED		
GR					DIG SERIAL NO (If Used)	
// VISIT OF GERMAN WARSHIP ◊						
1◊ Ø3 GERMAN CORVETTES AND Ø1 SUBMARINE ARRIVING LAG ON 5 DAYS VISIT ◊						
2◊ ETA LAG FWB 151Ø3Ø SEP ◊						
3◊ TAKE YOLA AND DOLPHIN MIRA UNDER COMMAND AND ESCORT VISITING SHIPS TO HARBOUR ◊ ACK ◊ //						
INTERNAL DISTRIBUTION						
					FILE OR NUMBER REFERENCE HWF 07/08/	
					DRAFTER'S NAME IN BLOCK MM DABA	
Page 1 of 1 Page	Refers to a classified message <input type="checkbox"/>			TELEPHONE NUMBER 7188546		BRANCH OPS
	Does not refer to a classified message <input checked="" type="checkbox"/>			RELEASING OFFICER'S SIGNATURE <i>Adekeya</i>		RANK CAPT
FOR OPR'S USE	R	FILLING TIME/TOR	SYSTEM	OPERATOR	FINAL CHECK OPERATOR	NAME IN BLOCK LETTERS TF ADEKOYA

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CHAPTER 5

FILING SYSTEMS AND SECURITY OF DOCUMENTS

INTRODUCTION

1. Many documents are produced in the course of staff duties in the normal functioning of units and other establishments. It is essential that these documents are stored properly so that accurate records of transactions are maintained. They should also be easily accessible for retrieval when required. Files are used to store documents. Similarly, files are maintained on the basis of the filing system adopted by the organisation. MOD and the 3 Services have different filing systems which are based on similar principles.

2. The first task is to decide what to retain and what to throw away. Since officers are posted every 2 years or so, we rely heavily on documents to give us continuity. Again, because of financial control, many papers have to be retained in case they are needed to answer audit queries or other observations. There can be no comprehensive set of rules to govern what to keep and what not to keep; human nature being what it is, we tend to keep rather than discard in order to be on the safe side. Consequently, the Armed Forces must have a sound filing system which must be used properly. There must also be a system for periodically reviewing the accumulated files and papers so that material which has no future use can be discarded.

3. This chapter covers the rules for the classification, handling, storage and transmission of documents. A document is any form of recorded information. The aim of document security is to protect the information contained in the documents. It follows therefore that files and filing systems are subject to the rules and regulations of document security which are meant to safeguard recorded classified information.

SECTION 1 – FILES

USE OF FILES

4. A file stores and presents the whole history of one aspect of a

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subject under one cover, in chronological order, in a manner that permits easy reference and preserves the correspondence from loss or damage.

IDENTIFICATION OF FILES

5. Files are identified by numbers and titles. File numbers and titles are allocated by the registry from a filing index. The index is controlled by the HQ of each Service. It is essential that the file title describes the subject clearly and that the title is not too narrow, or else it may exclude everything but the first enclosure. If it is considered necessary to alter a file title, the officer concerned should obtain an additional number from the registry.

6. Each Service has its own file numbering system. The systems for the NA, NN and NAF are at Annexes A, B and C.

OPENING OF FILES

7. Only the registry may open a new file; in this way, duplication is prevented and records are kept up to date. If an officer asks the registry staff to open a file which they consider unnecessary, they will say which existing files may be suitable. Nevertheless, the final decision on the need for a new file remains that of the appropriate staff officer.

CONTENT AND SIZE OF FILES

8. File contents must relate directly to the subject of the file. If a separate theme develops, a new file should be opened by transferring the appropriate papers and copies of the relevant minutes.

9. Files should not be allowed to become too bulky or unwieldy. The registry should open a new volume when the original cover has about 100 enclosures. Later volumes have the same number and title with the addition of Volume 2, Volume 3, etc, in the space on the cover. The volume number may be included in the file reference quoted on a document written on the file.

COLOUR CODES FOR FILE COVERS

10. The colour of a file cover could denote the security classification of

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its content. The following colour codes are used by the Nigerian Armed Forces:

- a. **Top Secret.** Red.
- b. **Secret.** Dark Red or Pink.
- c. **Confidential.** Grey or Green.
- d. **Restricted or Unclassified.** Buff, beige or any other colour other than those stated in a-c.

11. The security classification is printed in black on the outer sheet of the back and front covers. The classification can still be stamped on the file in the appropriate colour, namely, Red for Top Secret and Secret, Blue for Confidential and Black for Restricted and Unclassified

12. Where it is not possible to get the right colour of file cover with the security classification overprinted, the following alternative marking system is adopted:

- a. **Top Secret.** Two crossing diagonal red lines drawn edge to edge.
- b. **Secret.** One diagonal red line from top left to bottom right.
- c. **Confidential.** One diagonal blue line from top left to bottom right.

ENCLOSURES IN FILES

13. If at a later date, a paper has to be filed between 2 existing enclosures, it is given the number of the earlier of the 2 enclosures followed by the small Roman number 'i' (in bracket). For instance, if it is filed between Enclosures 6 and 7, it will become Enclosure 6(i).

USE OF MINUTE SHEET

14. Minutes on a file are the means of conveying instructions, passing opinions and recording conversations and occurrences. Minute sheets provide a valuable record of action and so partially overcome a handicap

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facing Service staff, eg, lack of continuity. A minute which merely records a conversation or occurrence, and requires no immediate circulation, is known as a 'Note of Action'. Other minutes are addressed to individuals by appointment and not by name. All minutes are signed and dated. The signature block contains the name (in block capitals), the rank and the appointment of the signatory.

15. The file reference is recorded at the top right of the first side of each minute sheet. The sheets are stamped at the top and bottom of each side with the security grading of the highest classified minute on either side of the sheet. After each minute is written, the signatory is to assess the security grading of its contents and mark the minute with the classification by adding (U), (R), (C), (S) or (TS) after the number. The letters are the abbreviations for unclassified, restricted, confidential, secret and top secret respectively. He is then to check that the file does not have to be upgraded as a result of the classification of the minute. Provided the minute sheet remains on the file, it is judged to be protected by the classification of the parent file and no further indication of grading need be annotated on it.

16. There are 2 ways of addressing a minute to more than one person; examples are as follows:

a. If the minute is written to 2 or more persons equally, it would be addressed in the following manner:

SO1 Ops SO1 Log SO1 Admin

b. If the minute is addressed to one person, but it is intended that another person should have the opportunity to see it and comment, it would be addressed as follows:

CDS

Thro' CDA

Note that addressees are not underlined.

17. Minutes, including notes of action, are numbered above the text.

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Normally, minute numbers bear no relation to enclosure numbers. On important policy files however, it is permissible to make an entry on the minute sheet, summarizing the contents of each enclosure. On 'Top Secret' and 'Secret' files, 'TOP SECRET' and SECRET' enclosures are recorded on the minute sheet, quoting date, reference number and originator.

18. When a minute has been actioned, it should be cleared by striking through the appointment or branch on the minute sheet, initialling it and dating it. It is also customary to add a clearing note, such as: 'Done', 'CO informed', or 'No further action required' above the initials. Anything more substantial should be written as a note of action in the normal way.

LOOSE MINUTES

19. In order to save time, loose minutes may be used to pass information internally without circulating the file. All addressees of a loose minute receive individual copies and one is also placed as an enclosure in the file. A loose minute is not to be used when addressees will need to refer to other file enclosures of which they do not hold copies. When there is only one addressee, use a minute in the file in preference to a loose minute whenever possible.

TRANSFER OF ENCLOSURES AND MINUTES

20. If it becomes necessary to transfer the contents of one file to another, the empty file cover should be returned to the registry with a new minute sheet inserted, together with a note giving the number and title of the file to which the contents have been transferred. Notes of action on the new minute sheet of the empty file cover and on the minute sheet of the receiving file should indicate the action taken.

21. If one or more enclosures have to be transferred from one file to another, each must be replaced by a sheet of paper bearing the original enclosure number and a note giving details of the originator's reference, date and disposal of the document. If minute sheets are transferred, the action taken is to be noted on the minute sheets of both files.

COPYING OF ENCLOSURES AND MINUTES

22. It is sometimes necessary to make a copy of an enclosure or minute for inclusion in another file. If the enclosure or minute is classified, care must be taken to ensure that the copy bears the same security grading as the original. The copy should be endorsed and cross-referred to the original. Remember also, that only lieutenant colonels and above (and the equivalent ranks in the NN and NAF) may authorize the copying of 'TOP SECRET' material.

CROSS-REFERENCE OF FILES AND ENCLOSURES

23. The registry staffs cross-refer documents as they file them. When the document referred to is on the same file, they merely write in its enclosure number; if it is on another file, they add the file reference as well. If the reader needs to refer to earlier files on similar subjects, the registry staff will list them under 'Former papers' on the inside front cover of the file; at the same time they will add a reference to the later file on the earlier files 'Subsequent papers' blocks.

INDEX OF REGISTERED FILES

24. An index form is maintained by the registry for each current file. When a file is sent to an officer, the registry notes the appointment and the date (called the 'charging') on the file's form in the index. When it is returned, the entry is cancelled. The index is systematically reviewed and files that have been too long out of the registry are recalled.

TRANSIT OF FILES

25. A file normally travels from one branch to another via the registry, so that the files may be traced at any time by reference to the index. If a file is sent directly from one branch to another from one person to another, it is necessary to fill in a file transit slip and send it to the registry so that the index can be altered.

26. To refer a file to another branch or individual, a charging is made on the front of the file by writing the branch or individual's appointment, the date and the enclosure or minute number. This is shown in the

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following example:

Referred to	Date	Min or Encl
SO2 G3	4 Oct 22	E1

After the recipient has dealt with E1, he should draw a line in ink right through the charging and put the file in the out-tray for return to the registry. If another person has to see the file, it should be charged to him in the same way. If both SO1 G3 and SO2 G7 need to see the enclosure, it should be charged to each of them but only the first charging would be dated as shown in the following example:

Referred to	Date	Min or Encl
SO2 G3	4 Oct 22	E1
SO1 G3	5 Oct 22	E1
SO2 G7		E1

After SO1 G3 has seen the enclosure, provided he has no comments to make, he will amend the charging thus:

Referred to	Date	Min or Encl
SO2 G3	4 Oct 22	E1
SO1 G3	5 Oct 22	E1
SO2 G7	6 Oct 22	E1

On the other hand, if he wishes to comment to SO2 G7 on the enclosure, he will write a minute. The charging on the file cover will then read:

Referred to	Date	Min or Encl
SO2 G3	4 Oct 22	E1

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SO2 G3	5 Oct 22	M1
SO2 G7	6 Oct 22	E1
SO2 G7	6 Oct 22	M1

When SO2 G7 has actioned the enclosure (and minute if any), he crosses through one or both charging to himself. When dealing with an enclosure on a file, the enclosure should be initialled and dated before clearing the charging.

BRING FORWARD SYSTEM

27. A file must not be kept out of the registry solely because it may be necessary to deal with it at some future date. Instead, it should be sent back to the registry for return on the day it is needed. To arrange this, it is necessary to write on the file cover in red ink the instruction to 'BF' (bring forward) the file to you or to your branch on that date, as shown below:

Referred to	Date	Min or Encl
BF SO2 G7	13 Oct 22	M1

The registry staff notes this in the BF register, initialling the charging to show that it has been done. On the date stipulated, they will issue the file. If by that time further charging have been entered, the registry staff will strike through the original BF entry and re-write it, in red, as the last charging, as shown:

Referred to	Date	Min or Encl
BF SO2 G3	13 Oct 22	
SO1 G7	11 Oct 22	
SO2 G7	13 Oct 22	E1

28. If a file is not in the registry when needed, the registry staff will be

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able to say where it is. It is then the user's responsibility to obtain the file or to tell the registry to bring it forward at a later date. When clearing the BF entry, the charging should be struck through in the normal way.

29. The BF system, if used properly, is a useful administrative device and could be helpful as a:

- a. Reminder to send in routine returns.
- b. Means of checking that others have replied to letters.
- c. Reminder to do a specific task by a given date.

CLOSING OF FILES

30. Any file or previous volume of a current file, on which no further action is required, is closed and 'put away'. To do this, an officer of the branch concerned with the subject matter of the file completes a file disposal form and places it in the file as the top enclosure (without an enclosure number). Completion of this form tells the registry to take one of the courses of action shown on the form.

31. When the form is completed, the file is sent to the registry. It is the officer's responsibility however, to ensure that every enclosure has been fully actioned. It is therefore better to BF for later review, a file on which action is apparently completed, rather than to close it immediately.

32. When a closed file is returned to the registry, the registry staff deals with it according to the instructions on the file disposal form. This procedure makes boards of survey for the disposal of files unnecessary. To keep the number of current files to a minimum, branches should review their files frequently and put away those no longer required.

SECTION 2 – SECURITY OF DOCUMENTS

33. Document security is the collective term which describes protective measures designed to ensure that classified information in documentary form is correctly safeguarded always. Documents include notes, letters, maps, charts, drawings, carbons, typing ribbons, films, photographs, slides, vuoils, recording tapes, printing plates and so on.

THE 'NEED TO KNOW' PRINCIPLE

34. A fundamental principle of security is that knowledge or possession of classified material of any grade should be limited to those who are both authorized to receive it and need to know it in order to carry out their duties. Rank and appointment do not of themselves entitle anyone to knowledge or possession of classified information. In particular, material graded TOP SECRET may be made known only to those who are specifically authorized to receive it.

35. The security of documents is often endangered by such practices as:

- a. Including unnecessary items of classified information in papers, or in files, for wide circulation.
- b. Issuing documents in accordance with SDL, regardless of the 'need to know' principle.
- c. Failing to review SDL from time to time as circumstances change.
- d. Giving minutes too wide a distribution in order to keep colleagues 'in the picture'.
- e. Inadequately controlling registries and libraries.

THE 'NEED TO HOLD' PRINCIPLE

36. Classified materials should not be retained by an individual officer after it has ceased to be necessary for the efficient discharge of the officer's duties. The material should be reviewed at regular intervals; documents required for record purposes should be filed and the rest destroyed immediately or returned to the originator for disposal.

SECURITY DURING PRODUCTION AND REPRODUCTION

37. **Responsibility**. The originator of a classified document, or the authority responsible for its preparation, must safeguard it during production or reproduction. In the case of documents graded confidential

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or above, the originator decides how many copies are needed and only that number is produced. Only authorized personnel may be employed to produce and reproduce classified documents.

38. **Special Provisions for Top Secret Material.** Whenever the typing or production of top-secret materials is begun, the completed work should, if possible, be delivered to the originator before cease-work. If this is impossible, short-hand notes, drafts, carbons, and incomplete typescript should be returned to the originator for safe custody (unless approved facilities for the custody of top secret material are available). Completed top secret documents, together with any subsidiary material (eg, spoiled copies, carbons, drafts, and shorthand notes), should be delivered to the originator for distribution or destruction. The originator is personally responsible for burning or destroying, in an approved shredding machine, all subsidiary material and for ensuring its complete destruction. The same applies to the deleting of all classified works when using a computer.

39. **Security of Typing and Duplicating Offices.** Commanding officers should pay particular attention to those offices where typing, word processing, duplicating, or copying is done, emphasizing the need for:

- a. Regular and frequent inspections by security officers and supervisory staff.
- b. Briefing on staff precautions to prevent extra copies being produced either inadvertently, or for unauthorized purposes.
- c. Introduction of passwords where computer is used to prevent unauthorized access to files in the computer.
- d. Recording transit when production involves a series of processes in different offices.

40. **Security of Equipment and Subsidiary Materials.**

a. **Computer and Accessories.**

- (1) **Computer.** A computer is a programmable machine

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designed to sequentially and automatically carry out a sequence of arithmetic or logical operations. The particular sequence of operations can be changed readily, allowing the computer to solve more than one kind of problem. Conventionally, a computer consists of some form of memory for data storage and a sequencing and control element that can change the order of operations based on the information that is stored. Peripheral devices allow information to be entered from an external source and allow the results of operations to be transferred into a paper and printed out. A computer's processing unit executes series of instructions that make it read, manipulate and then store data. It must be noted that all aspects of security of documents and materials must be under strict supervision. The use of passwords as security measures for the classified documents and computer accessories are of vital importance. All produced works follow the same process of filing and documentation.

(2) **Accessories**. Information on accessories such as diskettes, data files, flash drives, memory cards, external disk should be secured to avoid unauthorized access.

b. **Tape Recorders and Dictating Machines**.

(1) Tape recorders and dictating machines can easily be modified to operate as radio transmitters; the following safeguards are employed:

(a) Unauthorized persons are not allowed access to speech-recording equipment.

(b) When not in use, apparatus is disconnected from the mains; during out of duty hours, it is stored under secure conditions.

(c) Their use in rooms where highly classified conversations regularly take place is restricted as far

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as possible.

(d) When in use, machines are kept as far away from telephone as possible and, in any case, at a minimum distance of one metre.

(e) Machines are not normally used near communications security equipment (eg, cipher machines and teleprinters) but where they have to be and there is a possibility that compromised messages (either electrical or acoustic) have been recorded, the tape is given the same classification as the traffic being passed and is not downgraded until the tape is destroyed.

(f) At any overseas location where there is considered to be a threat of eavesdropping, machines are not to be used in:

- i. Rooms in which classified information are discussed.
- ii. Rooms with partitioned walls, ceilings or floors.
- iii. Cut-side rooms near other buildings which might be used for the installation of intercept equipment.

(2) All classified material should be erased from tape as soon as possible but because erasure will seldom be complete, tapes are treated as follows:

(a) Once classified material has been recorded, the tape thereafter retains the grading of the highest classified information ever put on it until it is finally disposed of.

(b) The highest grading on the tape is shown on

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its spool, and the grading of each item is clearly stated at the beginning and end of each recording.

(c) When no longer required, tapes are cut into small pieces and then disposed of as classified waste.

c. **Photocopier**. There are special risks in copying classified material by some modern processes. For example, Thermofax copiers can acquire information from other documents by contact and may themselves off-set onto plastic materials. The verifax image can be transferred to a paper placed in contact with a damp print. Careful handling is therefore necessary to prevent copies being made accidentally. The issue and custody of photocopying paper should be strictly controlled so that only those persons detailed to carry out official copy orders have access to it. After working hours, the paper should be locked up. Any spoilt reproduction material should be disposed of as classified waste. Photocopier should be used under strict supervision; outside normal duty hour they should be immobilized.

d. **Typewriter Ribbons**. Impressions on a typewriter ribbon are sometimes legible until over-typed several times. Although elaborate precautions are unnecessary, the following points should be noted:

(1) A ribbon used for classified work is given appropriate security protection until it has been through the machine at least 3 times in total.

(2) Ribbons are removed whenever a machine is sent for repair or taken outside the unit.

(3) Certain typewriter ribbons can be used only once; these ribbons are safeguarded according to the classification of the material typed on them.

e. **Carbon Papers**. When top secret material has been typed,

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the carbons, together with any incidental matter, are handed to the originator, who is responsible for their destruction or disposal as top secret waste. All other carbons used for classified material are kept in secure containers outside normal duty hours and destroyed as classified waste when they become unserviceable.

f. **Shorthand Notebooks.** Shorthand notebooks used for classified information are given the classification of their most highly classified item and protected accordingly. Separate books are used for top secret materials; when a transcript is complete, the notes are removed from the book and given to the originator for immediate destruction.

g. **Subsidiary Materials.** In general, all materials used in producing classified documents, eg, stencils, plates, trial copies, computer, flash drives, diskettes and negatives are treated as classified matter.

CONTROL OF SPARE COPIES OF CLASSIFIED DOCUMENTS

41. Spare copies of classified documents, letters and minutes require the same protection as the originals, and the following procedures should be observed:

- a. Spare copies of all classified documents are kept to the minimum; they are reviewed regularly for destruction.
- b. Spares are not held loose but kept in folders or containers each marked with the appropriate security grading and showing the number and types of documents enclosed.
- c. Records are kept of spares issued or destroyed.
- d. Circulation copies of classified materials are destroyed as soon as circulation is complete.
- e. Normally, spare copies of top secret documents are not made. If spare copies are produced, they are copy-numbered and kept separate from other spares under the appropriate security

safeguards.

TRANSMISSION OF CLASSIFIED DOCUMENTS

42. Instructions on the packaging, dispatch, transmission and receipt of classified documents are given in the appropriate Service manuals of security. These procedures are controlled by the appropriate registries, and classified mail is normally transmitted through these registries. Classified documents may be passed by hand direct to personnel entitled to know their contents (eg, the officer dealing with the documents, or a clerk with the appropriate security clearance). When documents are being passed, they are carried under cover to prevent unauthorized persons from seeing them. The carriage of classified documents by hand outside a unit or formation is subject to detailed control, the regulations for which are beyond the scope of this chapter.

EXTRACTS AND COPIES

43. Extracts from, or copies of, top secret and secret documents are made only on the authority of a responsible officer who is himself entitled to originate such documents; extracts and copies are kept to the minimum and copies are copy-numbered in accordance with the rules governing such material. Extracts or copies of documents graded confidential and below may be made for official purpose by an officer entitled to handle such documents; copies bear the security grading of the original, but extracts are treated as separate documents and graded according to content.

NATIONAL CAVEAT MARKINGS

44. Contingencies might warrant that certain documents or instructions be seen only by Nigerian troops or certain other nationals. Such documents would be appropriately marked, for example "Nigerians only" or "AU EYES only". This may be useful in multi-national operations.

RE-GRADING OF DOCUMENTS

45. **Single Service**. Just as the initial grading of a document is the responsibility of the originator, so is the decision to re-grade. The holder

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of a document may, however, ask its originator for authority to re-grade it. If the re-grading cannot be referred to the originator, the following procedures are to be adopted:

a. A document with a single addressee may be re-graded by an officer of a formation at least as high as that of the originator. However, the officer's rank and appointment must entitle him to originate a similar document in both the existing and the proposed new grade.

b. Where a document has a wide circulation, it may be regraded with the approval of the formation next above that of the originator. Equally, the appropriate Service headquarters could approve regrading when necessary.

46. **Documents Originated by Another Service.** Document originated by a Service other than that of the recipient may not be downgraded without the approval of the originator which should be obtained through normal channels.

47. **Intelligence and Communication Security Material.** Intelligence material may be downgraded only with the agreement of the originator, or, if this cannot be obtained, by reference to the appropriate Service headquarters. Cryptographic material may not be downgraded without reference to single Service headquarters.

48. **Files.** Authority for regrading of files is vested in Service headquarters and any suggestions for regrading must be submitted to those headquarters through normal channels.

49. **Annotation of New Grading.** When a document is re-graded, the new grading is marked on the document and the old grading deleted in ink. The amendment is signed and dated by the officer authorizing the regrading, and any documentary authority for re-grading is noted above the signature.

50. **Notification of Re-grading.** When a document is re-graded, all recipients and holders are informed immediately.

CLASSIFICATION OF REPRODUCTIONS

51. The method of showing security markings on ordinary Service documents was explained in Section 1; reproductions are treated as follows:

- a. **Drawings and Tracings**. Classified drawings and tracings bear their gradings at the centre top and bottom so that they can be reproduced on all copies. In addition, the security grading is stamped, preferable in red, on both sides of all reproductions.
- b. **Photographic Negatives and Prints**. Whenever practicable, a classified negative bears its security grading in such a position that it will be reproduced on all copies. Negatives in roll form bear the classification at the beginning and end of each roll, according to the highest graded negative in the roll. These and any classified negatives which grading cannot be individually applied, are kept in approved containers bearing their grading.
- c. **Maps**. Classified maps produced within, or to the order of the Service bear the appropriate security grading, normally under the scale and at the top centre. Small maps enclosed with other documents have the grading stamped on their reverse side.
- d. **Photocopies**. Photocopies of ordinary documents that have already been correctly graded and stamped need no further safeguards, provided that the classification is shown clearly on the copy. However, the blank reverse sides are to be stamped.

DISPOSAL PROCEDURES

52. When disposing of classified material, officers should follow the detailed instructions given in the appropriate manuals and security regulations.

53. **Freedom of Information Act**. The Freedom of Information (FOI) Act passed into law by the National Assembly, promotes an open culture

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across the public sector, and affects everybody. All information produced by the services, unless it is classified as exempt from the provisions of the Act, could be released to the public on request. This means that the services and individuals may be held accountable for what they write. Therefore, it is advisable not to write anything which will not be defended in public if it became necessary.

CONCLUSION

54. The flow of documents is essential to the functioning of the various elements of the Armed Forces. It is essential that those documents are handled and stored correctly at all stages. They should be properly preserved for record purpose and be easily accessible for retrieval. On the other hand, the information they contain need to be properly safeguarded. These considerations form the basis for filing systems and document security within the Armed Forces.

55. Each Service has its own system and sets of regulations for filing system and document security. There are some procedures which are common to all filing systems as outlined in this chapter. At the joint level the practices of the Services have been incorporated with other measures to ensure harmony and efficiency. Reference should be made to appropriate manuals in respect of each Service or headquarters, for a detailed understanding of the procedures and practices. Care should be taken to avoid writing what one cannot defend in public domain.

Annexes:

- A. NA Filing Systems.
- B. Naval Pack List.
- C. NAF File Numbering System.

NA FILING SYSTEMS

1. Filing systems have been largely standardized in the NA. The filing system adopted by a unit or headquarters varies with the size of the office. Obviously, a more elaborate system is required in a large headquarters than in an ordinary sub-unit office. There are 4 basic systems which can be used either singly or combined:

- a. The Block System.
- b. The GAQ System.
- c. The Alphabetical System.
- d. The Continental General Staff System (CGSS).

THE BLOCK SYSTEM

2. The Block System is used at unit level and below. It is simple to operate, capable of expansion and all aspects of the main subject can be kept together in a 'book' in the filing cabinet. The system is built up as follows:

- a. A number of subjects which the office will deal with, known as 'Main Headings' are listed temporarily on a piece of paper. Each main heading is given a number eg:

(1)	Promotions	-	1.
(2)	Discipline	-	2.
(3)	Returns	-	3.
(4)	Medical	-	4.
(5)	Training	-	5.

- b. Each of these main headings can now be broken down into a number of subsidiary headings. For example, letters may be

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received from AHQ dealing with promotion of officers and from HQ RO regarding promotion of soldiers (tradesmen and non-tradesmen). It is obviously more convenient to have separate files for each aspect of promotion than to have all the letters on one file. File covers are therefore prepared as follows:

- (1) 1/1 Promotion – Officers.
- (2) 1/2 Promotion – Tradesmen.
- (3) 1/3 Promotion – Non-Tradesmen.

c. Care should be taken in selecting file titles. The golden rule is 'one subject one file'. Too vague a title will cause difficulties in trying to trace correspondence at a later date; too precise a title will mean that the title refers only to the first letter on the file. Avoid at all cost such titles as 'Miscellaneous', 'General', etc.

d. A permanent file list can now be prepared and this is normally contained in typewritten sheets. To avoid constant re-typing of file lists, sufficient space should be left between each main heading or 'block' in order that new files can be recorded when opened.

3. Where an office has a large number of files, it is advisable to have an index of files in addition to the list. This enables the title and number of a file to be found quickly. An indexed book is suitable for this purpose. Alternatively, the index may be kept on typewritten sheets. Similar methods of listing and indexing can be used for other filing systems.

4. In many offices it is desirable to have a policy file for each main subject, especially when sub files are constantly in use and a policy letter deals with more than one aspect of a subject. In the Block System, the title and numbering could appear thus:

- a. 5/1 Training – Policy.
- b. 5/2 Training – Ranges.
- c. 5/3 Training – Drivers.

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5. An added advantage of a policy file is that important directives from higher authority do not become hidden among routine correspondence.
6. Most units use the 'GAQ System' instead of the Block System.

THE GAQ SYSTEM

7. The GAQ System allows files to be grouped according to G, A, or Q subjects. They are numbered from one upwards in each group, preceded by the formation designation, as shown in the following examples:

- a. 1 DIV/1/G – Training.
 - b. 1 DIV/14/G – Annual Range Classification.
 - c. 1 DIV/12/A – Discipline.
 - d. 1 DIV/15/A – Discharges.
 - e. 1 DIV/21/Q – Rations.
 - f. 1 DIV/22/Q – Transport.
8. This system is often used in conjunction with the block, eg:
- a. 1 DIV/1/2/G – Training – Ammunition.
 - b. 1 DIV/7/1/A – Leave – Policy.
 - c. 1 DIV/9/7/Q – Accommodation – Repairs.

THE ALPHABETICAL SYSTEM

9. The alphabetical system, as its name implies, is based on filing by subject or name as opposed to the more common numerical system. Its use is largely confined to the individual 'case' files eg, personal documents, medical record etc. Traffic accidents, compassionate cases, court-martials, etc, are subjects which, when related to a particular individual, are also sometimes filed alphabetically, rather than numerically.

THE CGSS

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10. With the adoption of the CGSS, the 9 functional cells with their specific identification numbers allow for easy grouping of files at the Brigade or Divisional levels. The files could easily adopt the specific identification numbers as follows:

- a. Administration -G1.
- b. Intelligence -G2.
- c. Operations -G3.
- d. Logistics -G4.
- e. Future Plans -G5.
- f. Communications and Information System -G6.
- g. Training and Exercises -G7.
- h. Finance and Budget -G8.
- i. Civil/Military Cooperation/Political/Legal adviser -G9.

Each main heading can be broken down into a number of subsidiary headings. Eg: Promotion Officers: 1 Div/A/Prom/Offrs 24, Promotion Soldiers: 1 Div/A/Prom /Sldrs 25, etc.

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'Unauthorised Disclosure, Transmission, Production or Retention of Information on this Sheet Violates the Official Secrets Act CAP 03 Law of the Federation of Nigeria 2004'.

NAVAL PACK LIST

1. Various filing systems are in use in the NN. Attempts are underway to standardize them. The main system is based on the naval pack system of the Royal Navy.
2. The Naval Pack List provides a list of subjects estimated to cover likely requirements in ships and establishments. These are grouped into 8 sections. Each section is sub-divided into subjects. Each subject is allocated a 3-figure number within the pack.
3. The main pack headings as contained in the Naval Secretarial Handbook are shown in Appendix 1.

Appendix:

1. Main Pack Headings.

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APPENDIX 1 TO
ANNEX B TO
CHAPTER 5
DATED JAN 24

A-Sections

NUMBERS **MAIN PACK HEADINGS**

100-199	Defence Policy and Planning Intelligence; Security
200-299	Operation
300-399	Operational Training
400-499	Engineering, Construction and Equipment, Maintenance and Refits; Works
500-599	Organisation and Administration
600-699	Supplies, Transport and Movements; Finance and Accounts
700-799	Personnel
800-899	Personnel Training

B-Subjects

SECTION 100: DEFENCE POLICY AND PLANNING,
INTELLIGENCE, SECURITY

100	Defence plans
110	Naval plans
120	General planning and policy, including international and defence agreements
130	Administrative planning
140	Directives: terms of reference
150	Research and development: science
160	Intelligence
160	Policy and general
165	Procurement
170	Promulgation
180	Security
180	Policy
185	Personnel
190	Documentary
195	Physical

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SECTION 200: OPERATIONS

200	Naval operations and trade-policy and general
205	Naval tactics and weapons-policy and general
210	Operational analysis and research
211	Tactical studies and investigations
215	Codewords and nicknames
220	Trials
225	Programmes and visits
226	Reports and proceedings
230	Exercise
230	Policy general
231	Particular exercises
232	Practice area/firing ranges/targets
235	Communications
240	Naval Air
240	General
241	Air tactics and procedure
242	Air Organisation
243	Air traffic control
244	Flight safety and accidents
250	Particular operational matters
250	General
251	NBCD
252	Nuclear submarines, including safety, accident
253	Submarines
254	Aviation
255	Fishery protection
256	Joint and amphibious warfare
257	Hovercraft
258	Mine countermeasures/mine warfare diving
259	Collision and groundings; salvage
260	Bomb and mine disposal
261	Submiss/Subsunk/Smashex
262	TAS
263	SAR
264	Navigation
265	Polaris
266	Hydrography and oceanography
267	Meteorology
268	Photography/reconnaissance

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269	Air defence
270	Surface warfare and gunnery
271	AIO tactical control
290	Strike Command NAF
290	General
291	Strike
292	Fighter
293	Maritime

SECTION 300: OPERATIONAL TRAINING

300	Sea training and workup
305	Seamanship
310	ND
315	Gunnery/GW
320	Anti-submarine
325	Mine countermeasures/mine warfare/diving
330	Submarine
340	Aviation
360	Joint and amphibious warfare

SECTION 400: ENGINEERING, CONSTRUCTION AND EQUIPMENT, MAINTENANCE AND REFIT WORKS

400	New construction
400	Policy and general
401	Individual
405	Refits, maintenance and repair
405	Policy and general
406	Refits, repairs, modernization, conversion
407	As and As
408	Defects, maintenance schedules, maintenance support
410	Engineering
410	Policy and general
411	Nuclear
412	Marine
413	Electrical
414	Aircraft
415	Hull
420	Dockyard services

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430	Equipment
430	Policy and general
431	Amphibious warfare
432	Diving
433	Gunnery
434	Guided weapons
435	Navigational
436	Photographic
437	Radar
438	Radio, communications, EW
439	TAS
440	Training, TEPs, etc.
441	Miscellaneous
442	Trials
443	Computers, automation
444	Operations rooms; AIO equipment.
450	Aircraft equipment
450	Policy and general; CA release
451	Airframe
452	Engine
453	Avionics
454	Embodiment loan
455	Maintenance and maintenance equipment
456	Ground and test equipment
457	Safety equipment
460	Weapons
460	Policy and general
461	Aircraft
462	Surface (gun systems)
463	Surface (missile systems)
464	Underwater
465	Polaris
466	Nuclear
470	Fires and firefighting
480	Works and machinery
480	Policy and general
481	Major
482	Minor
483	Functional machinery

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SECTION 500: ORGANIZATION AND ADMINISTRATION

- 500 Personal matters (for Commanding Officer)
- 501 Fleet organization and administration-policy and general
- 502 Command organization and administration-policy and general
- 503 Internal ship or establishment administration
- 504 Local matters appertaining to authority, ship or establishment
- 505 Newsletters, meeting, conference (other than under particular subjects)
- 506 Visits (persons)
- 507 Liaison with other services
- 510 Inspections
- 511 Commissioning, paying off
- 512 Reserve ships
- 520 Boards of inquiry
- 524 Bands
- 525 Ceremonial, uniforms, decorations, medals
- 526 entertainment, official/private, passengers
- 527 Messing and accommodation
- 530 Publication relations
- 535 Work Study
- 536 Quality control
- 540 Residences, married quarters and hiring
- 545 Mail, postal and courier services
- 547 Customs and Excise, quarantine
- 570 Navy days, Air days, Sea days, displays
- 571 Disaster control, civil emergencies, extraneous service to outside authorities
- 580 Legal
- 580 General
- 581 International Law
- 582 Legal aid
- 583 Claims
- 584 Lands
- 585 Political
- 585 Parliamentary Bills/Inquiries
- 586 Political Activities
- 587 Elections, electoral registrations
- 590 Associations, societies, trusts, appeals

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- 591 Historical, crests, badges, mottoes
- 592 Prize, inventions, patents, improvement fund
- 593 Prize and salvage

**SECTION 600: SUPPLIES, TRANSPORT AND MOVEMENTS;
FINANCE AND ACCOUNTS**

- 600 Naval stores
- 601 Naval air stores
- 602 Fuel and water
- 603 Trophies
- 604 Spare gear
- 605 Accommodation store
- 610 Victualling stores
- 615 Armament stores
- 620 NAAFI stores
- 625 Medical and dental stores
- 630 Store accounting procedures
- 635 Afloat support ships, FAs
- 640 Afloat support general and policy
- 641 Shore support general and policy
- 650 Contracts
- 660 Navy votes
- 661 Repayment service
- 662 Cash duties and accounting
- 663 Pay, pensions and allowances
- 664 Non-public funds
- 670- Movements-stores
- 671 Movement – personnel
- 680 Motor transport – organization and general
- 681 Motor transport – Technical
- 682 Water transport – organization and general
- 683 Water transport – technical
- 684 Air transport – organization and general
- 685 Air transport – technical
- 690 Stationary, forms, office machinery, printing
- 691 Books, publications, orders, Monies
- 692 Correspondence, returns

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SECTION 700: PERSONNEL

700	Discipline
700	General
701	Courts Martial
702	Summary punishments
703	Misconduct of officer
704	Representations and complaints
705	Civil powers
706	Debts
710	Manpower
710	General and Policy
711	Complements
712	Records
713	Recruiting, entry
714	Reserves
715	Recruitment/vocational training
720	Officers General
721	Appointment, Retirement, Resignation
722	Promotion, report
723	Welfare
730	Ratings General
731	Promotion, advancement, reversion, reports
732	Drafting, Loan
733	Engagements, discharges, transfers
734	Welfare – Policy
735	Welfare-individual cases (to be indicated by surname and initials)
736	Employment
740	Records
740	Policy and General
743	Officers
745	Ratings
760	Honours and awards
761	Medical and Dental
762	Chaplaincy and religion
763	Leave
764	Conditions of Service – General
765	Branch matter
765	Seamen

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766	Marine and Electrical Engineering
767	Supply and Secretariat
768	Instructor
769	Medical and Dental
770	Sport
771	Expedition Training
772	Amenities
773	Policy general
774	Activities
775	Canteens, clubs
776	Nuffield grant
777	Films
778	Sale of alcohol
779	Recreational grounds and facilities
780	Causalities, injuries, deaths
780	Reports and general
781	Inquests, funerals, graves
782	Wills
783	Disposal of pay and effects
790	Civilian Personnel
790	Policy and general
791	Records and reports
792	Promotion, retirements, resignation, discharge
793	Recruiting, entry, transfer
795	Training and courses

SECTION 800: PERSONNEL TRAINING

800	Officers
800	Policy and general
801	Initial Training
802	Educational
805	Seaman
806	Seaman sub-specialist
810	Engineering
812	Supply and Secretariat
814	Instructor
816	Medical
817	Dental
818	Royal Marines

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820	Courses (Staff and general)
825	Reserves
830	Ratings
830	Policy and general
831	New entry
832	Educational
835	Seaman
836	Seaman sub-specialist
840	Marine Engineering
841	Weapons and Electrical Engineering
842	Supply and Secretariat
843	Communications
844	Regulating
846	Medical
847	FAA
848	Royal Marine specialist
850	Courses (general)
855	Reserves
860	General (officers and ratings)
860	Policy
861	FAA
862	Submarine
863	NBCD: fire fighting
864	Photographic
865	Leadership; youth study
870	Training at sea
873	Joint service and training by other Services
875	Fleet Boards and examinations
880	Instructional films
885	Foreign and Commonwealth personnel

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NAF FILE NUMBERING SYSTEM

AIM

1. The aim of the NAF file-numbering system is to maintain a uniform file index throughout the Service, thereby facilitating the tracing of correspondence in individual files held in each NAF location.

TYPE

2. The NAF uses the branch number system which comprises 3 separate elements, a prefix, a control number and suffix. The 3 elements are examined below and full details are given in the NAF Manual of Administration (AFM – 232). Number blocks have been allocated by HQ NAF to the 4 main area of staff responsibility. A fifth block is for use solely by the office of CAS. The number blocks, which are shown below, are standardized throughout NAF so that all formation HQs and units have the same blocks. Additions and deletions to the NAF file index may only be made with the prior approval of appropriate HQ NAF Branch. Amendments to the NAF filing index are issued periodically by HQ NAF.

Serial	Prefix	Element		Specify File Title
		Number Block	Suffix	
(a)	(b)	(c)	(d)	(e)
1.	NAF/	900-1000/	Approved suffix for the organization level (ie the OPR for the correspondence (1)(2)	CAS office file titles.
2.	NAF/	700-899/		Ops speciality file titles.
3.	NAF/	500-699/		Log speciality file title.
4.	NAF/	300-499/		Admin Speciality file title.
5.	NAF/	100-299/		Inspection speciality file titles.

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THE ELEMENTS

3. **Prefix Acronym.** The prefix acronym is an easily recognizable and approved abbreviation of the formation's or unit's title, eg MAC (Military Airlift Command), AP (Air Provost Flight), 325 GTG (325 Ground Training Group).
4. **Control Number.** Control numbers are allocated in blocks as shown in the above table. Within the blocks, file titles are allotted to each number, eg 527 (a number from the block 500-599 allocated to Log), is titled 'Barracks Maintenance' in the NAF Filing Index.
5. **Suffix Acronym.** The suffix is the recognized abbreviation of the organizational level ie, the office of primary responsibility for the correspondence.
6. **Combination of Elements.** The following examples show an issue on 'Barracks Maintenance':
 - a. Headquarters Military Airlift Command - MAG/527/HQ.
 - b. Headquarters 325 Ground Training Group - 325GTG/527/HQ.
 - c. Logistics Branch of HQ NAF - NAF/527/CLOG.
 - d. Air Provost Flight - AP/527.

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CHAPTER 6

SERVICE PAPERS

INTRODUCTION

1. The writing of Service papers is an important aspect of a staff officer's work. It is one of the traditional ways of presenting information used in the analysis of a situation and problem solving. An important aid to decision making, Service papers help commanders and staff officers arrive at rational solutions to varied issues. From this perspective, a Service paper could be used to justify a course of action based on its well-argued points and sound deductions. Given its relevance in staff work, it is imperative for staff officers to develop requisite skills to produce good Service papers. For this reason, instruction on the writing of Service papers is included in the training package of AFCSC staff courses.

2. A well-written Service paper is the result of serious thinking and hard work. The final product would show evidence of research, make use of illustrative arguments and employ logical thinking to arrive at valid deductions which should convince a reader. The rationale for writing a Service paper is either to inform the reader, or to present facts, opinions and arguments that support a conclusion or recommended action. A paper may also consider the past and present before making an extrapolation. It could provoke a discussion, review a situation or analyse a problem to consider a solution or the options available. An author could also write a paper because he/she wishes to address an issue; more often, the paper will be written because the author has been tasked by an authority. Regardless of the reason for writing, a good Service paper must interrogate the issue(s) in a manner that convinces the reader. Suggested structures for a simple and complex Service papers are at Annex A.

STRUCTURAL LAYOUT

3. The structural layout of a Service paper is similar to the layout of a normal Service document. It comprises the superscription, body and subscription.

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4. **Superscription.** The superscription of a Service paper is all the details that come before the heading 'Introduction' in the paper. It includes the originator's file reference, subject heading, topic or title of the paper and any other details required at the start of the main document.

5. **Body.** The layout of the body of a Service paper depends on the type of paper the writer intends to produce. Although, Service papers are written in similar formats, the structure could differ in order to achieve the writer's aim. For a simple Service paper, the aim could be with a view to making recommendations or to drawing lessons for an authority. The first 2 sections are given the headings 'INTRODUCTION' and 'AIM'. The third section is the discussion part of the paper and the headings used would depend on the pre-determined scope items by the writer. The last section is given the heading 'CONCLUSION'. A Service paper that examines a current or future problem and presents a solution, could have the heading 'RECOMMENDATIONS' after the conclusion.

6. **Subscription.** The subscription of a Service paper is all the details that come after the last line of the text of the conclusion or recommendations part of the paper. It includes the signature block, date, the list of annexes and enclosures, and the list of references.

7. **Use of Headings in Service Paper.** The following guidelines apply to the use of headings in a simple Service paper:

a. The headings 'INTRODUCTION' and 'AIM' are always used for the first 2 sections of a Service paper.

b. The third section, which is the discussion, is normally written in several distinct parts or scope items. Each scope item is given a main or group heading, depending on the size of the paper, to indicate the content. A section headed 'CONCLUSION' is always included after the discussion section to capture a summary of the major deductions.

c. When recommendations are required, they are set out under a separate heading 'RECOMMENDATION(S)' following the

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conclusion. Recommendations are written in a crisp and clear manner as well as derived logically from the conclusion.

d. In short or simple papers, group headings will be appropriate to differentiate between the distinctive parts of the Service paper. In long or complex papers, main headings, as well as group headings may be required to permit a more elaborate breakdown of the content. If main headings are used, they should be used consistently throughout the paper for INTRODUCTION, AIM, CONCLUSION, RECOMMENDATION(S), and for the headings of the major divisions/scope items of the discussion section. The rules on the use of headings in Chapter 2, Paragraphs 4 - 10 of this manual applies to Service paper writing.

e. Analytical Service papers may demand the use of main, group and paragraph headings but the use of all these 3 headings is not obligatory, and their excessive use can break the flow of the argument. An example of the layout of a Service paper using group headings is at Annex B while an example of the layout of a Service paper using main headings is at Annex C.

8. **Use of Annexes.** Detailed information or illustrations should be shown in annexes to a Service paper. However, the reader should not find it necessary to study an annex in order to make sense of the argument; all material essential to the argument must be included in the body of the paper. In a simple Service paper, the annexes are reserved for supporting information such as statistics presentation in tables, charts or graphs, calculations or maps. It is also used to show detailed information on targets or weapons, forces available, sortie rates and outline plans.

9. **Enclosures.** Where there are pages, extracts from an independent document or pictures relevant to the argument, these are to be shown in the enclosure to the Service paper. The rule for use of enclosures detailed in Chapter 2, Paragraph 14 of this manual applies to Service paper writing.

10. **Reference Material.** In the writing of a Service paper, it is expected that the writer will consult relevant materials or interview

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individuals on the subject matter. It is necessary to refer to these materials or individuals in the paper. In the AFCSC, the recommended referencing style in Service paper is the Chicago Style using footnote. It also entails listing the references in alphabetical order starting on a fresh page under the heading 'REFERENCES' or 'BIBLIOGRAPHY'. The writer may wish to organise references into distinct segments of books, journals, articles, official documents, newspapers/magazines, unpublished works, interviews, and web sources but in alphabetical order within each segment. The list of references at the end of the paper is not numbered, pages of references are not required, and hyperlink on Uniform Resource Locator (URL) are to be removed; that is no blue underlined links. The prescribed referencing format is further explained at Annex D to this chapter.

11. **Distribution.** Service papers are independent documents detailing the thought process of the writer. It is not to show specific addressee or authority in distribution as it could be picked or directed to any person for study or review. Service papers are usually sent to an authority using a routine letter which would detail its distribution. The paper would be a supplementary document to the routine letter sending it to the addressee(s).

STYLE OF WRITING

12. A Service paper should be written in a style suited to the subject and the reader. The choice of style is a matter of judgement. It will be influenced by the normal practice of the writer's Service, the level of the paper, and the familiarity of the writer with the person for whom the paper is being written. Service papers are written in the third person.

13. The writer must aim to convince his reader by ensuring that his facts are accurate and that his conclusions are sound. He should use a crisp, lucid style and express himself unequivocally. It is the writer's opinion and conclusions that are wanted and he should be prepared to state them and to take responsibility accordingly. Phrases such as 'It might well be considered, therefore, that the best course is

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but also an attempt to throw off responsibility. Such phrases are discouraged.

14. The writer should use sentences of simple construction, words of common usage but not slang, and concrete rather than abstract words. Metaphors and rhetorical questions should be avoided, and adjectives should be used sparingly.

15. Some subjects lend themselves to the use of sub-paragraphs for the presentation of facts but as a general rule, the writer should try to avoid their over-use because they detract from a fluent style. Service papers may be divided broadly into the following types:

- a. Those that examine a current or future problem and present solutions with a view to making recommendations.
- b. Those that survey and analyse past events with a view to drawing lessons.

16. The first type is based on problem solving approach and the papers tend to follow a fairly standard pattern. The second type covers more than simply past events; they are much wider in scope and more flexible in layout.

17. In a Service paper which presents an argument, distinguish between what is fact and what is supposition by carefully choosing the correct tenses of verbs. Keep the past, present or future tenses for statements of fact; use the conditional tense (would, could, should) for what may or may not come true or what will come true if certain conditions were fulfilled. For example:

- a. 'The Tyranian Navy has 2 frigates and 2 corvettes on station'. The present tense is used as this is a statement of fact.
- b. 'It would cost ₦2,000,000 to build married officers' quarters at NAF Base Lafia'. The conditional tense is used to indicate that expenses would be involved if building the married officers' quarters was decided.

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18. Words should be chosen carefully to ensure that the writer says exactly what is intended. Many solutions are not strait jacketed; for example, it would be wrong to say that a course of action 'would' achieve something if the writer was not certain that it would do so. In this case, qualifying expressions such as 'would probably', 'would possibly' or 'might', should be used. Similarly, 'should' is never used when referring to essential features or 'must' when referring to desirable features. The use of the conditional word 'would', 'could' and 'should' are also restricted to the 'discussion', 'conclusion' and 'recommendation' sections as applicable.

PREPARATORY WORK

19. Preparation in Service paper writing involves reading, thinking and developing a basic framework. If a staff officer has limited knowledge on the topic, such staff officer is expected to read and accumulate knowledge on the subject. Please note that familiarity with the subject helps; but it does not necessarily make the gathering of relevant materials any easier. Note that sound knowledge precedes the writing of good Service papers, and that in this age of information technology, the knowledge on most subjects is a keyboard strike away. It is pertinent to state that the internet is a repository of the good and bad. For this reason, information from online sources are treated with doubt until they are validated. Relevant materials can also be accessed from libraries, magazines, journals and manuals, or from primary sources such as individuals and research articles.

20. Researching on a subject enables the formation of ideas in the mind. It is advised that one writes down these ideas even if they seem disjointed. At this stage, it does not matter because the mind is only trying to process the information load. A staff officer must understand that every good paper will first be written in the mind; and if the mind does not grasp it, neither will the hand. It is in the mind that the structure of the paper is shaped. If the mind plays such an important role, a greater part of the time should be given to thinking. It is in doing so, that one owns the paper and develops the passion that is necessary to produce a good paper. The

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issues that need to be addressed are first identified in the mind. This would naturally lead you to more reading. As the thought process continues, ideas will be formed as well as the structure of the paper. A jotter is a valuable companion at this stage which could be used to record one's thoughts. From the thinking process and the jottings, a structure eventually emerges. It is from this structure that a framework is developed. The framework is like the skeleton on which the content of the paper will rest. A bad structure or framework equals a bad paper or at best, an unbalanced paper. The aim and sub-topics or scope of the paper are now known, or at least assumed to a predictable extent. Having determined the framework is suitable, the writer can confidently begin to write the paper proper.

WRITING A SERVICE PAPER

21. The writing of a Service paper requires much thought, analysis and preparation, a little writing, a lot of editing and great amount of self-criticism. It is an iterative process which requires the continuous review of the work at each stage by the writer. The writer needs to first select an appropriate topic, then develop the framework, introduction, aim, scope items, conclusion and recommendations where applicable.

SELECTING A TOPIC

22. The topic of a paper is the subject heading of the paper and promptly captures the essence of the paper. It is a statement, which aptly reveals what the paper is about and immediately tells the reader what the paper wants to do. The topic allows the reader to make a choice as to continue reading or not. It must not deceive or be sensational but rather do what it says it will do. It is expected that the keywords in a topic, when defined, would paint the picture of the paper in the reader's mind. Therefore, the selection or coining of the topic of a paper is an essential step to the development of a Service paper.

23. The topic should be as short as possible and reflect the aim. The topic should be coined like a phrase and not a sentence. In doing this, the topic of a Service paper should come only after the concept has been

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developed. The concept of a paper first starts from a general idea or interest and gradually narrows down to the specific problem the study intends to address. Thus, a draft aim of the paper is initially developed which is later fine-tuned into the specific focus or aim of the paper. It is at this point when the focus of a paper is known that a topic is derived. Consequently, the topic is crafted to reflect the aim and not the reverse.

24. A topic would often readily emanate from observed problems or the actions to ameliorate the problems. It is desirable that the topic of a Service paper have at least one key term, but not more than 2 key terms. This is to allow for clearer comparative analysis and easily inferred deductions. For example, an acceptable topic with one key term is “An Appraisal of the Vetting System in the NA”. The only key term in this topic is “Vetting” and the subject is simple enough to be addressed in Service paper writing. Accordingly, the following rules apply in the development of a topic for a simple Service paper:

- a. It should not have the form of a theme.
- b. It is desirable that the topic should have one key term but not more than 2 key terms. The use of 3 key terms could complicate the paper.
- c. It should not contain a rider.
- d. The topic may or may not contain the action word. If used, the action word should be consistent throughout the paper.

25. A topic is the specific aspect of a subject. Subjects such as logistics, administration and operations are too broad to be dealt with adequately in a short Service paper. Even a book would focus on selected aspects of such subjects. The writer needs to select a manageable topic within the chosen subject area. Some examples of complex Service paper topics are as follows:

- a. An Assessment of the Vetting System in the Nigerian Navy for Effective Command in a Multinational Environment towards

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Entrenching Dynamic Leadership.

b. Leveraging Emerging Technologies in Intelligence Gathering for Enhanced National Security: Armed Forces of Nigeria in Perspective.

c. Developing Sustainable Procurement Chain for the Armed Forces of Nigeria: The Way Forward.

d. Military Industrial Complex in Nigeria: Challenges and Prospects.

26. Some examples of acceptable simple Service paper topics are:

a. Promoting Domestic Ship Building towards Capacity Development in the Naval Dockyard.

b. Exploiting Information Exchange Network for Efficient Intelligence Operations in the Defence Intelligence Agency.

c. An Appraisal of Post Conflict Peacebuilding in Northeast Geopolitical Zone of Nigeria.

d. Leveraging Emerging Technologies for Improved Intelligence Process in the Armed Forces of Nigeria.

DEVELOP A FRAMEWORK

27. A framework helps a staff officer to organise the research material so as to present a logical sequence or flow of ideas and to provide the strongest support for the aim. It helps to observe the feasibility of the intention of a Service paper. Furthermore, a framework reveals the alignment between the topic, aim, scope items and the potential recommendations. Therefore, once a decent framework has been developed, it is likely that a good Service paper will evolve. There are 2 types of frameworks. These are the informal/basic framework and the formal framework.

28. **Basic Framework**. In the basic framework, the writer states the

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topic, the purpose, the aim and give highlights for 3 parts of the Service paper: the introduction, the body and the conclusion. The body in this case will be the scope items arranged in a logical order, with a synopsis to show why they were selected. This is the first framework usually derived in the course of writing a Service paper and it serves as a basis for subsequent discussion.

29. **Formal Framework**. In a formal framework, the writer develops the introduction in detail and states the aim, before listing the scope items along the supporting ideas and information under each. The gist of the conclusion and possible recommendations are also provided. This is the framework produced after information on the topic is collected. The formal framework must show the link between the topic, aim, scope items as well as conclusion and possible recommendations.

DETERMINE THE SCOPE ITEMS

30. The choice of the number of scope items is the exclusive reserve of the writer but is also dependent on size of the paper being written. As a guide, a paper of about 2,000 – 2,500 words could have 3 scope items while papers of 3,000 and above, 4 scope items. A typical 4 scope item paper could utilize 4 distinct sections in the main body to address the aim. These are the standard, principal/case study, challenges/issues, and solution/lessons learnt.

a. **Standard**. The standard is presented in the first scope item. This section would consider the normal or typical situation/circumstance of the main subject of discourse. It usually requires going back into literature to discover the typical situation of the subject. A good insight into the typical situation of the focus of the paper is brought into limelight which would now serve as a basis for comparison with the current situation. For instance, a Service paper with the topic, '*The Military Component in the Fight against Terrorism in Nigeria*', could have its first scope item as '*Terrorism in Nigeria*'. Similarly, a paper with the topic '*An Analysis of Logistics Planning for Joint Operations in OPERATION DEEP PUNCH II*',

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could have its first scope item as '*Background to Operation DEEP PUNCH II*'.

b. **Principal/Case Study**. The principal or case study is presented in the second scope item as applicable in the 2 types of Service papers. This is where the writer considers the issue at hand. In this scope item, the main gist of the problem the paper intends to solve is discussed.

c. **Issues/Challenges**. The third scope item focuses on difficulties or challenges hindering the resolution of the problem(s) identified in the Service paper. In papers that survey and analyse past events, the issues observed in the event, in relation to the aim of the paper are discussed in the third scope item. These are the issues whose resolution would ultimately lead to the achievement of the aim of the paper.

d. **Solution/Lessons Learnt**. The fourth basic scope item is expected to proffer workable solutions to the identified challenges in papers that examine a current or future problem. In papers that survey and analyse past events, lessons are drawn from the issues discussed in the immediate previous block or scope item. The objective of this block is to suggest solutions or lessons, which if implemented, would lead to the resolution of the problem at hand. In a simple Service paper, the heading of the solution block should start with the phrase 'WAYS TO ...'. Similarly, in papers that survey and analyse past events, the lessons learnt should convey the critical aspects of the key term(s) which impacted on the outcome of the event in relation to the topic. The heading of the lessons learnt should take the form 'LESSONS FROM ... FOR ... WHO ...'. The solution or lessons learnt is not necessarily a reversal or opposite of the challenges or issues noted in the previous scope item. For instance, if an identified challenge is '*inadequate funding*', it would not be apt to have '*provision of adequate funding*' as a solution. Rather, it would be better to interrogate the challenges or issues and establish the root causes of inadequate funding and proffer feasible

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solutions to effectively resolving it. Furthermore, the accepted style is for this section to address each challenge or issues that have been considered in the order in which they were discussed in the previous block. This means that if there are 4 challenges/issues, there should be 4 solutions or lessons presented; that is, one way to address each challenge/issue stated.

31. Although, the discussion sections form the basic block of the main body of a paper, the writer could choose to add relevant blocks in a logically positioned order if it helps to achieve the aim of the paper. See Annexes A and B to this Chapter for more explanations on the content of these sections of a simple Service paper.

CONSTRUCTION

THE SUBJECT HEADING

32. Every Service paper must have a subject heading which describes, aptly and concisely, what the paper is about, eg, 'EFFECTIVE USE OF MANPOWER IN THE SERVICES'. Note that the Service paper's subject heading never begins with 'A PAPER ON.....'. Subject headings may be qualified by time, especially if their subject is a recurring event such as an annual exercise, and by place as well as by method where appropriate.

THE INTRODUCTION

33. The 'Introduction' is compulsorily the first heading in a Service paper. It should do what its name says 'introduce the paper'. The introduction provides the general background essential for understanding the topic and why the paper was written. A good illustrative analogy would be the introduction of a guest lecturer in Danjuma Hall. The introduction that is read out is not his entire biography but essential highlights of who he/she is, especially with respect to the lecture that he is about to deliver. A good introduction should urge the reader to continue reading, taking into account the reader's knowledge and experience.

34. Most writers find it difficult to begin writing their papers. An

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acceptable structure is for the introduction to start with a catchy and broad statement which gradually narrows down to the focus of the paper. The introduction prepares the way for a statement of the aim of the paper. It should not pre-empt discussion or anticipate conclusions, thus, introductions should not have deductions. As a general rule, the length of the introduction should be about 10 per cent of the whole paper. However, it should be sufficiently comprehensive to provide a background, explain terms or concepts, and align the reader's mind with the context of the paper. The introduction, when read with the aim, conclusion and recommendations, should give the reader a comprehensive idea of the discussions in the main body of the paper. The components of a good introduction include background information, relevant definitions and authorities consulted, statement of the problem, purpose and scope of the paper as well as limitations and assumptions.

a. **Background Information.** The background information tells the 'story' behind the paper. It is a broad reference to what prompted the issue at stake. This segment of the introduction usually requires the telling of some history and the chronological development of major events related to the subject. This segment familiarizes the reader with how the issue(s) came about. The essence of this component is to provide the necessary backdrop for the reader to appreciate the condition, circumstance and factors that have given rise to the problem under investigation. It is appropriate to keep the themes in focus. Always keep in mind the need to be brief, and the need to use primary and secondary sources.

b. **Definitions.** After stating the background, one should dovetail and provide the relevant definition of terms that would be used in the paper including the definitions of key terms/variables in the topic. This section provides the definitions of terminologies used in the paper that do not have a common meaning or those terms that have the possibility of being misunderstood by the reader. It enables relevant concepts or variables used in the paper, particularly in the topic, to be put in proper perspective. After the definitions, the writer ought to establish the relationship between the

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key terms or variables in the topic by interacting the attributes of the definition of the key terms/variables. It is desirable that the writer use examples to show interdependencies of the key terms/variables at this stage of the introduction. In simple Service paper, the use of multiple definitions for a key term/variable with the view to adopting one or synthesizing a definition is not allowed. Thus, the terms or variables must be kept simple and easily understood from the topic.

c. **Statement of the Problem.** The statement of the problem tells the reader the issues that were observed which led the writer to put pen to paper. It could also be referred to as the identified 'gap' that the writer intends to fill. It is the driving force of the paper and in principle, should state the relationship between the key terms of the topic. A good Service paper must be able to identify a problem and proffer solution(s). For a writer to be able to contextualize a problem, the following 3 conditions must exist. Firstly, there should be a perceived difference between what exists and the ideal or planned situation. Secondly, the reason for the difference must be clear and lastly, there should be consequences for which there are 2 or more possible solutions to the problem. Accordingly, a problem statement consists of 3 parts: the ideal, the reality, and the consequences. The ideal describes a desired goal or ideal situation; the reality describes a condition that prevents the goal, state, or value from being achieved, and the consequences identify the proposed way to improve the current situation. Note that Parts 1 and 2 are connected with the use of words such as but, however, in spite of, etc. The statement of the problem is therefore a brief elaboration upon the information implied in the topic. It should be short and lucid. An example of a problem statement is, *'According to the XY University mission statement, the University seeks to provide students with a comfortable, safe and healthy learning environment. However, Blocks A, B and C are poorly ventilated and do not have air conditioning units. During the hot seasons, room temperatures in these blocks often exceed 40 degrees Celsius. As a result, many students have reported inability to do homework in their rooms'*.

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d. **Purpose.** The purpose of the paper defines the relevance of the paper to the reader or audience. It tells the reader why the paper is important to the author. It therefore articulates the reasons why it is important for the study to be done, what the value of the work is, and to whom it should be most relevant. A purpose statement is a declarative sentence which summarizes the specific topic and goals of a document. It is typically included in the introduction to give the reader an idea of what the writer intends to achieve. To be effective, a statement of purpose should be guided by 3 considerations. Firstly, it should be specific and precise. Secondly, it should be written in one or 2 sentences. Lastly, it should be goal oriented as well as stated in terms of desired outcomes. A purpose statement should therefore have an outcome-based verb such as *determine, disprove, describe, propose, suggest, establish* etc at the beginning of the sentence. Verbs such as 'assess', 'understand', 'explore', 'investigate', 'examine' and 'discuss' are poor verbs as they describe processes, not outcomes. The purpose conveys the broad knowledge the reader should gain, while the aim conveys a specific message/knowledge the writer wishes to pass on. In other words, the purpose conveys what the writer intends to achieve, while the aim conveys how the writer intends to achieve it. Some examples of the purpose statement and its corresponding aim include:

(1) The purpose of this paper is to suggest ways of enhancing the general security of Jaji Military Cantonment. The associated aim could either be '*to assess the security arrangement in Jaji Military Cantonment with a view to making recommendations*' or '*to discuss the perimeter fencing options in Jaji Military Cantonment with a view to making recommendations.*'

(2) The purpose of this paper is to proffer measures for improving the quality of training in the AFCSC. The corresponding aim could be – '*The aim of the paper is to discuss the current approach to tactical training in the AFCSC*

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with a view to making recommendations.'

e. **Limitations**. Limitations define the boundary of a Service paper since it is impossible to say all there is about the topic in a paper. Limitations should vindicate the constraints faced by the writer in the course of gathering or analysing data. This dictates that past tense is used. Limitations are potential weaknesses in the study that are mostly out of your control, given limited time, funding, choice of research design, or other factors. They also help to tell the reader that certain aspects if excluded have been excluded deliberately and not through oversight. Limitations could be based on time period, space or content. It is appropriate to include the justification for limitation in one sentence. The statement would state why the paper was limited to the given parameter.

f. **Assumptions**. Assumptions are conditions that should exist in order for facts and deductions in your paper to hold true or become acceptable. Another approach is to say assumptions are statements presenting situations the writer holds to be true/facts, even though these may not be backed by evidence. Note that in Service papers, assumptions are made to help reduce the scope of what must be covered. Assumptions can be categorized into 4 types. They include methodological, theoretical, instruments or measures-based and topic-specific assumptions. Topic-specific assumptions are those directly related to the topic of the paper. This type of assumption is mostly applicable to Service papers and it is the recommended type of assumption for papers in AFCSC. An assumption can only be known when one understands what he/she wants to do in a paper. For instance, a study was aimed at investigating why a significant number of people in doctoral programmes complete all the course requirements, yet they do not go on to finish the research and produce the dissertation. The assumption for the study was, '*because students have successfully completed all their course requirements, they should be able to carry out a research project and write a dissertation*'. This assumption is directly related to the topic and is believed to be true. The writer may

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wish to state what impact the assumption would have in the paper as this would put the reader in context of the deductions.

g. **Scope of the Paper.** The scope tells what the writer is going to cover in his paper in order to achieve his aim. It consists of the sub-topics or scope items that will form the main body or discussion segment of the paper. The scope is not to be listed but embedded in prose immediately after the purpose and before the limitation and assumption in the same paragraph. In a simple Service paper, each scope item must be seen to be addressing the topic and aim of the paper.

FORMULATING THE AIM

35. The aim states how the writer seeks to achieve the purpose of the paper. The aim is the key to the whole paper and must be simple, single and unambiguous. Without a clear aim, the writer's arguments will have no focus; the paper could then become muddled or deviate and end up dwelling on diverse subjects. The aim should, therefore, be clearly defined and written in a precise statement which ensures the writer does not stray into irrelevancies. In stating the aim, the writer must refrain from prompting any conclusion or recommendation(s). For a simple Service paper, not much effort is required to develop the aim. For others, much thinking and painstaking effort is required.

36. The writer must bear in mind the aim of the paper at every stage. In fact, the topic and aim could be written on a separate sheet of paper for quick reference as you write. This technique helps to keep you on course, as it is easy to delve into irrelevancies while writing. Everything written in a paper must be logically related to the aim. In essence, the aim controls and directs the choices a writer makes about the content of a paper. The aim is expressed by a simple verb, in the infinitive and should state if any recommendations are to be made. There are 3 important parts in an aim. These include the ***process*** word, ***content*** words, and the ***intent phrase***.

a. **Process Word.** The process word is a verb which determines how you must deal with the content of the paper. The choice of

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words, expressions and sentence structure depends on the process word. To 'examine' is different from to 'highlight' or to 'discuss'. The writer ought to be conscious of the meaning of the process word when formulating the aim. The 3 examples given below are distinct because of the different process words. The process word has been written in bold italics in each case:

- (1) To ***examine*** the impact of training on joint operations.
- (2) To ***highlight*** the impact of training on joint operations.
- (3) To ***discuss*** the impact of training on joint operations.

b. **Commonly Used Process Words.** The following are examples of some commonly used process words and their accepted meanings.

(1) **Analyse.** The word '***analyse***' indicates an intention to meticulously study the constituent parts of something, so as to extract relevant information. In addition, it is to break down into basic structure, components or essential features; in order to discover meaning, true nature, etc. It could also refer to a careful study of something to learn about its parts, what they do, and how they are related to each other.

(2) **Assess.** The word '***assess***' means to consider in a balanced way the points for and against in a bid to show the value or quality of something. It is also to estimate or determine the nature, significance, or ability of something in an unbiased manner. An assessment considers the value or importance of something, paying due attention to positive, negative and disputable aspects. An assessment eventually cites the judgment(s) of any known authorities, as well as your own.

(3) **Discuss.** The word '***discuss***' means to explore by lucid argument; giving all details of the points for and against. It is

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also to exchange views or deliberate about a matter taking into account different issues or ideas. Using the word '**discuss**' suggests a decision(s) would be reached and presented to the reader.

(4) **Evaluate**. To '**evaluate**' is to make a judgment about the value, importance, or worth of something. When you *evaluate* something, you are making a judgment, one that most likely results from some degree of analysis. In addition, it is to form an idea of the amount, number or value of something. The words *assess* and *evaluate* are similar; however, evaluation goes a step further by proffering the outcome or expected conclusion.

(5) **Examine**. The word '**examine**' indicates that the writer will conduct an in-depth investigation and present the apparent nature of/reveal the true condition/implication of something. It is also to inspect, observe, test or investigate, something thoroughly, carefully or critically in order to determine their condition.

(6) **Explain**. To '**explain**' is to make clear the nature of something by revealing all details, intricacies/facts. It is also to make an idea or situation clear to someone, or to account for something, or tell why something happened; thus, making it understandable.

(7) **Review**. To '**review**' is to make a critical study of an issue with the intention of suggesting the changes needed. The process of review involves a formal assessment, with the intention of instituting change if necessary.

(8) **Highlight**. The word '**highlight**' indicates that the writer will present the main features, structure, general principles or other important/outstanding aspects of a topic, omitting minor details.

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c. **Content Words.** The content words tell you what you must focus on in the paper. It determines what you should include and what should be eliminated. The content words in the 3 aims in Paragraph 35(a) are the same; and this is 'impact of training on joint operations.' The writer must take out each element of the content words, understand their meaning individually and then relate them together. Using the 3 aims in Para 35(a), the writer must know the meanings of the factors 'training' and 'joint operations' and then relate their 'impact' on the object. Anything in the paper that has no relation to training, joint operations and the interplay between these factors vis-à-vis impact on the object, would be unnecessary and maybe irrelevant.

d. **Intent Phrase.** The intent phrase tells the reader the type of Service paper that he/she is reading. It conveys the intent of the writer after carrying out the process word on the content or focus of the paper. In simple Service paper, the intent phrase is usually '*...with a view to making recommendations*' when writing a paper that examine a current or future problem and presents a solution. Also, the intent phrase is usually '*...with a view to drawing lessons for... (who)...*' when writing a paper that surveys and analyses past events.

THE DISCUSSION

37. The discussion section contains the substance of the paper. Included in this section are the facts, opinions, arguments and proof(s) collected during preparation. There is no fixed format for presenting this section. It must be planned in detail so that it can eventually be written in the most direct, concise, logical and persuasive manner to achieve the aim. The planning of the structure of the discussion, initially down to main and group headings and subsequently down to paragraphs, is the next important task. The main body should, in a nutshell, deliver what is promised in the introduction. It should develop the topic within the limit the writer has set, and in the way promised. Consequently, the material must all be pertinent to the aim of the paper and should be arranged in such a

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way that the reader can see that it is leading directly from the aim to a logical conclusion, and finally to recommendations. Service papers should not be mere collections of related facts without an element of progression of cohesion. Various aspects of the subject should be developed in proportion to their relative values by employing all possible illustrative methods such as description, narration, analysis, details, examples and references.

38. The main body must carry the burden of satisfying the aim. It must not pre-empt the conclusion and attempt to make unsupported assertions. The persuasiveness of a writer's argument will depend, to large extent, on their orderly arrangement and effective use of transitional sentences and paragraphs. A careful use of aptly worded headings throughout the paper, can also help make the structure of argument readily apparent to the reader. However, when using headings, the writer must remember that the wording and logical argument should not be dependent on the heading; the reader should be able to follow the reasoning smoothly even if all of the headings were removed. To the writer, headings are a useful aid for structuring the paper. To the reader, they are an aid to clarity and reference.

39. **Logic and Flow.** The order in which the main headings are arranged depend on how the logic of the paper is developed. The logic and the order in which the headings appear are inextricably linked. As the framework is refined, the extent to which supporting detail must be included in the text will become evident. Too much details disrupts the development of the logic and breaks the flow of arguments. It is also important to arrange your points in a chronological order from the weakest to the strongest. This ensures that your strongest point is the last thing read by your reader and thus lingers more in his mind. The author should equally be conscious of the requirement to establish proper linkage between the various segments of the discussion. It should be noted that the paper ought to be logically arranged such that there is a link between each paragraph and between headings in order to establish a good flow of the paper. Therefore, the last sentence of a paragraph should give an insight into what the next paragraph would discuss. Similarly, the last

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sentence of a group heading or scope item should be connected to the next heading or scope item. This would establish a good flow for the paper.

40. **Balance**. The main body of a paper should be seen to be balanced without being apparently skewed towards an idea or leaning. Avoid emotional, passionate and sensational expressions, it could make your paper devoid of balance and make your reader see you as a biased writer. When arguing a point for instance, the pros and cons must be well brought out to assist in making a sound deduction. Even where the writer holds a particular view, it must not be apparent, rather every aspect of the subject matter must be discussed in an objective manner. Sound reasoning must be allowed to prevail over personal interest and sentiments. In cases where annexes are employed in a Service paper, they must be referred to in the paper. It is not enough to merely mention the title of the annex. The real test is its usage in the argument while presenting an issue.

41. **Basic Components of the Discussion**. It is important to consider the basic components of a discussion under a group heading. Note that adopting the approach suggested by these components helps ensure logical and convincing arguments that address the group heading. There are 4 basic components of a good discussion that would address a group heading. They are: the claim, reason, evidence and deduction. The claim is usually a well-known point, a statement of fact or a strongly held opinion. The reason expresses why that opinion or fact is upheld by the writer. Evidence is thereafter given to corroborate the claim. Lastly, a deduction is derived from the arguments generated in the discussion. For instance, a group heading 'Siltation' in a paper titled '*Challenges of Disaster Management in Jigawa State*' is used below in distinct paragraphs for illustration. The 4 basic components in the discussion which addressed the group heading could be as follows:

- a. **The Claim**. Siltation is another major ecological challenge in Jigawa State.
- b. **Reason**. Alluvial materials generated by erosion of the

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degraded wetlands and watersheds silt up River Hadejia and its tributaries, thereby causing impediments to the natural flow of the river.

c. **Evidence**. The siltation of River Hadejia has raised the river level, in addition to forming silt banks and islands which divert the flow of river water. Thus, River Hadejia no longer flows along its traditional course due to the siltation of the original channel. This process of diversion is evident as flood in various places. Therefore, siltation is the root cause of flooding in the southern parts of Jigawa State’.

d. **Deduction**. Management efforts such as the use of traditional implements to clear silt deposits from water channels have been encouraged and employed at local levels. This method is however ineffective due to the rapid silting up of the river course occasioned by heavy accumulation of alluvial materials generated by erosion. The dredging of silted channels would facilitate the flow of the river along its traditional course. Therefore, dredging of River Hadejia and its tributaries would be an effective solution to the siltation problem’.

42. **Deduction**. The major part of the discussion should end with a summary or a definitive statement of the writer’s intent or deductions showing precisely how he is fulfilling the aim of the paper. It may be necessary to summarize the arguments and deductions derived at intervals, for example at the end of each section. These concluding statements form part of the discussion and must not be confused with the conclusions of the paper itself. A deduction is defined as the conclusion drawn from available information in the item(s) discussed. It is the inferences reached when the rules of logic have been applied to a premise or set of premises. The deduction in each item should show that the sub-item discussed is a critical factor, issue or circumstance which contributes to the sub-theme conveyed in the sub-scope item. It is then linked to the aim and topic of the paper in a sentence. A deduction should not be confused with a suggestion. Thus, the use of the phrases such as ‘*There is the need to*’, ‘*It is necessary for*’, ‘*The Armed Forces of Nigeria*

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could... do not connote deductions. Instead, they convey the writer's opinion or suggestions on possible means to address the observed issue. The suggestion tells *who* could do *what*, the *why*, *how*, and the *effect* that the action would have in relation to the topic and object. The reasoning process will be employed to aid an understanding of how to make deductions. There are 2 types of reasoning process. They are the inductive and the deductive reasoning processes. The major difference between the 2 is that the deductive reasoning process begins with a conclusion or premise while the inductive reasoning process does not. The inductive reasoning process is more demanding and requires more ingenuity from the writer than deductive reasoning.

a. **Inductive Reasoning.** Inductive reasoning is the process of arriving at a conclusion from study of evidence when the evidence is in the form of specific instances. In other words, you gather data in the form of specific instances, you study and evaluate this data, then you arrive at a conclusion. Here is an example: *Deji bought a used Daewoo Racer, it ended at his mechanic after 2 years. Jinadu bought a used Daewoo Racer which ended up at the mechanic after 18 months. Uche also bought a used Daewoo Racer and this car too was abandoned at the mechanic. If I buy a used Daewoo Racer, where is the likely place it will end up? The Mechanic!* One can equally generalize that all used *Daewoo Racers* are unreliable. We have just made a deduction (note that the assumption was that *the make of vehicle must be the same*). Now if we want to make a deduction that suggests you buy a new car, we give opposite instances of how a number of officers bought new *Daewoo Racers* and how long they lasted..., therefore, buy a new *Daewoo Racer*. This method is useful when you have a lot of data (figures – quantitative analysis).

b. **Deductive Reasoning.** Deductive reasoning is the process of starting with a conclusion (or premise) and attempting to derive another conclusion from it through the application of specific instances to the conclusion. In other words, start with a conclusion, attempt to apply some specific instances to it, then derive a new

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conclusion about the specific instance. An example of a deductive reasoning is as follows:

All used cars are unreliable.

Tijani bought a used car.

Tijani's car is unreliable.

THE CONCLUSION

43. The conclusion of a Service paper should give a comprehensive but concise summary of the main deductions developed in the discussion sections, and in conjunction with the introduction and aim should give the reader the general sense of the paper. The conclusion of a paper is the summary of the major deductions and not a summary of the paper. All deductions and inferences should follow easily from the arguments already presented. The conclusion must be predictable and should not contain any new material that was not argued in the body of the paper. Just like the introduction, the conclusion section should not be more than 10 per cent of the paper. The writer should always bear in mind that a busy reader should be able to make sense of a Service paper by reading only the introduction, aim, conclusion and recommendations. As it is with the introduction, so also is much effort required for the conclusion (at times even much more). The process involves going through the script again and again to fish out those points from which the writer has expressed stance and opinion in line with the aim of the paper. From these, the writer can recommend a course of action.

44. Depending on the type of service paper being written, the conclusion paragraph could be written in one of 2 ways. First, it could be written as a summary of major deductions based on the logical order of scope items. Alternatively, the conclusion could be written based on the logical flow of major deductions forming a line of thought across several scope items leading to the solution. The former groups major deductions based on scope items, while the latter groups them based on line of thought. Illustration of both styles are at Annexes E and F. Writers tend to copy and

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paste sections of the discussion without summarizing the major deductions. It is instructive to expunge words like, 'therefore', 'thus', 'there is the need' and so on in the conclusion. Words that suggest a deduction need to be expunged. The flow must not be broken hence the need to sum up properly using appropriate conjunctions and phrases. See the conclusion as a statement of your conviction.

45. At the end of each conclusion paragraph, the paragraph(s) from where the deduction was derived in the discussion should be cited. This is termed cross-referencing. Note that this practice applies only in AFCSC and is intended for teaching purposes. It is important to stress that paragraphs in the introduction should not be cross-referenced. In addition, not all the deduction paragraphs are included in the conclusion but only a summary of the major deductions. Therefore, the conclusion requires painstaking effort to ensure that there is logical flow of issues leading to the major deductions in the conclusion; merely copying from the discussion portions and pasting would not yield an effective conclusion section.

THE RECOMMENDATION(S)

46. Recommendations should be written in a crisp and clear manner, without any supporting argument, making full use of sub-paragraphs. Basically, the conclusion is a platform on which to base recommendations. The recommendation is a proposal of what should be done and who should do it. It never talks of why it should be done. No justification is required, as this should have been taken care of in the main discussion and in the conclusion, where you should have convinced the reader. When presenting a recommendation, a writer should put the major proposals first but in a logical manner. The recommendation should state the courses of action or solution which will address the 'statement of the problem'.

47. A recommendation should be specific, achievable, feasible and ethical in its content. Recommendations should go straight to the point and most importantly should be workable. As much as possible, one

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should avoid the use of 'and'. In addition, recommendations should flow logically from the conclusion. The paragraph(s) in the conclusion which form the basis of the recommendation should be cross-referenced.

REFERENCING

48. A reference is usually an acknowledgement of ideas, facts, figures and so on, that are not original to the writer but used in the course of the study. Writers fall victim of plagiarism, not out of fraudulent intentions but due to their inability to adequately and properly reference materials used. To prevent this, it is important that writers grasp the technique of correct referencing. There are principally 3 types of referencing, namely: the Harvard or American Psychological Association (APA) style, the Modern Language Association (MLA) style, and the Chicago Manual Style (also known as the Kate L. Turabian Referencing style). In the AFCSC, the recommended style of referencing in Service paper writing is the Chicago style of referencing using footnote in the main body of the paper. At the end of the paper, all references used are arranged alphabetically under a heading 'REFERENCES'.

49. Writers are sometimes at a loss between the use of the heading 'Reference' and 'Bibliography' when listing the sources at the end of the paper. It is thus important to distinguish between them. A reference list is composed of only the sources that were cited in the text of the paper. A bibliography on the other hand is composed of all those sources that the writer has read or consulted in the course of the paper, whether cited or not in the text. Both bibliography and references are arranged alphabetically, no paragraph numbering and the pages of the materials consulted are not to be cited. Furthermore, hyperlinks on the URL are to be removed; that is no blue coloured underlined fonts. Alternatively, a reference list can also be arranged in numeric style, which means arranging the references according to the numbers in the text. However, this is not practiced in the AFCSC. Further explanations and formats of citing of references in Service paper writing is at Annex D.

REVISION AND SUBMISSION

REVISION

50. The draft Service paper should be subjected to a highly critical examination. The following checklist should be applicable:

- a. **Subject Heading.** Does the subject heading reflect concisely the aim, content and limitations of the paper?
- b. **Introduction.**
 - (1) Has sufficient background been given?
 - (2) Have definitions been limited to those necessary for an understanding of the paper.
 - (3) Have terms of reference and authorities consulted been given?
 - (4) Has the statement of the problem been included?
 - (5) Have the purpose of the paper and its scope as well as assumptions and limitations been defined?
- c. **Aim.** Is the aim correctly worded?
- d. **Discussion.**
 - (1) Has the aim been kept in mind throughout?
 - (2) Have all the constraints been established?
 - (3) Have all the relevant factors to the argument been presented accurately and in the best order?
 - (4) Are there any details in the discussion which could be relegated to annexes?
 - (5) Do the major parts of the paper finish with summary or clear statements of the intent or deductions?

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(6) Can anything be deleted without detriment to the sense of the argument?

e. **Conclusion.**

(1) Does the conclusion summarize the argument in the discussion section without introducing new material or argument?

(2) Would the conclusion, read in conjunction with the introduction and aim, make a coherent whole and give the reader a broad understanding of the paper?

f. **Recommendations.**

(1) Do the recommendations lead directly from the conclusion without introducing new material?

(2) Are they presented in a crisp and clear manner?

(3) Does the recommendation state who should take action?

(4) Are the recommendations specific, achievable, feasible and ethical?

g. **Service Writing.**

(1) Have the conventions of SW been followed?

(2) Are headings correctly used?

(3) Can the English be improved?

(4) Is the whole paper concise, logical, complete and easily understandable?

SUBMISSION

51. A Service paper may be submitted in its own right, in a file, or as an

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enclosure to a covering letter or minute. If a covering letter or minute is used, it should include the following information:

- a. Very briefly, the reasons why the paper has been written.
- b. The conclusion and recommendations as they actually appear in the paper.
- c. Any action required or requested of any recipient.
- d. The titles of authorities consulted if they are not included in the introduction to the paper.

52. **Format for Submission of Service Papers.** A Service paper should observe the following format:

- a. Text should be type-written using Microsoft Word application on A4 sized paper.
- b. Approved font type is Times New Roman.
- c. Approved font size is 14 points.
- d. Vertical line spacing of the text should be 1.5 points (Microsoft word).
- e. Single line spacing should be used for superscriptions, headings, subscription, footnotes, annexes, appendices and references.
- f. Referencing style is Chicago style of referencing with the use of footnotes.
- g. Books, materials and sources used in the paper are to be listed in the references after the annexes, and in alphabetical order.

53. **Packaging.** A Service paper may be packaged for submission as follows:

- a. Title Page.

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- b. Table of Contents.
- c. Main Paper.
- d. Annexes/Appendices.
- e. Enclosures.

Annexes:

- A. Suggested Structures for Simple and Complex Service Papers.
- B. Example of Layout of Service Paper Using Group Headings.
- C. Example of Layout of Service Paper Using Main Headings.
- D. Citing of References in Service Paper Writing.
- E. Example of a Simple Service Paper with Conclusion Based on Order of Scope Items.
- F. Example of a Simple Service Paper with Conclusion Based on Line of Thought.

SUGGESTED STRUCTURES FOR SIMPLE AND COMPLEX SERVICE PAPERS

Serial	Simple Service Paper	Complex Service Paper	Remarks
(a)	(b)	(c)	(d)
1.	<p><u>Topic.</u></p> <p>a. A simple service paper topic should not be complex.</p> <p>b. The topic should not have the form of a theme eg. Accommodation and Personnel Welfare in the NN.</p> <p>c. It is desirable that the topic should have one key term but not more than 2 key terms. The use of 3 key terms could complicate the paper.</p> <p>d. The topic of a simple Service paper, as practised in AFCSC, should not contain a rider.</p> <p>e. The topic may or may not contain the action word. If used, the action word should be consistent throughout the paper.</p> <p>f. An example of a bad simple Service paper topic with key terms underlined - Enhancing <u>Operational Efficiency</u> in <u>Internal Security Operations</u> through Effective <u>Joint</u></p>	<p><u>Topic.</u></p> <p>a. The topic should not have more than 3 key terms.</p> <p>b. The topic may contain a rider.</p> <p>c. Examples of acceptable complex Service paper topics with key terms underlined are:</p> <p><i>'Leveraging <u>Emerging Technologies</u> in <u>Intelligence Gathering</u> for Enhanced <u>National Security</u>: Armed Forces of Nigeria in Perspective.'</i> (With rider)</p> <p><i>'Leveraging <u>Emerging Technologies</u> in <u>Intelligence Gathering</u> for Enhanced <u>National Security</u> in Nigeria: Issues and Prospects.'</i> (With rider)</p> <p><i>'Leveraging <u>Emerging Technologies</u> for Improved <u>Intelligence Process</u> in the Armed Forces of Nigeria.'</i> (Without rider)</p>	

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	<p><u>Training</u>: Operation DELTA SAFE in Perspective. (With 3 key terms and rider)</p> <p>g. An example of a good/acceptable Service paper topic in AFCSC – ‘<i>Enhancing <u>Joint Training</u> for <u>Operational Efficiency</u> in the Armed Forces of Nigeria.</i>’ (2 key terms and without rider)</p>		
2.	<p><u>Introduction.</u></p> <p>a. A good opening statement.</p> <p>c. Broad background leading to the focus of the paper.</p> <p>d. Contextual definition of key term(s), where applicable.</p> <p>e. Relationship between key terms. This could be supported with relevant and balanced examples using relatively comparative organisations, states or entities as applicable.</p> <p>f. Statement of the problem. (Justification of the study not necessary ie, ‘<i>it is against this backdrop that....</i>’ etc. It sometimes conflicts with the purpose or is a repetition of the purpose of the paper).</p> <p>g. An outcome-based purpose of the paper. Scope of the paper in prose form. Usually 3 or 4 scope items for AFCSC simple Service papers.</p> <p>h. Limitation(s) and justification for limiting to selected space, time or object.</p>	<p><u>Introduction.</u> Same as simple Service paper. However, the number of scope items are not limited to 4.</p>	<p>It is bad style to merely use dictionary definitions of key terms.</p>

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(a)	(b)	(c)	(d)
	<p>i. Assumption and its impact on the paper – Do not assume understanding or knowledge for the reader.</p>		
<p>3.</p>	<p><u>Aim.</u></p> <p>a. Unambiguous and clearly stated. It must contain the appropriate process word, content words and intent phrase.</p> <p>b. Process word - (Assess, Discuss, Evaluate, Examine, Explain, Review, Highlight, etc) which the paper must do in its content. An understanding of these process words by the writer is necessary.</p> <p>c. Content words – Key terms/variables and the object. Eg ‘...<i>impact of training on joint operations in the Armed Forces of Nigeria...</i>’.</p> <p>d. Intent phrase – ‘...<i>with a view to making recommendations</i>’ or ‘...<i>with a view to drawing lessons for....(who)</i>’.</p>	<p><u>Aim.</u> Same as simple Service paper.</p>	
<p>4.</p>	<p><u>Overview.</u></p> <p>a. Consider the normal or typical situation/circumstance of the main subject of discourse.</p> <p>b. Background to situate the focused object to the topic in discourse. It could be historical or developmental in approach to the subject, leading to the current state of things in the focused object in relation to the topic.</p>	<p><u>Overview/Conceptual Clarification/Issue.</u> The heading must not necessarily start with the title ‘Overview of....’ or ‘Background to....’</p>	

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(a)	(b)	(c)	(d)
	<p>c. The heading usually starts with the title ‘Overview of...’ or ‘Background to...’</p> <p>d. For example, a paper that examines a current or future problem with the topic <i>‘Leveraging Emerging Technologies for Efficient Intelligence Process in the Armed Forces of Nigeria’</i> could have its first scope item as <i>‘Overview of Technological Application in the Intelligence Process of the Armed Forces of Nigeria’</i>. Similarly, a paper that surveys and analyses past events with the topic <i>‘An Analysis of Logistics Planning for Joint Operations in Operation DEEP PUNCH II’</i> could have its first scope item as <i>‘Background to Operation DEEP PUNCH II’</i>.</p> <p>e. This scope, in its sub-items, could do a historic approach on the case study or the object. For example, it could look into how the intelligence process in the Armed Forces of Nigeria (AFN) has evolved from the pre-independence crude analogue system when only the NA was established, and to the current day electronic friendly intelligence process in the AFN. It could then discuss the impact or effect of the current practice in the use of technology for intelligence gathering in the AFN. This would further buttress the issues, problems or gaps that the paper wishes to address.</p>		

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(a)	(b)	(c)	(d)
	<p>f. Alternatively, the sub-scope items could discuss the current trend in using technology for intelligence process, what is obtainable in the AFN, and the impact of the shortfalls in the current usage of technology for intelligence process in the AFN. This will also further buttress the gap or problem the paper wishes to solve.</p> <p>g. The deductions at this stage should show that there is actually a gap which is generic in the organisation and this would be linked to the topic of the paper.</p>		
5.	<p>Efforts.</p> <p>a. The objective of this part of the paper is to unpack the deduction made in the 'standard' or 'overview' part of the paper. It is to further show that the current efforts have not adequately addressed the generic issues identified therein or is not appropriately implemented to derive maximum effect.</p> <p>b. This scope items should not convey any suggestion as to what the authority should do or make suggestions. The deductions here are to show that despite the current efforts, the gap or problem persists and adversely affects the derivation of maximum benefit in the issues.</p> <p>c. For papers with 3 scope items, the efforts could be merged with the overview.</p>	<p>Principal/Case Study.</p> <p>a. This part of the paper will take an in-depth look into the specific efforts made in an attempt to making things better or the build-up to the situation, in relation to the key terms in the topic.</p> <p>b. The writer must bring out specific impact that the efforts made has had on the system, particularly the object in focus. This is where the writer will analyse lots of data with specific examples and adequate references. The examples must relate to the organisation or object in focus. This part will show in-depth the extent of research done by the writer on the topic and focused object.</p>	

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(a)	(b)	(c)	(d)
6.	<p><u>Challenges.</u></p> <p>a. This scope items would unpack the deductions in the ‘Principal’ part of the paper to clearly identify why the problem persist or factors contributing to the non-derivation of maximum benefit from ongoing efforts of the authority. For papers that survey and analyse past events, the issues observed in the event, in relation to the aim of the paper, are discussed in this scope item.</p> <p>b. The use of the word ‘Militating’ in the scope heading should be discouraged. The heading could start with phrase ‘CHALLENGES FACING THE...’ or ‘CHALLENGES LIMITING THE...’ etc.</p> <p>c. The challenges must not be abstract, generic or complex. It should be specific, identifiable and quantifiable. For simple Service papers it is advisable to avoid policy issues. Rather, maintain only those issues that are addressable at tactical or operational level of command within the Services. The challenges could be in relation to the object in focus. The writer should use examples to show that the challenge identified contributes to the issues raised in the first 2 scope items and also affects the achievement of the ideal state of things in relations to the topic.</p>	<p><u>Challenges/Issues.</u></p> <p>a. Same as simple Service paper.</p> <p>b. The decision to use ‘challenges’ or ‘issues’ will depend on the type of being written and whom the paper is intended for. The use of ‘challenges’ conveys a sense of optimism and the potential for solutions or improvements. It also implies the writer is not in a position to address the problems being discussed. It is therefore more appropriate to use ‘challenges’ when writing papers for appropriate superior authority, who is expected to consider the problems and possibly provide the solutions. ‘Issues’ on the other hand, tend to have a broader and more encompassing connotation which may include problems, concerns, controversies and matters of interest or importance. It also implies that the problems being discussed are not necessarily difficult to address, as the writer may be in a position to resolve the issues, though not immediately. The use of ‘issues’ is therefore more appropriate in papers to be presented to subordinates such as papers presented by the Services to students of AFCSC.</p>	At least 3 challenges

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(a)	(b)	(c)	(d)
	<p>d. The deductions here are to show that the observed gaps in the inability of the efforts to address the problem are related to the challenges or issues identified.</p> <p>e. These scope items should not convey any suggestion of what the authority could do/lessons that can be derived from the event. It should end by relating the deductions to the topic in discourse.</p>		
7.	<p><u>Way Forward/Lessons Learnt.</u></p> <p>a. The solution part of the paper should convey the suggestions or actions prescribed by the writer to address the identified challenges. The use of 'WAY FORWARD' as a heading is poor style and should be avoided. The heading of the solution block could start with the phrase 'WAYS TO...' or 'WAYS OF....'.</p> <p>b. In papers that survey and analyse past events, the lessons learnt should convey the critical aspects of the key term(s) which impacted on the outcome of the event in relation to the topic. The heading of the lessons learnt should take the form 'LESSONS FROM...FOR...(WHO)...'. The sub-items should be written with the appropriate wordings for lessons learnt. For example, '<i>The Importance of....</i>', '<i>The Need for....</i>' etc.</p>	<p><u>Way Forward/Lessons Learnt/Prospects.</u></p> <p>a. Same as simple Service paper.</p> <p>b. In Service papers, 'prospects' refers to forward-looking or future-based outcomes. It is used when the writer intends to discuss future possibilities that could arise if the issues or challenges, which were discussed in the paper are addressed.</p>	<p>The number of solutions should correspond to the number of challenges.</p>

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(a)	(b)	(c)	(d)
	<p>This part should tell the reader who is to take action, what action is to be taken, how the action could be done, and the impact the action will have on the object in focus. This should be in relation to addressing the issues raised in the first 2 scope items of the paper.</p> <p>c. The solution must not be worded as the opposite of the challenge. For example, if the challenge is ‘Shortage of Manpower’, the solution should not be ‘<i>Increase in Manpower</i>’ but something around ‘Expansion of vacancies at Recruitment or Enlistment into the Service’. Again, if the challenge is “Insufficient Training...’, the solution should not be ‘<i>Provision of Sufficient Training...</i>’ but something around ‘Establishment of ...’ or ‘Partnership with... for training on...’</p>		
<p>8.</p>	<p><u>Conclusion.</u></p> <p>a. The conclusion should not be a summary of the paper, but a summary of the major deductions in the paper. There should be a logical flow of issues leading to each major deduction. This should be cross-referenced (for papers written in AFCSC).</p> <p>b. Depending on the type of service paper being written, the conclusion paragraph could be written in one of 2 ways. First, it could be written as a summary of major deductions based on the logical order of scope items. Alternatively, the</p>	<p><u>Conclusion.</u></p> <p>a. Same as simple Service paper.</p> <p>b. Cross-referencing only applies to papers written by students in AFCSC.</p>	

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(a)	(b)	(c)	(d)
	<p>conclusion could be written based on the logical flow of major deductions forming a line of thought across several scope items leading to the solution. The former groups major deductions based on scope items, while the latter groups them based on line of thought. An illustration of both styles is at Appendix 1 to this Annex.</p>		
9.	<p><u>Recommendations.</u></p> <p>a. From the structure of the conclusion part of the paper, the solutions that would lead to the recommendations will be contained in the last paragraph(s) of the conclusion. Thus, the recommendation does not have to come from each paragraph of the conclusion but from the last 2 or last paragraph of the conclusion which must have summarised the deductions in the solution part of the paper. This should be well cross-referenced.</p> <p>b. A Service paper is usually written to an authority or Service. It is not meant to be addressed to multiple Services or authorities. Hence, the first line of the recommendation should clearly address the appointment, Service or formation for whom the paper was written. For example:</p> <p><u>RECOMMENDATIONS</u></p> <p>19. <i>It is recommended that the DHQ should:</i></p> <p style="padding-left: 40px;">a. <i>Direct the Services to... (Paragraph 17)</i></p>	<p><u>Recommendations.</u></p> <p>a. Same as simple Service paper.</p> <p>b. Cross-referencing only applies to papers written by students in AFCSC.</p> <p>c. Recommendations are not necessary for papers in which the intent of the aim is to draw lessons.</p>	

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(a)	(b)	(c)	(d)
	<p><i>b. Liaise with the MOD to ... (Paragraph 18)</i></p> <p><i>c. Direct the DIA to collaborate with the DSS to... (Paragraph 18)</i></p> <p>c. In papers where the intent of the aim is to draw lessons, recommendations would not be proffered.</p>		
10.	<p><u>References.</u></p> <p>a. The Chicago Style of referencing with the use of footnotes in the main body of the paper.</p> <p>b. After listing annexes and enclosures in the paper, then list references in alphabetical order starting on a fresh page. You may wish to organise references into different segments of books, journals, articles, official documents, newspapers/magazines, unpublished works, interviews, and web sources.</p> <p>c. No numbering of references.</p> <p>d. Pages of references not required.</p> <p>e. Hyperlink on URL to be removed. (No blue-coloured underlined links).</p>	<p><u>References.</u> Same as simple Service paper.</p>	

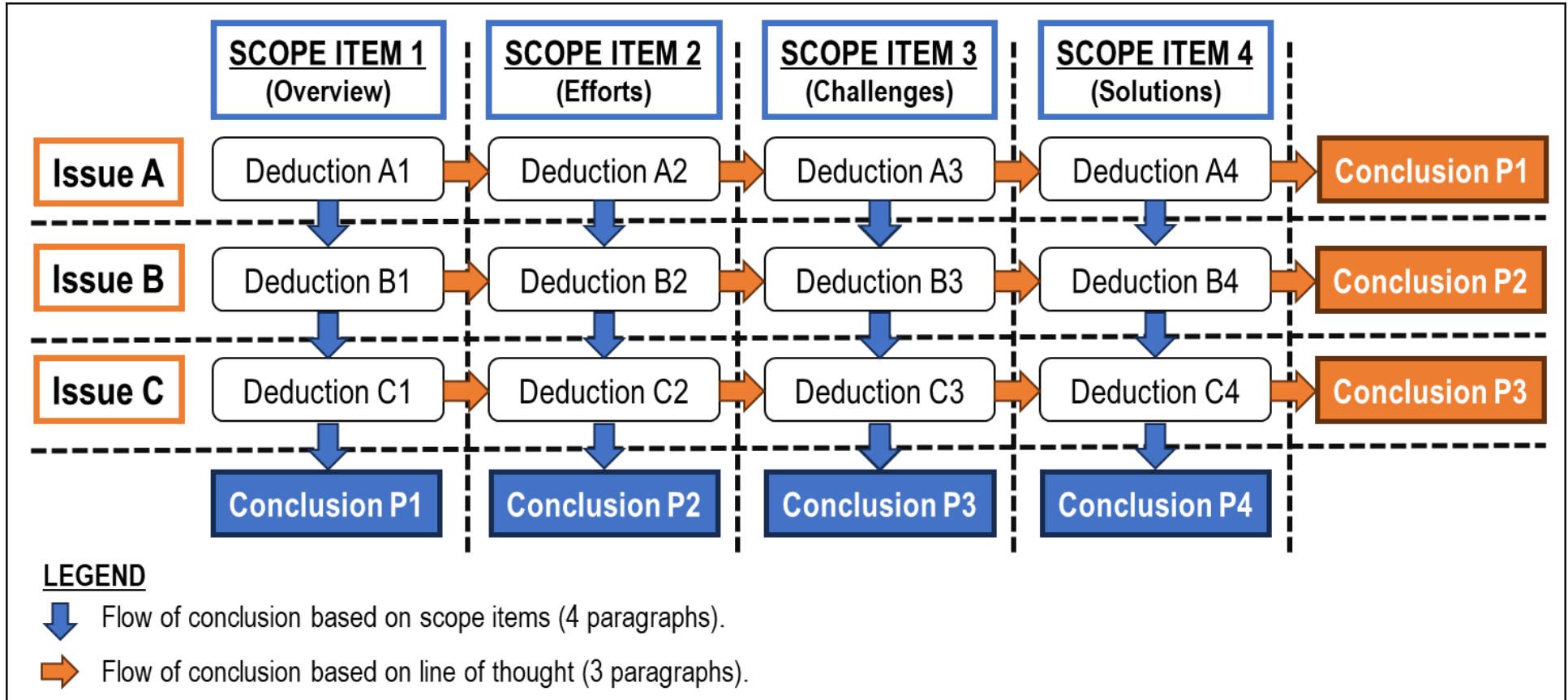
Appendix:

1. Illustration of Service Paper Conclusion Styles.

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ILLUSTRATION OF SERVICE PAPER CONCLUSION STYLES



6A1-1

EXAMPLE OF LAYOUT OF SERVICE PAPER USING GROUP HEADINGS

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

PRECEDENCE ⁽¹⁾

Copy No. of...⁽¹⁾

Identifying Reference

SUBJECT HEADING⁽²⁾

Reference: ⁽¹⁾

A

INTRODUCTION⁽²⁾

1. The introduction should be as brief as possible but must include the purpose and scope of the paper, any terms of reference specified by higher authorities, and sufficient background information to prepare the reader for the statement of the aim and an understanding of the discussion.

AIM⁽²⁾

2. The aim of this paper is to...

APPROPRIATE HEADING OF ARGUMENT

3. The discussion section contains the paper's arguments; there is

1

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION ⁽¹⁾

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SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

no rigid format for the arrangement of the material but it must lead logically to the conclusion.

CONCLUSION⁽²⁾

4. The conclusion section contains a summary of the main deductions presented in the discussion and, in conjunction with the introduction and the aim, presents a brief synopsis of the whole paper. It must not contain new material.

RECOMMENDATION(S)⁽¹⁾

5. If a recommendation(s) section is appropriate, it is included at the end of a Service paper. Recommendation must follow from the argument in the discussion and from the conclusion. They must contain no new material.

Place ⁽³⁾

Date

Annexes: ⁽¹⁾

Enclosures: ⁽¹⁾

NAME

Rank

Appointment

2

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION ⁽¹⁾

Notes:

1. If required or applicable.
2. Mandatory for all Service papers.
3. Place name only (eg, Jaji).

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EXAMPLE OF LAYOUT OF SERVICE PAPER USING MAIN HEADINGS

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

PRECEDENCE ⁽¹⁾

Copy No....of....⁽¹⁾

Identifying Reference

SUBJECT HEADING ⁽²⁾

References:

A.

B.

INTRODUCTION ⁽²⁾

1. The tank battalion was originally designed to

.....

2.

.....

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

AIM ⁽²⁾

3. The aim of this paper is to.....

HEADING OF MAJOR DIVISION OF THE DISCUSSION ⁽³⁾

4.
.....

FIREPOWER

5.
6.

MOBILITY

7.
8.

PROTECTION

9.
10.

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

FLEXIBILITY

11.
.....

HEADING OF MAJOR DIVISION OF THE DISCUSSION

GENERAL

12. In cooperation with other arms, the tank battalion will share the task of:

- a. Breaking through the enemy's defences.
- b. Conducting the destruction

13.
.....

THE ADVANCE

14. **Advance to Contact.**
.....
.....

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

15. **Pursuit.**

16. **Quick Attack.**

a. **The Assault.**

b. **Fire Support.**

c. **Flank Protection.**

THE DEFENCE

17. There are 2 types of defence:

a. **Positional Defence.**

b. **Mobile Defence.**

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

18.

HEADING OF MAJOR DIVISION OF THE DISCUSSION

19.

COVERING FORCE

20. **Screening.**

21. **Guarding.**

COUNTERATTACK

22.

23.

FLANK PROTECTION

24.

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

PRIVACY MARKING ⁽¹⁾

CONCLUSION

25. The principles of employment of the tank battalion are
.....

26. The main offensive roles
.....

27. The main defensive roles are
.....

RECOMMENDATIONS

28. It is recommended that:

- a.
- b.

Place⁽⁴⁾

Date

Annexes: ⁽¹⁾

Enclosures: ⁽¹⁾

NAME

Rank

Appointment

PRIVACY MARKING ⁽¹⁾

SECURITY CLASSIFICATION

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Notes:

1. If required or applicable.
2. Mandatory heading for all Service papers.
3. See Paragraph 4c of this chapter.
4. Place name only showing post town.

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'Unauthorised Disclosure, Transmission, Production or Retention of Information on this Sheet Violates the Official Secrets Act CAP 03 Law of the Federation of Nigeria 2004'.

CITING OF REFERENCES IN SERVICE PAPER WRITING

1. **Need for Referencing.** In the writing of Service papers and research projects, sources are usually consulted to either lend credibility to arguments, separate own ideas from the ideas of others or acknowledge the contributions of others. Such referencing provides evidence of the depth and breadth of the research conducted. Furthermore, proper referencing is imperative to avoid inadvertent plagiarism. Information whose sources ought to be cited includes data, direct quotations, paraphrased sections of published or unpublished works, and theories or ideas propounded by other authors.
2. **Referencing Style Adopted by AFCSC.** There are basically 3 types of referencing, namely: the Chicago style (also known as the Kate L. Turabian Referencing style), the Harvard or American Psychological Association (APA) style and the Modern Language Association (MLA) style. The Chicago Style requires the use of footnotes and endnotes, while APA and MLA styles require in-text citations. Among these 3 referencing styles, the Chicago style is adopted by the AFCSC for all write-ups requiring referencing of cited sources.
3. **Use of Footnotes or Endnotes.** For the Chicago style, either footnotes or endnotes could be used in a paper, but not both. However, for the purpose of uniformity, the AFCSC employs the use of footnotes. There are basically 2 parts to the Chicago style when footnotes are used. The first part involves placing a superscripted number, which is usually in Arabic numeral, at the end of the sentence to which they refer, after any punctuation mark. The numerals start from 1 and are numbered consecutively throughout the paper. The second part of the reference is done at the end of the paper. It involves the listing of the cited references.
4. **Format for Citing References.** Extracts on how to cite details of the references for writers of research papers, theses and dissertations

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are as follows:

a. **Books.**

Author (first name or initials followed by surname) – comma - title of book in italics – open brackets - place of publication – colon - name of publisher – comma - date of publication – close brackets - comma - page number (no p) - full stop.

Max Hastings, *Bomber Command* (London: Michael Joseph, 1979), 50.

b. **Chapters in Books.**

Author – comma - title of chapter and comma in double quotation marks – ‘in’ and then title of book in italics – comma - ed. or eds. – editor name(s) - open brackets - place of publication – colon - name of publisher – comma - date of publication – close brackets - comma - page number (no p) - full stop.

A. J. Enterline and M. J. Grieg, “Just the good, no bad or ugly? The regional impact of externally imposed democracy,” in *Conflict prevention and peacebuilding in post-war societies: sustaining the peace*, eds. D. T. Mason and J. D. Meernik (London: Routledge, 2006), 149.

c. **Articles.**

Author - comma - title of article and comma in double quotation marks - title of journal in italics – volume number – comma – issue number preceded by no. - date in brackets (month/season only required in absence of an issue number) - colon - page number (no p) - full stop.

For articles in journals follow the example below:

Clifford J. Rogers, “The Military Revolutions of the Hundred Years War,” *The Journal of Military History* 57, no. 2 (1993): 277.

For articles in newspapers, follow the example below:

Justin Davenport, “Two face court on bomb plot charges,” *Evening Standard*, September 7 (2006): 22.

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d. **Dissertations and Defence Research Papers.**

Author – comma - dissertation title in double quotation marks (not italics) – type of dissertation, institution and date all in brackets and separated by commas – comma – page reference – full stop.

Aled Jones, “Varieties of Welsh Regiments, 1957-81” (Defence Research Paper, JSCSC, 1998), 98.

e. **Electronic Sources.** First, a word of warning about the use of electronic sources. Electronic sources can vary considerably in their quality, reliability and factual accuracy. Some web sites have no quality assurance standards whatsoever. Part of the assessment criteria for written work is the demonstration of critical engagement with scholarly research and academic debates at the forefront of the discipline. Academic books and articles in refereed journals constitute scholarly sources; unregulated, random web sites and search engines do not. Electronic sources need to be cited systematically and consistently, just as printed sources are, so that others can identify and access them. The main difference lies in the need to indicate when you accessed the electronic source. This is because World Wide Web pages, for example, change quite frequently - giving the date of access is therefore rather like specifying the edition of a book. Electronic journal articles in footnotes (Manual p.696). **Follow the examples presented above (Paragraph 4c), but include the URL and date accessed.**

Author – comma - title of article and comma in double quotation marks – journal title in italics – the volume and issue number of the journal – date in brackets – colon - page number (no p) – comma - URL – (in brackets, the date you accessed the site).

Wade L. Huntley, “Smaller state perspectives on the future of space governance,” *Astropolitics* 5, no. 3 (2007): 240, <http://www.informaworld.com/openurl?genre=article&issn=1477-7622&volume=5&issue=3&spage=237>, accessed 5 Jun 22.

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It is acceptable, for footnoting only, to present a shortened URL reference, ending at the top level web page for electronic sources, for example:

Wade L. Huntley, "Smaller state perspectives on the future of space governance," *Astropolitics* 5, no. 3 (2007): 240, <http://www.informaworld.com> (accessed 5 Jun 22).

f. **World Wide Web Documents.**

Author – comma - title of page and comma in double quotations marks - title or owner of the site – comma – URL - in brackets, the date you accessed the site – full stop, for example:

Lancaster University Engineering Design Centre, "Application of Schemebuilder Environment for Hydraulic System Design Focusing on Concurrent Engineering Aspects," Lancaster University Engineering Design Centre, <http://www.comp.lancs.ac.uk> (accessed October 29, 2008).

If there is no apparent author, the owner of the site may stand in for the author.

g. **Interviews.** Where permission has been received for referencing interviews conducted by the author you may present the information in the following way:

Gen Sir Rupert Smith, interview with author, 5 Jun 22. *or*

Interview with Lt Col SC Writer, SO1 Force Generation, DHQ, 5 Jun 22.

You may find that your interviewee will not want to be quoted. It is an acceptable academic convention to footnote information of this nature as follows:

Interview with member of armed forces, August 2007.

h. **Official Publications.** This covers a wide range of sources including national government publications and those emanating from international bodies: the Manual provides example of footnote and bibliography presentation applicable to the particular type of source. In general, the following information is required:

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- Country, state, city, county, government division or international body issuing the document.
- Legislative body, executive department, commission or committee producing the document.
- Individual author, editor or compiler, if given.
- Title, if any, of the document.
- Publication series and/or report number or other identifying information.
- Publisher, if different from the issuing body, and place of publication.
- Date.
- Page, if relevant.

The examples that follow are for one type of official source most commonly used within the college, the doctrine publication. Please refer to the Manual for examples of referencing for other types of official publication:

Nigeria. Ministry of Defence. *Nigeria's National Defence Policy*, 2nd ed. (Abuja: Ministry of Defence, 2016), 17.

Or for online sources,

Nigeria. Ministry of Defence. *Nigeria's National Defence Policy*, 2nd ed. (Abuja: Ministry of Defence, 2016), 17, <https://www.ndc.gov.ng/Lectures/NDP2016.pdf>, accessed 5 Jun 22.

i. **The Use of 'ibid.' and Shortened Citations.**

(1) 'Ibid' means that material, statement or quote can be found in the same book as the preceding reference as:

- Either 2 sequential references from the same book and the same page:
 - 22. Max Hastings, *Bomber Command* (London: Michael Joseph, 1979), 50.
 - 23. Ibid.

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- Or 2 sequential references from the same book, but a different page:

22. Max Hastings, *Bomber Command* (London: Michael Joseph, 1979), 50.

23. *Ibid.*, 89.

Note that 'ibid.' is not italicised and because it is an abbreviation is always followed by a full stop. It should always be capitalised at the start of a footnote.

(2) When you have already cited the book or article before in your essay, you can use a shortened version of the previous citation. For example:

22. Max Hastings, *Bomber Command* (London: Michael Joseph, 1979), 17.

23. Robert A. Pape, *Bombing to Win: Air Power and Coercion in War* (Ithaca: Cornell University Press, 1996), 89.

24. Hastings, *Bomber Command*, 102.

Only the last name of the author is provided. If a work has 2 or 3 authors, give the last name of each; for more than 3, put the last name of the first author followed by 'et al.' or 'and others'. The shortened title contains key words from the title, omitting 'A' or 'the'. Titles with 4 words or shorter are seldom shortened.

j. **Other Guides.** Other points of note include:

(1) If you can find no place of publication, write 'n.p.' before the colon:

Addis, Simon. *A Case of Mistaken Identity*. n.p.: Penguin, 1990.

If you can find no publisher's name, use just the place and date, if known. If you can find no date, use n.d.

(2) If there are multiple places of publication, include only the first place listed.

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(3) Some books have additional information which should be ordered as follows:

- **Multiple authorship (2 authors):** place the author names, surname first in the first case, in the order in which they appear on the title page, for example:

Cox, Bruce, and Paul Bovis. *The Role of the Tank in Modern Warfare*. Cambridge: Cambridge University Press, 1996.

- **Multiple authorship (3 authors):** place the author/editor names in the order as they are on the title page. Only the first name is inverted, for example:

Schellinger, Paul, Christopher Hudson, and Marijk Rijsberman, eds. *Encyclopedia of the Novel*. Chicago: Fitzroy Dearborn, 1998.

- **Multiple authorship (4-10 authors):** for works by or edited by four to ten authors, all names are listed in the bibliography. The order and punctuation is the same as the multiple authorship (3 authors) example above.

(4) **Edited volumes:** place the name of the editor or editors followed by 'ed.' (one editor) or 'eds.' (more than one editor), for example:

Jarvis, Elizabeth and Emily James, eds. *Warfare Tomorrow: Essays on the Utility of Force*. London: Routledge, 1987.

(5) **Multiple volumes:** if a work is published in more than one volume, you should give the number of volumes after the book title (not in italics), for example:

Edwards, Jonathan, ed. *The Encyclopaedia of Warfare*. 5 vols. London: Macmillan, 1980.

(6) **Series titles:** if a book belongs to a series, this information is given after the title, but not placed in italics; give the number of the book within the series where possible, e.g. Kyle, Juliet. *Water Security*. Studies in Security Management 15. Oxford: Oxford University Press, 1991.

(7) **Multiple editions:** if a book has been republished in a significantly altered version (e.g. revised editions), you should state that it is a new edition (but ignore straightforward new

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impressions and reprintings, where no substantial changes are made). For example:

Waugh, David. *The Complete Guide to Shooting People*. 3rd ed. New Haven: Yale University Press, 1997.

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ANNEX E TO
CHAPTER 6
DATED JAN 24

EXAMPLE OF A SIMPLE SERVICE PAPER WITH CONCLUSION
BASED ON ORDER OF SCOPE ITEMS

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AFCSC/DJS/EX/1

LEVERAGING NON KINETIC MEASURES TO COUNTER TERRORISM
IN NIGERIA

INTRODUCTION

1. The ability of governments to safeguard their citizens has become increasingly daunting due to insecurity such as terrorism and other forms of armed violence. For instance, in Nigeria, more than 37,000 lives have been lost and about 2.5 million people displaced as a result of the Boko Haram (BH) terrorism.¹ Terrorism is the use of violence to inculcate fear and coerce or intimidate governments or societies in the pursuit of political, religious or ideological goals.² Non-kinetic counter terrorism measures on the other hand entails the employment of the elements of a country's national power other than the military such as socio-economic measures, information operations and diplomacy to address the underlying causes of terrorism.³

2. Significant operational success has been recorded in the counter

¹. Global Conflict Tracker, "Boko Haram in Nigeria", <<https://www.cfr.org/global-conflict-tracker/conflict/boko-haram-nigeria>> accessed 28 Sep 23.

². RS Moore, "The Basics of Counterinsurgency", <<https://smallwarsjournal.com/documents/moorecoinpaper.pdf>>, accessed 28 Sep 23.

³. Ibid.

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terrorism operation in the North East (NE). However, total victory is yet to be achieved partly because the initiatives were mostly kinetic actions with only little consideration for other alternatives. The purpose of this paper is to suggest ways of addressing the terrorism in NE Nigeria through non-kinetic measures. The paper will give an overview of terrorism in Nigeria before discussing some of the efforts of the FGN in countering terrorism and challenges of the counter-terrorism efforts before finally suggesting a way forward. The paper will be limited to Borno State which is assessed as the epicenter of the scourge of the BH terrorism. It is assumed that the solutions proffered would also suffice for other states in the NE experiencing the challenge of terrorism.

AIM

3. The aim of this paper is to highlight non kinetic measures to counter terrorism in NE Nigeria with a view to making recommendations.

OVERVIEW OF TERRORISM IN NIGERIA

4. In Nigeria, the origin of terrorism dates back to the Maitatsine crisis in Northern Nigeria from 1980 to 1985 where the Maitatsine sect leader employed terrorist tactics to intimate and coerce people for religious purpose.⁴ The origin of the current terrorism plaguing the NE could be traced to the emergence of a religious fundamentalist group in 2002 in Kanama, Yobe State which advocated for the implementation of Islamic law. As time went by, the group metamorphosed into a violent group

⁴. A Adesoji, "Between Maitatsine and Boko Haram: Islamic Fundamentalism and the Response of the Nigerian State", Africa Today, Vol 57, (2011).

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which started engaging in terror attacks on population centres and security agencies across Nigeria in 2009.⁵

5. Countries plagued by terrorism employ several measures to defeat the terrorists and address the underlying causes of terrorism. In Colombia, the government identified a correlation between poverty, unemployment, high level of illiteracy and terrorism. Consequently, it took steps to provide means of livelihood for its citizens. Conversely, Nigeria's counter-terrorism strategy has been mostly kinetic. For instance, the strategy used to quell the Maitatsine religious riot was basically military option.⁶ Similarly, the 2009 uprisings of BH terrorists were met with exclusive military action which forced the members of the group to flee only to resurge with vicious tactics in 2011. The same kinetic approach has been continuously employed by the FGN over the years. It is therefore not surprising that the efforts of the FGN in addressing the BH terrorism has only been successful in decimating the terrorists but has not effectively ended the scourge of terrorism in the NE. This underscores the need to accord greater attention to non-kinetic measures in the NE counter terrorism strategy.

EFFORTS OF THE FEDERAL GOVERNMENT IN COUNTERING TERRORISM IN THE NORTH EAST

6. The non-military measures that have been employed by the FGN to counter terrorism in the NE include the establishment of developmental initiatives for the NE and establishment of Operation SAFE CORRIDOR (OPSC). These are discussed subsequently.

⁵. OG Adeniyi, "Counterterrorism and Counterinsurgency Operations in Nigeria: Operation LAFIYA DOLE in Perspective", delivered at NDC to participants of Course 28, 18 Mar 20.

⁶. A Adesoji, Op. Cit.

7. **Establishment of Developmental Programmes and Initiatives.**

The need to reconstruct damaged infrastructure and rehabilitate displaced communities led to the establishment of developmental programmes and initiatives. One of such programme is the North East Development Commission (NEDC). The NEDC was established to oversee the socio-economic transformation of the states of the NE affected by BH terror activities through strategic intervention programmes aimed at restoring livelihoods, economic opportunities and long-term peace to the region. Although the establishment of NEDC and other similar initiatives are laudable, they appear to be reactionary responses borne out of the need to appease people and communities affected by terror activities. Furthermore, corruption has undermined the activities of the programmes. The allegation of corruption in the management of Presidential Initiative of the North East levelled against a former Secretary to the Government of the Federation is a classic example in this regard.⁷ These issues need to be addressed to facilitate the attainment of the objectives of the programmes.

8. **Establishment of Operation SAFE CORRIDOR.** Operation SAFE CORRIDOR was established to rehabilitate low-risk, repentant BH fighters through psychosocial reorientation and vocational training. The programme has however been beset by some controversies. For instance, many BH terror victims view OPSC with resentment, believing that the government under OPSC is providing assistance to former insurgents while neglecting the victims of the conflict.⁸ The FGN thus needs to undertake public enlightenment to engender support for the

⁷. D Erezi, "N500m Trial of Former SGF Babachir Lawal Stalled", The Guardian Newspaper, 18 Jun 19.

⁸. S Brechenmacher, "Achieving Peace in North East: The Reintegration Challenge", <<https://www.carnegieendowment.org> pub accessed 23 Sep 23.

programme among the population especially the direct victims of BH insurgency.

CHALLENGES FACING THE FEDERAL GOVERNMENT'S COUNTER-TERRORISM EFFORTS

9. The protraction of the war on terror in the NE could be attributed to several challenges which include proliferation of weapons across Nigeria's northern borders, preponderance of ungoverned spaces in remote areas of the NE and poor socio-economic indices of the NE. These are discussed subsequently.

10. **Proliferation of Weapons Across Nigeria's Borders.** A major challenge to the counter-terrorism efforts in the NE is the ease of flow of weapons, especially across the nation's northern borders. The porous nature of Nigeria's borders encourages the free flow of these weapons into the country. In 2019, Nigeria's Minister of Interior, observed that there were over 1,499 illegal entry routes into Nigeria through the nation's borders. He further asserted that as a result of this, over 70 per cent of about 8 million illegal weapons in West Africa were in Nigeria.⁹ The assertions are quite instructive on the implications of the porosity of Nigeria's borders in the fight against terrorism in the NE. There is need to enplace measures to control activities around the borders to deny the BH terrorists' access to logistics support from across the borders.

11. **Unfavorable Socio-economic Indices.** Unemployment, poverty, inequality, social exclusion and other socio-economic factors are structural conditions that make an environment susceptible to the growth

⁹. FC Onuoha, 'Small Arms and Light Weapons Proliferation in Nigeria', Conflict Trends, Vol 2, (2019).

of violent extremism.¹⁰ Poverty, hunger, illiteracy, unemployment and other unfavorable socio-economic indices is rife in the affected states. As at 2009 when the BH terrorism broke out, Borno and Yobe States ranked thirty first and thirty sixth respectively in terms of adult literacy level and thirty fifth and thirty sixth respectively in the poverty index ranking among the 36 states of Nigeria.¹¹ This has been further worsened by the destruction and displacements associated with BH crisis. When juxtaposed with the fact that many of the BH members are poor and unemployed youths, it is clear that the socio-economic standards facilitated the spread of BH terrorism. The FGN needs to address the poor socio-economic indices in these states in order to reduce the vulnerability of the population to terrorism.

WAYS TO LEVERAGE NON KINETIC MEASURES TO ADDRESS TERRORISM IN NIGERIA

12. Terrorism in the NE would be best addressed with options other than kinetic actions. These include the establishment of North East Socio-economic Empowerment Programme (NESEP) to address the poor socio-economic indices in the region and a Border Security Initiative (BSI) to curb trans-border arms proliferation. These are discussed subsequently.

13. **Institution of a Border Security Initiative to Curb Trans-border Arms Proliferation.** The FGN needs to evolve an approach to securing the nation's border with particular attention to the large number of illegal

¹⁰. UF Abubakar, Liaison Officer Counter-Terrorism Centre ONSA, interviewed on "The Drivers of Violent Extremism in Nigeria", 15 Jun 23.

¹¹. Ibid.

entry points across the borders. The length of the border will make emplacement of physical barriers across the borders extremely expensive. The FGN could leverage on technology to enhance its border situation awareness by instituting a BSI to monitor the country's borders. The proposed border security is a state-of-the-art surveillance system comprising Unmanned Aerial Vehicles (UAVs), radars and ground sensors to monitor and provide broad area surveillance over the nation's borders. The UAVs could be equipped with a variety of sensor systems including visual cameras, radar systems, and electro-optical and infra-red devices. This is similar to the 'Falcon Eye' being employed by the NN to monitor Nigeria's waterways with spectacular results.

14. **Establishment of North East Socio-Economic Empowerment Programme.** The establishment of NESEP will assist in addressing the poor socio-economic indices prevalent in the affected states. This programme which could be under the NEDC could focus on providing soft loans, skills acquisition training and other basic means of generation of livelihoods for the locals in the most affected states of the NE. The project could commence in the IDP Camps where they bulk of the locals in the remote areas have relocated to due to fear of attacks. Furthermore, since majority of the displaced persons are farmers, the government could secure arable lands close to the IDP camps for them to resume their farming. This will not only provide a means of livelihood for these people but will also reduce the susceptibility of these people to violent extremism.

CONCLUSION

15. Some commendable achievements have been recorded in the counter terrorism operations in the NE. However, there is need to accord greater attention to non-kinetic measures in the NE counter terrorism

strategy in order to achieve total victory. The non-kinetic initiatives so far employed such as the establishment of NEDC and OPSC appear to be reactionary responses, corruption prone and marred by controversies. These issues need to be addressed particularly through public enlightenment to engender support and public trust for the programmes. (Paragraphs 7 and 8).

16. The war on terror in the NE has been beset by some challenges. The porous nature of Nigeria's borders encourages the free flow of these weapons into the country. There is need to emplace measures to control activities around its borders to deny the BH terrorists access to logistics support from across the borders. The poor socio-economic indices in the affected states also need to be addressed in order to reduce the vulnerability of the population to terrorism. (Paragraphs 10 and 11).

17. To address the challenge of proliferation of weapons through the nation's borders, the government needs to leverage on technology to enhance its border situation awareness by instituting a BSI to monitor the country's borders. Similarly, the establishment of NESEP will provide a means of livelihood for people in the affected states. This will help in addressing their poor socio-economic indices and also reducing their susceptibility to violent extremism and negative ideology. (Paragraphs 13 and 14).

RECOMMENDATIONS

18. It is recommended that the FGN should:
- a. Institute a Border Security Initiative. (Paragraph 17).

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b. Establish a North East Socio-economic Empowerment Programme. (Paragraph 17).

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3. A Adesoji, “Between Maitatsine and Boko Haram: Islamic Fundamentalism and the Response of the Nigerian State”, Africa Today, Vol 57, (2011).
4. S Brechenmacher, “Achieving Peace in North East: The Reintegration Challenge”, <<https://www.carnegieendowment.org> accessed 23 Sep 23.
5. Erezi, “N500m Trial of Former SGF Babachir Lawal Stalled”, The Guardian Newspaper, 18 Jun 19.
6. Global Conflict Tracker, “Boko Haram in Nigeria”, <<https://www.cfr.org/global-conflict-tracker/conflict/boko-haram-nigeria>> accessed 28 Sep 23.
7. RS Moore, “The Basics of Counterinsurgency”, <<https://smallwarsjournal.com/documents/moorecoinpaper.pdf>>, accessed 28 Sep 23.
8. JO Omale, “Terrorism and Counter Terrorism in Nigeria: Theoretical Paradigms and Lessons for Public Policy” Canadian Social Science Journal, Vol 9, No 3, 9 (2013).
9. FC Onuoha, ‘Small Arms and Light Weapons Proliferation in Nigeria’, Conflict Trends, Vol 2, (2019).

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EXAMPLE OF A SIMPLE SERVICE PAPER WITH CONCLUSION
BASED ON LINE OF THOUGHT

AFCSC/DJS/EX/1

LEVERAGING NON KINETIC MEASURES TO COUNTER TERRORISM
IN NIGERIA

INTRODUCTION

1. The ability of governments to safeguard their citizens has become increasingly daunting due to insecurity such as terrorism and other forms of armed violence. For instance, in Nigeria, more than 37,000 lives have been lost and about 2.5 million people displaced as a result of the Boko Haram (BH) terrorism.....

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3. The aim of this paper is to highlight non kinetic measures to counter terrorism in NE Nigeria with a view to making recommendations.

OVERVIEW OF TERRORISM IN NIGERIA

4.

5.

EFFORTS OF THE FEDERAL GOVERNMENT IN COUNTERING TERRORISM IN THE NORTH EAST

- 6.
- 7. **Establishment of Developmental Programmes and Initiatives.**
.....
- 8. **Establishment of Operation SAFE CORRIDOR.**
.....

CHALLENGES FACING THE FEDERAL GOVERNMENT’S COUNTER-TERRORISM EFFORTS

- 9.
- 10. **Proliferation of Weapons Across Nigeria’s Borders.**
.....
- 11. **Unfavourable Socio-economic Indices.**
.....

WAYS TO LEVERAGE NON KINETIC MEASURES TO ADDRESS TERRORISM IN NIGERIA

- 12.
- 13. **Institution of a Border Security Initiative to Curb Trans-border Arms Proliferation.**
.....

14. **Establishment of North East Socio-Economic Empowerment Programme.**

CONCLUSION

15. Some commendable achievements have been recorded in the counter terrorism operations in the NE. However, there is need to accord greater attention to non-kinetic measures in the NE counter terrorism strategy in order to achieve total victory. The non-kinetic initiatives so far employed such as the establishment of NEDC and OPSC appear to be reactionary responses, corruption prone and marred by controversies. These issues need to be addressed particularly through public enlightenment to engender support and public trust for the programmes (Paragraphs 7 and 8).

16. The war on terror in the NE has been beset by some challenges. The porous nature of Nigeria's borders encourages the free flow of these weapons into the country. There is need to emplace measures to control activities around its borders to deny the BH terrorists access to logistics support from across the borders. To achieve this, the government could leverage on technology to enhance its border situation awareness by instituting a Border Security Initiative to monitor the country's borders. (Paragraphs 10 and 13).

17. The poor socio-economic indices in the affected states of the NE need to be addressed. This could be achieved with the establishment of the North East Socio-economic Empowerment Programme to provide a means of livelihood for the people thereby reducing their susceptibility to violent extremism and negative ideology. (Paragraphs 11 and 14).

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RECOMMENDATIONS

18. It is recommended that the FGN should:
- a. Institute a Border Security Initiative. (Paragraph 16).
 - b. Establish a North East Socio-economic Empowerment Programme. (Paragraph 17).

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3. A Adesoji, “Between Maitatsine and Boko Haram: Islamic Fundamentalism and the Response of the Nigerian State”, Africa Today, Vol 57, (2011).
4. S Brechenmacher, “Achieving Peace in North East: The Reintegration Challenge”, <<https://www.carnegieendowment.org> accessed 23 Sep 23.
5. Ezezi, “N500m Trial of Former SGF Babachir Lawal Stalled”, The Guardian Newspaper, 18 Jun 19.
6. Global Conflict Tracker, “Boko Haram in Nigeria”, <<https://www.cfr.org/global-conflict-tracker/conflict/boko-haram-nigeria>> accessed 28 Sep 23.
7. RS Moore, “The Basics of Counterinsurgency”, <<https://smallwarsjournal.com/documents/moorecoinpaper.pdf>>, accessed 28 Sep 23.
8. JO Omale, “Terrorism and Counter Terrorism in Nigeria: Theoretical Paradigms and Lessons for Public Policy” Canadian Social Science Journal, Vol 9, No 3, 9 (2013).
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CHAPTER 7

PRÉCIS SUMMARY AND EXECUTIVE SUMMARY

INTRODUCTION

1. When dealing with complicated matters, it is often helpful to reduce them on paper to their bare essentials. This simplification process focuses attention on the significant factors, thereby promoting a better understanding of the subject and when appropriate, enabling decisions to be taken. This chapter defines and examines specific applications of this approach, namely:

- a. **Précis**. A condensed version of the substance of an original paper or papers is called a précis.
- b. **Summary**. A summary is a concise record of the development or history of a subject matter in file.
- c. **Executive Summary**. An executive summary is a short document which summarises a larger report, a group of reports or series of related events. It is usually prepared for a superior to acquaint him with the main substance of a large document.

PRÉCIS

2. A staff officer is often required to produce for his superior officer the gist of a long paper or clarification of an involved argument set out in a document. In the Armed Forces, the information will often be presented in the form of a brief; the rules and procedures appropriate to various forms of briefs are outlined in Chapter 9. The process by which the staff officer sifts the original material and preserves its essential meaning in a coherent shorter version is the writing of a précis. The experienced staff officer may well be able to combine the 2 stages and transcribe his abstract directly into the required brief format. Less experienced officers may, however, find it useful to prepare a précis as a preliminary step before producing the final brief. Précis writing involves an analysis of the meaning and relative importance of the words, phrases, sentences and

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paragraphs in the original document, and helps to develop objective comprehension.

3. The principles of précis writing may be summarised as follows:
 - a. **Content.** A précis should be accurate, brief and clear. It should contain only the important features of the original presented in a readily understandable form.
 - b. **Impartiality.** Impartiality is especially important and the original author's meaning must neither be exaggerated nor distorted.
 - c. **Styles.** A series of extracts is not a précis. The same words or terms as the original need not be used but its tone and force must be retained.
 - d. **Arrangement and Length.** The essentials of the original may be re-arranged to achieve brevity and clarity, and the précis should read smoothly and logically. It may not be necessary to reduce all passages in proportion to their original length; some long passages may be reduced to a sentence. A précis should, therefore, be as short as possible for its purpose. As a guide, it should be between a fifth and a third of the length of the original.
4. There are 3 recommended steps to the preparation of a précis: Step 1 is to identify the essential points; Step 2 is to arrange and group them; Step 3 is to produce these essential points in clear, unambiguous writing.
 - a. **Step 1 – Identify the Essential Points.** The original must be read carefully, several times if necessary, to establish its tone and the salient points or argument jotted down. It may be helpful if these are tabulated, but in any case, phrases from the original must not simply be crossed out while others, perceived as the most important, are retained intact. Each point made in the original must be examined critically to decide whether it contributes directly

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to the main theme. In general, examples included to illustrate or amplify a point should be discarded. Notes should retain the balance of the piece, giving each part of the original its proportional weight.

b. **Step 2 – Arranging and Grouping Notes.** Not all original documents are masterpiece of prose. It will sometimes be necessary to rearrange notes so that the argument or theme progresses logically. This is quite acceptable, although care must be taken not to distort the author's meaning. It is often useful to enumerate the main arguments, eg, "There are 3 reasons for the shortage of spare parts. 'Firstly...Secondly... Finally...'" The number of paragraphs to be used may emerge naturally from this process but in general, the number used should roughly reflect the degree of condensation of the whole. Thus, if an original document consists of 1,500 words and 9 paragraphs, then a 500 word précis should be planned with 3 or 4 paragraphs.

c. **Step 3 – Turning the Notes into Prose.** A précis is often prepared to simplify a complicated document, as well as, to shorten it. Therefore, a staff officer should use his own words as much as possible. This style will be familiar to the officer for whom it is written and he can substitute easily understood words or phrases for possible obscure jargon. A précis should normally be written in an impersonal form; the tense of the original can usually be retained, but the past tense must be used for reported speech.

5. SW requires revision. It is important therefore, that an initial draft should be made to ensure that all the main themes or arguments have been covered and that the original sense has been preserved. It may thereafter be necessary to refine its length and fluency. The final document should conform with the normal rules of SW. If it is to be a document in its own right (eg, an annex to an involved brief), then its heading should take the form: 'PRECIS OF A (paper, article, etc) ON (subject) BY (author or the original) FROM (sources, magazine newspapers, etc) DATED (date of the original)'.

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SUMMARY

6. When a staff officer is engaged in a particular project for a considerable period, running perhaps into months or even years, it is often helpful to him or to other involved officers to draw up a summary. This would be particularly appropriate for example, when a staff officer in a major headquarters hands over to his replacement, and there is unfinished business requiring attention. A summary is a concise series of statements covering key actions on a subject or project from a file or a series of papers. It may be tabulated or in note form, and prepared for information, for ready reference, or for the record (see Annex A).

7. A summary is normally retained on the file to which it refers, with an appropriate reference on the minute sheet. If practicable, other original documents should be attached but, in any case, they must be clearly identified and referred to associated enclosures. Attention should be drawn to the relevant enclosure numbers on the file for each key action or statement. Those enclosures should be flagged for ease of reference. Personal comments, views or opinions should be attached as an annex. An example of a summary illustrating a suitable layout is at Annex A.

8. There are 3 recommended steps to the preparation of a summary: Step 1 is to itemize the contents in a most logical order; Step 2 is to arrange facts and deductions in sequence, keeping your aim in view; Step 3 is to end by showing how you have achieved the aim.

a. **Step 1 – Itemize Contents in Logical Order.** To summarize, the first stage is to work out a framework and establish the aim of the argument. This is done by itemizing the contents in the most logical order.

b. **Step 2 – Establishing Facts and Deductions.** Facts and deductions should follow in sequence to lead the reader through the argument. Each paragraph should end with a concluding statement which prepares the order for the next sequence of facts and deductions. Test each paragraph for relevance by continually referring to the aim.

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c. **Step 3 – Show Achievement of Aim.** The last step is to end the discussion with a definitive statement which shows precisely how you have fulfilled the aim of the paper. Note that this concluding statement forms part of the discussion and must not be confused with the ‘conclusion’ which summarizes the discussion in a normal Service paper.

EXECUTIVE SUMMARY

9. In the Services, various volumes of documents, reports and proposals are originated which require prompt decisions to be taken on them by a superior officer or higher authority. However, in some cases, due to paucity of time, scheduled meetings and the volume of documents needed to be treated daily, a superior usually has no time to fully digest or assimilate the main ideas or understand the overall content of a report. This may lead to making uninformed decisions which could be detrimental to the Service or organization. Accordingly, one of the ways in which a superior is able to digest the main ideas in a report or proposal and its recommendations/prayers, if any, is through the preparation of an executive summary.

10. An executive summary is a short, separate stand-alone document which summarizes or condenses the main ideas in a larger report or proposal to enable a superior officer or reader make prompt informed decisions and focus on the issues that really matter in a report. That is, the reader becomes rapidly acquainted with a large body of material without having to read it all. An executive summary should therefore give a thorough overview of a report or proposal. The document should synthesize the key points to facilitate quick uptake and understanding while explaining as expeditiously as possible all the fundamental information the reader needs to make a decision regarding the issue being addressed. An executive summary is however not to exceed 10 per cent of the parent document. It is imperative to note that the executive summary does not translate to an introduction, a preface, abstract or conclusion. Effort must also be made to avoid making it into a random collection of highlights.

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11. **Format of an Executive Summary.** The layout of an executive summary is illustrated at Annex B. The usual sections are to include the following:

- a. An introductory paragraph providing brief background information of the issue being written on, as well as the statement of the problem, the purpose and scope of the executive summary as applicable.
- b. An aim could be provided in complex or detailed executive summaries.
- c. The gist/findings of the main paper, sub-divided into appropriate headings.
- d. If the original document contains recommendations, they must be captured in the executive summary without distorting the meaning.
- e. The opinions of the drafter of the executive summary, if required, should be included in a separate paragraph titled 'Comments'. Examples of executive summaries with and without comments are given in Annexes C and D.

12. **Preparation of an Executive Summary.** There are 3 recommended steps to the preparation of an executive summary. These are identifying the main points of the argument, developing the initial draft and writing the final document.

- a. **Step 1 – Identifying the Main Points of the Argument.**
The writer must always bear in mind that the overall purpose of an executive summary is to assist with decision making. The executive summary must thus be structured to attain this end. To achieve this, the writer should:

- (1) Read the entire document to understand the underlying theme/idea and sub-themes of the original document.

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(2) Guided by this understanding, the writer must then identify and isolate the main points.

b. **Step 2 – Developing the Initial Draft.** To develop the initial draft the following steps should be followed:

(1) The main points of the original document are to be grouped into sections of related ideas.

(2) The sections are then arranged in a logical manner while retaining the main line of argument of the original paper.

(3) The logically arranged sections are then combined into a single document and linked to achieve a logical flow.

(4) The writer must ensure that the flow of the draft leads logically to the recommendations as prescribed by the original author of the main paper.

c. **Step 3 – Writing the Final Document.** In coming up with the final document, the following need to be borne in mind:

(1) The initial draft produced must be read sufficiently to fine-tune and ensure that all unnecessary details are expunged.

(2) The tendency to cut and paste information from the main paper should be avoided. Rather, large portions of important text/ideas are to be summarized in clear and correct prose. Avoid using passive and imprecise language.

(3) It is imperative that the writer avoids inserting his opinion on the issue or topic discussed in the original piece. This is to enable the reader to appreciate the thoughts of the original writer. Rather, the writer's comments regarding the piece are to be expressed in a separate paragraph.

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Annexes:

- A. Example of a Summary.
- B. Layout of an Executive Summary.
- C. Sample of Executive Summary with Comment.
- D. Sample of Executive Summary without Comment.

EXAMPLE OF A SUMMARY

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TAC/481/HQ

SUMMARY OF INTRODUCTION OF TYPE 99 MK 1 CAMERA

<u>DATE</u>	<u>SUMMARY</u>	<u>ENCLOSURE</u>
27 Apr 22	1. HQ NAF told us that the 99 MK 1 Camera was being introduced for squadron use soon.	E1 (Flags 1 and 2)
2 May 22	2. COS was anxious to see pictures produced by the new camera as soon as possible. He asked SO1 Ops to arrange for all photo personnel to be instructed on loading and installation techniques.	
4 May 22	3. SO1 wrote to all groups and 4 days later sent them ... instructional diagrams.	E2 (Flag 3)
9 May 22		E3 (Flag 4)
11 May 22	4. OC Recce Sqn 401 FTS phoned to say that the camera shutter was defective.	M4 (Flag 5)
16-19 May 22	5. Similar reports followed from all other groups in command.	E4-7 (Flags 6, 7 , 8, 9)

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19 May 22	6. SO1 Ops called a conference of all group photo officers at which a possible remedy was agreed.	E8 (Flag10) E9 (Flag11)
24 May 22	7. AOC approved the report and it was sent to HQ NAF same day but in the meantime...	M7 (Flags 12-14) E11A

Oct 22

EB SALEH
Gp Capt
C Eval

2

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LAYOUT OF AN EXECUTIVE SUMMARY

SECURITY CLASSIFICATION

PRECEDENCE ⁽¹⁾

Copy No...of.... ⁽¹⁾

Identifying Reference

EXECUTIVE SUMMARY FOR (APPOINTMENT) ⁽¹⁾
(SUBJECT HEADING)

Reference:

A.

INTRODUCTION⁽¹⁾

1. Depending on the complexity of the document/report, an introductory heading may be used in an executive summary. Whether headings are required or not, an executive summary should have an introductory paragraph. This introductory paragraph should give a brief background of the issue being written on. The introductory paragraph may also highlight the purpose and scope of the executive summary as applicable.

Page Number

SECURITY CLASSIFICATION

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SECURITY CLASSIFICATION

AIM⁽¹⁾

2. It is useful to state the aim in complex or detailed executive summaries.

HEADINGS⁽¹⁾

3. The text may be divided by group headings depending on the complexity of the report for which the executive summary is being prepared. However, this may be disregarded for simple reports.

4.

5. **Paragraph(s)**⁽¹⁾ The text may be divided using paragraph headings. This is particularly suitable for simple reports where the main ideas need to be clearly and properly articulated.

6.

CONCLUSION⁽²⁾

7.

RECOMMENDATION(S)⁽²⁾

8. Recommendation given in the executive summary should not be the view of the author but an extract of recommendation(s) from the main document/report.

COMMENT(S)⁽¹⁾

9. Where the writer of the executive summary is not the originator of

Page Number

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

the main report, it may be necessary for the writer to add his opinion on the facts stated. His views should be shown under the separate heading 'Comment(s)'.

Apr 22

NAME
Rank
Appointment

Enclosure(s):

1.

Page Number

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ANNEX C TO
CHAPTER 7
DATED JAN 24

SAMPLE OF AN EXECUTIVE SUMMARY WITH A COMMENT

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AHQ DTOPS/G7/20/122/1

EXECUTIVE SUMMARY FOR COAS
VISIT OF NA TRAINING DELEGATION TO SOUTH AFRICA
FROM 3 – 9 MAY 22

References:

- A. NA/COA/G5/5/1 dated 8 Apr 22.
- B. AHQ DTOPS/G7/230/19 dated 12 May 22.

INTRODUCTION

1. Reference A approved the visit of a 5-man delegation headed by the Comdt NASFS to observe CTCOIN related training activities in South Africa from 3 – 9 May 22. The report of the conduct of the visit was forwarded vide Reference B. The purpose of this summary, therefore, is to acquaint the COAS with the highlights of the report.

AIM

2. The aim of this executive summary is to highlight the salient points and recommendations contained in the report of the visit.

ADMINISTRATION

3. The delegation was received at Mandela International Airport, Johannesburg by the South African Defence Forces (SADF) Liaison Officer and the Defence Attaché at the Nigerian High Commission in

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South Africa. The SADF provided comfortable accommodation for the delegation at Pearl Continental Hotel, Johannesburg throughout the duration of the visit.

CONDUCT OF THE VISIT

4. **Visit to National Counter Terrorism Training Centre and Special Operations School.** The delegation visited National Counterterrorism Training Centre (NCTC) Durban and Special Operations School to witness CTCOIN demonstration and training activities. The curriculum of NATRAC and SWW NASI are similar to the curriculum at NCTC and SOS. However, the facilities in NATRAC and SWW NASI are inadequate to support realistic training when compared to the NCTC or SOS. To this end, AHQ could recce a suitable site for a model CTCOIN Training Centre for the NA. Alternatively, NATRAC could be developed to the required standard with the assistance of the SADF. Additionally, the NA could enroll some CTCOIN instructors of SWW NASI and NATRAC for the Advanced Counterterrorism Course to serve as pioneer instructors in the fledgling NA CTCOIN Training Centre.

5. **Visit to HQ Special Ops Gp.** The delegation also visited HQ Special Operations Group (SOG) at Cape Town. The SOG is a division size force comprising 3 SF brigades which undertake CTCOIN operations, rescue operations and other special operations. The SOG conducted a rescue operation after the Sodangi Public School terrorist attack in Dec 20, killing 17 terrorists and rescuing 43 hostages. This and other similar feats of the SOG bring to fore the need for AHQ to consider mustering all NA SF personnel to form a SF brigade to be employed for special operations.

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RECOMMENDATIONS

6. The report recommended that AHQ should:
 - a. Recce and develop a suitable site for a model CTCOIN Training Centre for the NA or in the alternative, develop NATRAC to the required standard.
 - b. Enroll CTCOIN instructors in SWW NASI and NATRAC for the Advanced Counterterrorism Course at SOS.
 - c. Muster all NA SF personnel to form a SF Bde.

COMMENT

7. This Department is of the opinion that the recommendations of the delegation are apt and will be beneficial to the NA in its quest to enhance CTCOIN training. Such training is in line with the COAS' vision of optimizing the capacity of the NA to deal with national and global security challenges.
8. This is humbly submitted for the COAS' consideration and approval.

Aug 22

OO UMUSU
Maj Gen
DOT

Enclosure:

1. Report on the Visit of NA Training Delegation to South Africa.

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SAMPLE OF AN EXECUTIVE SUMMARY WITHOUT COMMENT

NHQ: 07/19/93/PL/Vol. XIV

EXECUTIVE SUMMARY FOR CPPLANS
REPORT OF THE COMMITTEE TO DELIBERATE ON MEMORANDUM
OF UNDERTANDING BETWEEN SHOREFAC CONSORTIUM AND
NN/NMSL

Reference:

A. NHQ: 07/19/93/PL/Vol. XIV/415 dated 13 Sep 22.

1. Reference A convened a committee to deliberate on the draft MoU between SHOREFAC and the NN/NMSL. This was to ensure that a legally valid agreement is drawn to the satisfaction of all parties to the proposed enterprise before its presentation at the MOD.

2. The committee had several meetings and consultations with Messrs SHOREFAC, reviewed the draft MoU and amended the portions that were not in consonance with best business practices. Additionally, relevant issues that needed attention were addressed. The committee was of the view that MoU could rather be between SHOREFAC and NMSL as a business concern, NMSL operating as a corporate entity. It was also observed that the NN as a national security organization need not be encumbered with the responsibility of discussing and negotiating business models or sourcing for contracts with national security organization need not be encumbered with the responsibility of discussing and negotiating business models or sourcing for contracts with IOCs, LOCs or

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NNPC on behalf of SHOREFAC. Thus, SHOREFAC could collaborate with NMSL in this regard.

3. It was also the committee's view that the NN negotiation team could ensure that the OPVs/SPVs shall be based on specifications in the staff requirement of the NN. SHOREFAC also needs to produce the actual cost or an estimate for the funding which must be stated in the MoU for transparency. The NN/NMSL needs to forward the projected business plan of SHOREFAC to the Accounts and Budget Branch or charge a financial analyst for professional and expert advice on the monetary implications of the MoU. Aspects to be scrutinised include equity contribution, padded engineering design cost, dividend, debt collection and creditor payment periods among others. The draft MoU stated that the duration of the MoU was to last for a period of 20 years. This was considered to be too long. The committee was of the view that the 10-year downward review of the duration before renewal for additional 10 years would be logical in the interest of the NN.

4. In line with the above, the committee recommends that:

- a. SHOREFAC should be tasked with the responsibility of discussing and negotiating business models or sourcing for contracts with IOCs, LOCs or NNPC with collaborative efforts from NMSL.
- b. SHOREFAC and NN/NMSL should agree on the exact/actual cost for the funding and repayment plans of the project in the MoU.
- c. The 20-year project duration should be reviewed

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downwards to a 10 - year period renewable for another 10 years by the NN/NMSL.

5. Respectfully forwarded for the CPPLANS' consideration, Sir.

Dec 22

MB HASSAN
R Adm
Ctee Chmn

Enclosure:

1. Report of the Committee on Shorefac Consortium Business Proposal.

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CHAPTER 8

CONFERENCES AND MEETINGS

INTRODUCTION

1. Conferences and meetings are held to allow direct discussions and free exchange of ideas as well as opinions on any subject of current interest or concern. They save time, minimize correspondence, reduce the possibility of misunderstanding and enable quick action to be taken when needed. A successful conference or meeting requires careful planning and execution; it is not complete until the minutes have been written and distributed. Staff officers will frequently spend time preparing, attending or recording minutes of meetings and conferences, particularly in appointments that deal with other staff branches or headquarters. It is for this reason, that this chapter includes instructions on all aspects of the staff work associated with conferences and meetings.

2. The term conferences and meetings are often used interchangeably. This is acceptable to the extent that each implies the assembly of a group of persons for a purpose such as the interchange of views, consultations and decision-making. The difference between the 2 are as follows:

a. **Conference.** A conference is usually more formal and it is an assembly that is often periodical; for example, Chief of Army Staff Annual Conference. Its purpose is usually for consultation and briefings. Its attendance is wider than a meeting.

b. **Meeting.** A meeting is the gathering of 2 or more persons for the purpose of discussion. It is usual to hold meetings as a routine in the Services, while conferences are reserved for special and bigger gatherings.

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DUTIES OF THE SECRETARY OF A MEETING

3. The success or failure of a conference/meeting will depend on the foresight and planning of the staff officer responsible for its organisation. His purpose must be to bring those attending to a frame of mind from which decision-making flows easily.

CONVENING THE MEETING

4. It may be necessary to convene a conference/meeting by a convening letter, signal message or instruction which should include the following:

- a. Time, date and place of the meeting or conference.
- b. Who is to attend (and whether commanders may bring staff officers).
- c. The purpose of the meeting or conference.

5. An agenda may be included with the convening letter or instruction. Alternatively, the convening letter may ask for additional attendees and inputs they would make to the agenda.

6. After compiling the agenda, the secretary may have to prepare a meeting brief for the chairman. He is to draw up a list of those who may be expected or invited to speak on particular agenda items.

ADMINISTRATIVE ARRANGEMENTS

7. The secretary is responsible for all the preparations and administrative arrangements that are necessary to ensure the efficient conduct of the meeting. He may need to take the following actions:

- a. Book a suitable venue and adequately prepare for the conference or meeting.
- b. Arrange reception for all attendees (if it is a large

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conference, appoint a reception team).

- c. Ensure that the venue is known and the route signposted.
- d. Arrange a seating plan, provide place cards for the table and ensure that the cards are visible to all attending the meeting. The secretary should consider the seating plan carefully and relate it to his knowledge of the chairman's requirements. Often, the chairman prefers to have important persons and those likely to contribute most, sitting close to him. The secretary may himself sit close to the chairman or at a separate table alongside. The chairman must be able to speak to the secretary and the latter in turn must be able to speak to the chairman and identify other speakers.
- e. Record the names of the attendees and their appointments.
- f. Ensure that spare writing materials are available to the members.
- g. Arrange for visual aids and public address system to be provided, if necessary.
- h. Arrange for refreshments, accommodation and transport, if necessary.
- i. Arrange for a secretariat (if a conference) including shorthand writer or recording device.
- j. Arrange for security.

8. **Recording Device.** A recording device may be used by the secretary as an aid to his note-taking. It must never be used as a substitute for written notes; the volume may be too low or some other technical problem may arise. A recording device must never be used covertly. Considerable technical effort has to go into the production of successful recordings and the technique is best reserved for use in

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conference rooms which are permanently fitted for the purpose. Utmost care must be taken to ensure communication security as conversations could be monitored via cell phones that have been bugged or infected with malware. The possibility of recordings stored on recording devices being accessed is also not unlikely. Accordingly, the use of manual or electronic recorders not internet capable is recommended for use at meetings.

DUTIES OF THE CHAIRMAN OF A MEETING

9. The chairman of a meeting has 3 main responsibilities:
 - a. The planning and convening of the meeting.
 - b. The control and direction of the meeting.
 - c. Supervising the production and distribution of an accurate record of the meeting.

10. **Planning and Convening.** Before the meeting and in conjunction with the secretary, the chairman is responsible for the planning and convening of the meeting. In addition to ensuring that the secretary has carried out the duties listed in Paragraphs 4 - 8, the chairman should:
 - a. Ensure that he is fully briefed on all agenda items.
 - b. Prepare a written plan for each agenda item, including a timetable for discussion, if necessary.
 - c. Check the list of those attending to enable him prepare for points that could be raised by the individuals.

11. **Control and Direction.** It is during the meeting itself that the chairman's skill in controlling and directing is of particular importance. Although, not an exhaustive list, the following factors are central to the chairman's task; he should:
 - a. Start the meeting on time.

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- b. Introduce members, where necessary.
- c. State the aim of the meeting.
- d. Introduce each item positively and direct questions to individuals, where applicable.
- e. Guide and keep discussions firmly and relevant, but fairly towards a conclusion.
- f. Intervene to introduce important aspects that would otherwise be overlooked.
- g. Use tact and discretion to:
 - (1) Prevent verbose speakers from monopolizing the meeting.
 - (2) Encourage reticent members to contribute.
 - (3) Stop side discussions.
 - (4) Ensure that all remarks are impersonal, made one at a time and directed through the chairman.
- h. Summarize the progress of the discussion as appropriate, especially during lengthy or contentious matters. This is particularly important just before a decision is reached on a matter which has led to the expression of different views.
- i. Refrain from expressing his views until the other members have had their say. Ideally, he should be an impartial chairman.
- j. Ensure that when a decision is reached, members are clear as to the decision itself and the person responsible for carrying out the decision. Remember that a person not present at the meeting cannot be included in the 'ACTION' column (see Paragraphs 30 and 32 for further details).

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12. **Supervising the Production and Distribution of Minutes.** After the meeting, the chairman should ensure that the secretary produces an accurate record of the meeting and arranges for the prompt and correct distribution of the minutes.

THE AGENDA

13. Issuing an agenda may obviate the need for a convening letter or instruction. It is the duty of the secretary of a meeting to issue an agenda in good time so that those attending may know in advance what items are to be discussed. The agenda for a meeting is compiled by the secretary after discussion with the chairman. The rules are that:

- a. The items to be discussed are listed in a logical order and each item numbered in Arabic numerals.
- b. When the meeting is one of a series, the first item should be, 'Minutes of Last Meeting' followed by, 'Matters Arising from Last Meeting' and the last item should be, 'Arrangements for Next Meeting'.
- c. When the meeting is not one of a series, 'the Minutes of Last Meeting' and 'Matters Arising from Last Meeting' should be excluded from the agenda. In this case, a short explanation of the topic may be necessary under each item, when appropriate.
- d. The item, 'Any Other Business' or 'AOB' is normally included before the last item for discussion, where those attending have the opportunity to raise subjects not specifically covered by other agenda items.
- e. When appropriate, under each item, specific issues to be resolved at the meeting should be stated.

14. An example of the layout of an agenda is at Annex A.

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MINUTES

15. Minutes of a meeting summarize relevant discussions, record decisions taken, state the action required and specifies who is to take the action. The aim must be to produce accurate record of discussions so that a reader who was not at the meeting could understand the reasons for the decisions taken. Minutes must be accurate, brief, impersonal, logically arranged and in appropriate tenses.

16. **Accuracy**. Accuracy is essential to produce a true record of the discussion and the decisions. If in doubt at any time during a meeting, the secretary should interrupt the proceedings to verify the accuracy of the notes he is taking. He may need to ensure that he has correctly interpreted a speaker's meaning or that he has obtained the precise wording of a decision.

17. **Brevity**. Minutes are neither intended to be a verbatim record nor even a summary of what every speaker said. Only the comments essential to the discussion which led to the decision should be recorded. They should be written in a crisp and clear style.

18. **Impersonal Form**. Minutes should be recorded in impersonal style. However, if a member disagrees with other members on a matter of principle, the member should be referred to by his appointment. The chairman is always referred to in the minutes as 'the Chairman'.

19. **Logical Arrangement**. Discussion within an item will seldom follow a logical pattern but the record must. Wherever necessary, the secretary must rearrange the original sequence of comments to form a reasoned argument leading to a decision.

20. **Tense**. Minutes are written in reported speech. The correct tenses are, therefore, the simple past (did), the past perfect (had done) and the future in the past (would do). For example, 'DD WPC had been advised of the date of the exercise and would supply the exact numbers of précis...' The tenses used in the discussion are moved one stage further

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back in terms of tense timings, when reported in minutes. For amplification, go through the section on 'Verb Errors in Minutes Writing' in Chapter 11 of the Armed Forces Command and Staff College English Revision Book.

21. **Layout**. An example of the layout of the minutes of a meeting is given at Annex B.

22. **Superscription**. The superscription of a minute follows the format of a routine letter, containing the originator's address, identifying reference number, addressee, date, etc.

23. **Subject Heading**.

a. The subject heading of the minutes of a meeting should indicate the purpose of the meeting. It should include the date and place of the meeting. Details of room and time, while for obvious reasons appropriate in the subject heading of an agenda, are not required in that of minutes.

b. The order of words in the subject heading should be such that would prevent any possible ambiguity. 'Minutes of a Meeting on Shortages of Dolphin Spares Held at 401 FTS on 3 May 16' could, at first glance, have 2 possible meanings. A better subject heading would be, 'Minutes of a Meeting held at 401 FTS on 3 May 16 to Discuss Shortages of Dolphin Spares'.

c. Examples of subject headings are:

**'MINUTES OF AN OFFICERS' MESS COMMITTEE MEETING
HELD AT AFCSC ON 19 NOV 22'**

**'MINUTES OF A MEETING ON UNIVERSITY CADETSHIP
AWARDS BOARD HELD AT NDA ON 14 NOV 22'**

24. **Attendance**. After the subject heading, those present at the meeting are listed by name and appointment, prefaced by the single word

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'Present'. The list of those present must conform with the following rules:

a. The Chairman should be listed first and the Secretary last: 'Chairman' and 'Sec' written after the appointment with the words spaced sufficiently far to the right to form a separate column.

b. Others present are listed in order of seniority without giving their decorations or qualifications. When naval captains and lieutenants attend multi-Service meetings, the suffix NN is always added after their ranks eg, Capt (NN) YM Ibrahim.

c. Where ranks are equal, they should follow the seniority of Service, eg:

Col BO Runsewe

Capt (NN) AT Yusuf

Gp Capt AB Braimoh

d. Where ranks within a Service are equal, surnames are listed in alphabetical order.

e. Serving officers filling posts inappropriate to their rank, take the precedence of the rank not their appointment. For example, a major acting as GSO1 which is a lieutenant colonel's appointment would take the precedence of his rank and not appointment.

f. Members of the Civil Service who have a rank or appointment for which there is a Service equivalent are listed in the appropriate position. Other civilian members are listed in alphabetical order by name and appointment below Service personnel other than the secretary.

g. Where a person attends a meeting as the representative of another, both his own appointment and that of the person represented are shown, eg:

Cdr YI Yusuf

DMAN (rep NAVSEC)

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h. When a person is not present for the whole meeting, items for which he attends are shown in one of 2 ways, eg:

Sqn Ldr VW Wyoms SO2 Ops (Not for Item 1)

Capt FC Bello GSO3 Ops (Item 2 only)

i. When a person who is not a member of the conference is attending the meeting to give specialist advice or to represent higher authority, he should be shown as "In attendance", and his name should appear below those of the conference members who are present, eg:

Flt Lt C Jaminu OC GD Flt Sec

In attendance: Lt Col J Akaraiwe SO1 G3 HQ 7 Mech Div

25. **Introductory Remarks**. The first paragraph of the minutes may be used to record the chairman's opening remarks. The inclusion of such remarks is not mandatory, they should be included only when they have a bearing on what is to be discussed (eg, when the chairman states the aim of the meeting or summarizes what is to be discussed). It is not necessary to state that the chairman opened the meeting at such and such a time, or to record the customary courtesies of welcome. Unless the 'Chairman's Opening Remarks' is listed as an agenda item, a heading is not used for the record of his statement.

26. **Order of Items**. Subjects should be recorded in the order shown in the agenda and the item numbers and headings correspond exactly with that in the agenda, eg:

ITEM 4. DHQ TRAINING AND QUALITY ASSESSMENT VISIT TO AFCSC

If necessary, it is permissible to regroup points that came out of order. Points discussed outside their agenda items should be taken to their appropriate agenda items. In most cases, this applies to discussions under 'Any Other Business', which may be relevant to a previous agenda

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item. When the meeting deals with more than one topic under the agenda items 'Matters Arising from Last Meeting' and 'Any Other Business', the standard agenda numbers and headings should be retained and separate sub-paragraphs used to record the problems and the discussions of each topic. If there is nothing to discuss under 'Any Other Business', this item may be omitted entirely and the following item 'Arrangements for Next Meeting' (if on the agenda) given the number of the omitted item.

27. **Content and Structure**. The minutes of a meeting must record all decisions and show clearly who is to take action. The secretary should record only as much of the discussion as will enable a reader who was not present to understand the reasons for the decision. The primary purpose of minutes is to set out the decisions made so that those who have to take action will know precisely what they have to do. It is first necessary to state the problem or topic and the reasons for reaching the decision(s). Each agenda item should, therefore, be written in 3 distinguishable parts, as follows:

- a. Brief statement of the problem of the topic to be discussed.
- b. Record of the discussion.
- c. Clear statement of the decision(s).

28. **Statement of the Problem**. The problem on which a decision is to be taken is set out in the first paragraph after the item heading. It should state the problem, item or issue to be discussed and why the discussion is necessary. When the item under discussion is brief and simple and separate paragraphs for the problem and discussion would lead to unnecessary repetition and a series of very short paragraphs, the problems may be stated in the opening words of a single paragraph which contains both the problem and the discussion.

29. **The Discussion**. After stating the problem, the minutes should then summarize the discussion relevant to the subsequent decision(s). This part of the record should, as far as possible, be impersonal; this helps

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to produce a logical development of the argument and avoids giving a misleading impression that only the named speakers took part in the discussion. The style 'SO1 Ops said... SO1 Log replied... SO2 Admin pointed out...' should be avoided. Occasionally however, views will need to be attributed to individuals, eg, when a speaker registers dissent from a majority opinion. (Note that, when it is necessary to identify a speaker, his appointment is quoted and not his name). Even when opinions are divided, it is preferable to make an impersonal record on these lines of argument. 'On this question, views differed; some members felt that... while others took the view that...'. Much that is said in the discussion need not to be recorded. What was relevant to a certain stage of the discussion may, in retrospect, be found to have no connection with the decision eventually reached. Therefore, when writing minutes, the decision must first be examined after which the essential points which led up to it can be arranged in a logical order. An example of the recording of minutes is at Annex C.

30. **The Decision(s)**. The discussion of each item on an agenda should lead to a decision(s). The chairman will usually sum up the discussion and state the decision(s) reached; but if he does not do so, the secretary should draft the decisions to express the intentions of the meeting. The decision should not be spelt out in the discussion paragraph. However, if the discussion of a single item is lengthy and falls into a number of separate sections, each with its own decision, the decisions can be interspersed with the record of the discussion in their natural sequence. Alternatively, the list of the decision can be summarized in the normal way at the end of the item. The final statement of the decision under each item is always recorded in a separate paragraph with the paragraph heading 'Decision(s)'. Where a decision requires action, it must be worded as an order in the active voice and the appointment of the person responsible for taking the action given. This applies equally to the chairman, who should be ordered to take action, when appropriate, either in his capacity as chairman or in connection with his primary appointment. If a person is required to carry out more than

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one decision under any item, these decisions should be grouped in consecutive sub-paragraphs or sub-sub-paragraphs so that the nominee's appointment is stated only once in the introductory words to the decisions, but it should be repeated in the action column against each decision. Examples of group decisions are at Annex D.

31. **Allocation of Action.** A 40mm margin headed 'ACTION' in bold and underlined is used on the right side of each page of the minutes. Those required to take action on the minutes are restricted to those present or represented at the meeting. They are identified in the 'ACTION' column by appointment including department, unit or headquarters in the case of the NN and NAF, and by staff branch, unit or headquarters in the NA and in Joint Service meetings. Examples of allocation of actions in the 3 Services are shown at Annex E.

32. **Rules of Action.** The following rules of action apply:

a. Action should be allocated to one individual only, unless several persons are each required to take identical actions. Otherwise, the result could be duplication of action or no action at all, if each individual detailed waited for the other to act. Each action addressee should be listed in the 'ACTION' column against the first line of the appropriate decision paragraph or sub-paragraph.

b. Action cannot be allocated directly to persons not present or represented at a meeting. If action is required of someone not present or represented, an appropriate person who is present would be actioned to convey to him both the decision of the meeting and if applicable, the request that further action be taken.

c. Persons or units not under command, even though present or represented at the meeting, are never ordered to take action. If action is required of them, the wording in the decision is 'agreed to', 'undertook to', 'would'. Their appointment, department or unit is shown in the 'ACTION' column in the normal way. Note that members of a formally established committee are technically under

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command of the Chairman for matters relating to the committee.

d. The action column should start from the opening remarks if the 'Chairman's Opening Remark' is an agenda item; otherwise it should start from Item 1. Nonetheless, if a decision arises from the opening remarks not being an agenda item, such decision should be moved to a relevant item or AOB.

33. **Minutes of Last Meeting**. If the meeting agrees that minutes of the last meeting are correct, there is no need for the statement/discussion/decision format to be used. The item may simply be recorded as 'The minutes of the last meeting were adopted'.

34. **Arrangements for Next Meeting**. The date of the next meeting may be recorded simply as a decision eg, 'it was agreed that the Sec was to make arrangements for the next meeting to be held in the Conference Room at 1400 hours on 25 Oct 16'.

35. **After Minutes**. A decision made after the end of the meeting is sometimes included under the formal heading of an 'After Minutes' or 'Secretary's Note'. This is not recommended. It is better to include it at the end of the relevant discussion section, eg:

'HQ 7 Mech Div was asked if there was an army sports field in the area suitable for a polo competition (The HQ had since replied that there was no suitable field).'

36. **Summary of Decisions**. In lengthy meetings or conferences, or where the chairman directs, it would be necessary to include a summary of decisions as a group heading. This should come after the closing remarks, if any. The use of 'Summary of Major Decisions' is equally permissible, but this is left to the discretion of the secretary. It is usually applicable if he does not intend to include every decision whilst still fulfilling the aim of the meeting or conference. The summary of decisions should follow the exact order of the items. However, if more than one task is assigned to a particular action addressee under different agenda items,

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they should be grouped and listed in the order the tasks were given. The staff branch, unit/formation or department is reflected only once in the action column.

37. **Shortened Minutes**. In a project where time is short and meetings are regular, abbreviated minutes will often suffice. The format of such minutes is not fixed and will vary with the custom of the Service or department and the particular needs of the meeting. In content, they can vary from a condensed version of the full form of minutes to a list of notes summarizing the decisions reached. However, in every case, action will be clearly shown as described in Paragraphs 31 and 32 above. The chairman will dictate the format and content when such a form of minutes is acceptable.

38. **Security Classification**. The minutes of a meeting on a subject which merits its own security classification are marked accordingly. When items of varying security classifications are recorded, each item must be marked in the left margin with its own classification.

39. **Approval and Signature**. The draft of the minutes must always be approved by the chairman within 48 hours of the close of the meeting. Sometimes, it is advisable first to get other members of the conference or meeting to agree to the record of their contributions. After approval, the secretary signs the minutes and the minutes should be issued immediately thereafter to those who attended and others concerned. When a meeting is one of a regular series, agreement to the minutes is confirmed as the first action at the next meeting. In other cases, a covering note can be attached to the minutes saying that agreement will be assumed unless amendments are proposed by a given date.

40. **Distribution**. Distribution follows normal SW rules. All those who attended or were represented at the meeting, including the secretary, are shown as 'action addressees' in the distribution. On the other hand, all those to whom the minutes are sent, who were not present, are listed under 'information'.

CONCLUSION

41. Conferences and meetings are very important management tools. Commanders and staff officers must therefore ensure that minutes are properly recorded. A successful conference or meeting only results from proper preparation and adequate knowledge of the responsibilities of the individual involved in the meeting. Since officers would at one time or the other, in different capacity, be involved in conferences and or meetings, it is necessary that officers acquaint themselves with the requirements of this chapter.

Annexes:

- A. Example of Layout of Agenda.
- B. Example of Layout of Minutes of a Meeting.
- C. Example of Record of Minutes.
- D. Example of Grouped Decisions.
- E. Example of Action in the 3 Services.

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ANNEX A TO
CHAPTER 8
DATED JAN 24

EXAMPLE OF LAYOUT OF AGENDA

SECURITY CLASSIFICATION

	Copy No.... of.... ⁽¹⁾
File Reference	Address ⁽²⁾
	Telephone No & Ext
See Distribution	Date

AGENDA FOR A MEETING ON (SUBJECT) TO BE HELD IN
(PLACE)⁽³⁾ ON (DATE)⁽⁴⁾ AT (TIME)

1. Minutes of Last Meeting.
2. Matters Arising from Last Meeting.
3. Specific Subject.
4. Specific Subject.
5. Any Other Business.
6. Arrangements for Next Meeting.

Signature
NAME
Rank
Sec

Page Number

SECURITY CLASSIFICATION

8A-1

RESTRICTED

SECURITY CLASSIFICATION

Distribution:

External:

Action:

.....
.....

Information:

.....
.....

Internal:

Action:

.....
.....

Information:

.....
.....

Page Number

SECURITY CLASSIFICATION

Notes:

1. If applicable.
2. Address takes routine letter format.
3. Should include venue.
4. The sequence of the wording of the heading may be changed, if necessary, to avoid ambiguity.

8A-2

EXAMPLE OF LAYOUT OF MINUTES OF A MEETING

SECURITY CLASSIFICATION

	Copy No...of... ⁽¹⁾
Identifying Reference	Address ⁽²⁾
	Telephone No & Ext
See Distribution	Date

MINUTES OF A MEETING ON (SUBJECT) HELD AT (LOCATION) ON (DATE)

Present:	Chairman
	
	
	Sec

In attendance:

1. Introductory remarks by the Chairman.

ITEM 1. ITEM HEADING

- | | |
|--|--|
| 2. Statement of the problem and justification. | |
| 3. Record of discussion ⁽³⁾ | |
| | |
| | |
| 4. <u>Decision.</u> It was decided (or agreed) that | |

ACTION

Page Number

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ACTION

ITEM 2. ITEM HEADING

- 5. Statement of the problem... and justification
- 6.
- 7. **Decision.** It was decided (or agreed) that

ITEM 3. ARRANGEMENTS FOR NEXT MEETNG

- 8.

SUMMARY OF DECISIONS⁽⁴⁾

- 9.
 - a.
 - b.
 - c.
- 10.

Signature
NAME
Rank
Sec

Page Number

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

Distribution:

Copy No ⁽¹⁾

External:

Action:

.....
.....

Information:

.....
.....

Internal:

Action:

.....
.....

Information:

.....

Page Number

SECURITY CLASSIFICATION

Notes:

1. If required.
2. The address takes the routine letter format.
3. Not necessarily restricted to one paragraph, and paragraph headings may be used.
4. As convenient, depending on the number of decisions taken and the groupings required of the decisions.

8B - 3

EXAMPLE OF RECORD OF MINUTES

SECURITY CLASSIFICATION

ACTION

**ITEM 3. REBUILDING PROGRAMME-
TARGET DATE FOR COMPLETION**

The statement of the problem (or the topic).

6. A target date had to be set for the completion of the rebuilding Programme. This was because all remaining items on the agenda were dependent on that date.

The discussion (one paragraph only has been used. If the discussion is lengthy, more than one paragraph could be used).

7. There were strong reasons for pressing for an early completion date, say early 2023, but even if special contractual measures were used, and they were expensive, such an early date would be extremely suspect. If plans were based on this date and then the target was not achieved, the extra costs would be considerable. The latest acceptable date for occupation of the new building was 1 Jun 22. Completion of the building did not mean that the accommodation was ready for occupation; up to a month had to be allowed for the final stages of preparation.

The decision(s).

8. **Decision**. It was agreed that the COS was to negotiate with MOW staff to ensure that the revised target date of 1 May 22 was met.

COS

Page Number

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

		<u>ACTION</u>
	<u>ITEM 4. MOVEMENT TO SITE</u>	
Statement of the Problem/ Discussion (merged into one).	9. The modalities for the movement to the new site were discussed. This was necessary so that a set date could be determined for the movement. It was observed that likelihood of the movement to site would be determined by speed of work of the MOW. A detailed briefing would therefore be required to set a date.	
Decision.	10. <u>Decision</u> . It was decided that the COS detailed briefing was to be from MOW to determine the date for movement to site.	COS

Page Number

SECURITY CLASSIFICATION

8C - 2

RESTRICTED

EXAMPLE OF GROUPED DECISIONS

ACTION

12.
.....

13. **Decisions.** It was decided that:

a. The D DJS was to:

(1) Release the training schedule on 15 Nov 22.

DJS

(2) Ensure that the 'Whites' for the students were in the students' boxes by 2359 hours on 20 Nov 22.

DJS

(3) Inform WPC of the new rules for printing DS 'Pinks'.

DJS

b. The D Coord was to:

(1) Print the JSWM not later than 20 Nov 22.

Coord Branch

(2) Convene a meeting of CIs before the resumption of students of SC 46.

Coord Branch

ITEM 7. ARRANGEMENTS FOR NEXT MEETING

14. It was decided that the Sec was to arrange for the next meeting to be held at the Conference Room by 1400 hours on 15 Nov 22.

Sec

SUMMARY OF DECISIONS

15. The following are the summary of decisions:

a. The D DJS was to:

DJS

RESTRICTED

ACTION

- (1) Act as guide for the students of Kaduna Polytechnic visiting the College on 15 Nov 22.⁽¹⁾
 - (2) Write a report on the activities of SD Course 115.⁽¹⁾
 - (3) Release the training schedule on 15 Nov 22.
 - (4) Ensure that the 'Whites' for the students were in the students' boxes by 2359 hours on 20 Nov 22.
 - (5) Inform WPC about the new rules for printing DS 'Pinks'.
- b. The D Coord was to:
- (1) Write to Kaduna Polytechnic informing them about the new date for the visit of their students to the College.
 - (2) Inform the D Log of the impending visit of the Kaduna Polytechnic students and that the D Log was to make provision for transport for the local tour of the College.⁽¹⁾
 - (3) Print the JSWM not later than 20 Nov 22.
 - (4) Convene a meeting of CIs before the resumption of students of SC 46.

Coord
Branch

CS HEDIMA
Wg Cdr
Sec

Note:

1. This decision is assumed to have been taken during the discussion of the agenda items before Paragraph 13.

8D - 2

RESTRICTED

EXAMPLE OF ACTION IN THE 3 SERVICES

6. <u>Decisions.</u>	<u>ACTION</u>
a. <u>NA.</u>	
(1) Action for staff within the HQ holding the meeting.	G7 Cell
(2) Action required by a unit/formation represented at the meeting.	911 Mech Bn HQ 81 Bde
b. <u>NN.</u>	
(1) Action for a department within the HQ holding the meeting (NHQ).	COL
(2) Action for a unit represented at the meeting (NNS UNITY).	CO NNS UNITY
c. <u>NAF.</u>	
(1) Action for a department within the HQ holding the meeting (HQ 403 FTS).	SO1 Ops
(2) Action for a wing represented at the meeting (32 Log Wg).	OC EW

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CHAPTER 9

BRIEFS

INTRODUCTION

1. Senior officers rely on written or oral briefs on the subject in order to acquaint themselves with a subject matter. The preparation of briefs is, therefore, one of the most frequent tasks of a staff officer. Different senior officers require briefs prepared in different ways; there are few hard and fast rules governing the writing of briefs. This fact, as well as, the widely varying subjects on which briefs are required, leads to considerable flexibility in the form in which they are produced. The one constant fact in this imprecise art is that care and thought must be taken in the preparation of all briefs, or they will fail to achieve their aim.

2. A brief is essentially a personal submission giving some scope for an original approach. The use of the first and second person is permissible, where appropriate, but the style must be crisp, clear and concise.

3. A brief, whether presented orally, in writing or by a combination of both must:

- a. Be as short as possible.
- b. Be accurate.
- c. Draw attention to the salient points.
- d. Be impartial.
- e. Where necessary:
 - (1) Provide constructive criticism and suggest alternative solutions.
 - (2) Offer positive advice on the approach to a problem and explain the logic behind the recommendation.
 - (3) On contentious issues, particularly for meetings or visits, recommend a line of action.

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SECTION 1: WRITTEN BRIEFS

LAYOUT

4. The layout of a brief is flexible and depends on the wishes of the senior officer for whom it is prepared. It also depends on what is the acceptable practice in the HQ, branch or department originating the brief. Briefs, however, should observe the following conventions:

- a. The rules and conventions of non-operational writing are followed.
- b. The text may be double-spaced to allow for comment from the senior officer for whom the brief is being prepared.
- c. Main, group and paragraph headings are used liberally.
- d. In complex and detailed briefs, it may be useful to state the aim of the brief in order to focus the attention of both the writer and the reader. Furthermore, a summary may be required at the end of the brief.
- e. Where it is necessary for the writer to add his opinion on the facts stated, his views should be shown under the separate heading 'Comments'.
- f. Conclusions or recommendations or both, if necessary, are written at the end of the brief.

5. All briefs must include:

- a. An identifying reference, which is usually the file number.
- b. A subject heading, incorporating the appointment of the officer for whom the brief is intended, eg:

**'BRIEF FOR FOC WEST
PROPOSED CHANGES IN MOTOR MILEAGE ALLOWANCES'**

- c. The date and the department/branch/office or appointment of the originator.

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- d. A list of flags and side flags. The list of flags and side flags must be the exact headings of the document (flag) or part of the document (side flag).
 - e. A list of other branches and departments consulted where appropriate.
6. An example of the layout of a brief is at Annex A.

ATTACHED DOCUMENTS

7. Due to service exigencies, a senior officer may not have the time to read long policy statements or papers. It is therefore the duty of his staff officers to prepare briefs on such documents. The staff officer must determine carefully what documents or, more often, parts of documents, provide the relevant and essential reading in preparing a brief. There is no need to justify the accuracy of facts stated in a brief by including the original document. It is the staff officer's responsibility to ensure that the facts he states are accurate. The brief must tell the reader what additional reference he:

- a. Must read.
 - b. Should read.
 - c. May read, if he wishes.
 - d. Could read, if he requires them.
8. Large sections of the reference material should not be copied out. They can be read just as easily in their original form, if the reader is referred to them. In these cases, however, the important passages must be summarized so that the reader can glance through what has been written and then turn to the references for amplification or confirmation if necessary. Verbatim quotes should be avoided unless used to highlight a particular point or to contrast differing views from a number of papers.
9. It may be necessary to attach documents which are complete in themselves to prepare a brief on a complex subject, eg, a study-group report or to remove documents from a number of files and put them

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together in a temporary cover. Each document so produced is labelled with a slip of paper pinned to the top. These slips are called 'flags'.

FLAGS

10. A flag is used to identify a complete document attached to a brief. Flags may additionally be used to refer to a chapter or section of that paper in the case of a lengthy document, eg:

- a. **Flag A.** Joint Service Writing Manual.
- b. **Flag B.** Chapter 2, Joint Service Writing Manual.
- c. **Flag C.** Chapter 9, Joint Service Writing Manual.

11. In the above example, Flag A is a lengthy document. Therefore, other sections of it which are relevant to the brief were also made separate flags. However, it is preferable that once a document is made a flag, other parts of it should not be identified as separate flags.

12. **Rules on Flags.**

- a. Flags are identified serially with the letters of the alphabet starting with the letter 'A'. They are attached to the top of the first page of the document they identify, such that when all the papers are assembled, the flags appear alphabetically from left to right.
- b. The flagged document is to be mentioned in the body of the brief and its reference (eg, Flag D) cited in the right margin drawn for the purpose.
- c. The letters identifying each flag should be visible when the brief is being read. However, the flags must not obscure any information on the document to which they are attached.
- d. Flags are listed at the end of the brief below annexes or enclosures, if any, but above the distribution instructions, where applicable.

SIDE FLAGS

13. A side flag is used to identify a page, specific passage or paragraph within a document which has already been referred to by a flag. Following the example in Paragraph 10 above, the side flag of Flag C, which is this chapter may include the following:

- a. **Side Flag 5.** Paragraph 12 (Rules on Flags).
- b. **Side Flag 6.** Paragraph 14 (Rules on Side Flags).

14. **Rules on Side Flags.**

- a. Side flags are numbered serially in Arabic numerals starting from '1'. They are attached to the right side of the relevant paper directly opposite the specific passage referred to, if convenient. They need not appear in numerical sequence from top to bottom or vice versa.
- b. Side flags are numbered consecutively throughout the brief, irrespective of the flag to which they refer.
- c. They are to be mentioned in the body of the brief in the margin drawn for the purpose.
- d. The side flagged paragraph/segment should be sidelined in pencil so that the reader can see the extent of what he is required to read.
- e. The number on the side flags should be visible when the brief is being read. One side flag should not, as much as possible, obscure the other.
- f. If the paragraphs referred to are on the reverse of the paper, the word 'OVER' is printed on the side flag so that the reader knows that he has to turn the page. See Annex B, Side Flag 16.
- g. If a reference starts on one page and continues on to the reverse of the page or subsequent pages, the words 'AND OVER' are printed on the side flag. The sidelining is continued on

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subsequent pages, for as long as necessary. Where sidelining continues on the next page, or carries on from a previous page, a 'kicker' is placed at the top or bottom of the page as appropriate. This is illustrated at Annex B at Side Flag 11.

h. Side flags are to be listed below the list of flags.

PRACTICAL HINTS ON FLAGS AND SIDE FLAGS

15. Flags and side flags are best made from hard paper or light cardboard. They should be pinned and not glued to the document so as to allow the brief to be taken apart easily.

16. Care should be taken in pinning a flag or side flag so that the pin is not implanted in such a way as to harm the reader.

BRIEFS ON SPECIFIC PROBLEMS OR SUBJECTS

17. For a brief related to a specific problem or subject, the questions to be answered are:

- a. To what extent is historical background necessary?
- b. What additional documents are essential to an understanding of the brief?
- c. Is the brief so complicated or obscure that a short summary of the main points is necessary?
- d. Are the facts correct?
- e. Have any assumptions been clearly defined?
- f. Have any important facts been missed?
- g. Have any unnecessary facts been included?
- h. Do the arguments conform to existing policy?
- i. Are the conclusions practicable?
- j. Are recommendations necessary and appropriate? If so, what should be recommended?

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- k. What objection or counterarguments may be raised to the course of action recommended?
- l. Is the style crisp, clear and concise?

FOLDER LAYOUT

18. Simple briefs will normally be placed on top of the supporting papers. More complicated briefs, particularly those covering a paper to be taken in a committee, are usually placed in a folder together with the supporting papers. The arrangement of the brief and the papers will vary according to the custom of the branch or HQ concerned but the layout should be such that the brief and the papers supporting the brief may conveniently be read in parallel.

19. If a brief for a meeting has been prepared covering a number of subjects, and if each agenda item requires its own complicated brief, it is easier to put the papers and brief for each subject into separate folders, the complete brief then consists of a number of folders, one for each subject.

CARE OF DOCUMENTS

20. When preparing a brief, it is often necessary to remove papers from their parent files in order to attach the removed documents or copies to the brief. Suitable notes must be made in the parent file and the whole brief given a classification at least as high as that of the highest classified document attached. After the brief has been used, the papers must be returned to their parent files. The brief, with a list of flags and file references, is then filed.

TYPES OF BRIEFS

21. **Decision Briefs.** A decision brief is produced for a senior officer who wishes to study a complicated subject or policy on which a decision has to be made. This type of brief explains the background, states the problem and usually recommends a solution. An example of this type of brief is at Annex C.

22. **Information Briefs.** An information brief is written for a senior

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officer on a current problem or situation, or to answer a request for information. An introduction stating the reason, purpose and scope of the brief quoting any relevant papers is usually appropriate in a brief of this sort. Facts must be ascertained and decisions made as to what the senior officer needs to know and how best the information can be presented. Facts stated in the brief need not be justified by reference to sources in the body. The conclusion, where necessary, is normally a summary of the body of a brief and should not contain new material; on some occasions, logical deductions might be required instead. Also, recommendations, if necessary and appropriate, may be required but must contain no new information. An example of an information brief is at Annex D.

23. **Meeting Briefs.** A senior officer may require a brief to familiarize himself with the agenda of a meeting. A brief of this type should quote the agenda item in the subject heading or introduction, refer the reader to any relevant documents, give an indication of the likely views of other delegates and suggest arguments to support or refute those views. As it is for use at a conference or meeting, this type of brief should be very clearly and simply constructed. Headings should be used plentifully and facts should be tabulated whenever possible. Factual information on the meeting eg, time and place, should be given in the introduction or in a covering letter or loose minute. An example of a meeting brief is at Annex E.

24. **Personality Briefs.** Senior officers will often require a brief on a visitor expected at the headquarters. The contents of such a brief will depend on the visit. In addition to any information specially requested, a personality brief should contain:

- a. Administrative details (accommodation or meals required, times and method of arrival and departure, etc).
- b. Questions to be asked of the visitor.
- c. Questions which may be asked by the visitor and the recommended answers.
- d. Any opposing line which the visitor might propose and

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the suggested counterargument.

- e. Important points to be emphasized.
- f. Arrangement for further meetings.
- g. A brief biography of the visitor drawing attention to his past experience and appointments that may affect the subject(s) to be discussed and to any special interest or idiosyncrasies.

An example of a personality brief is at Annex F.

25. **Briefs for Visits.** The contents of a brief for a senior officer about to make an important visit such as visiting a foreign country, a Service or civilian establishment will usually depend upon the wishes of the officer concerned. Unless otherwise directed, the brief could contain the following:

- a. An outline history and organisation of the establishment to be visited. An organisational chart should be included if appropriate.
- b. Details of current work, training, etc, being carried out.
- c. Short biographies of the hosts and chief personalities likely to be met, with photographs if available.
- d. A list of the points to be discussed.
- e. A list of questions that might be asked during the tour of the establishment.
- f. A list of questions that might be asked by hosts, with recommended answers.
- g. Any special information that might be of value during the visit eg, similar work being carried out with any security restrictions affecting its disclosure.
- h. Details of all the administrative arrangements for the visit.

SECTION 2 – ORAL BRIEFS

BRIEFING AND PRESENTATION

GENERAL

26. Oral briefs are primarily meant to save time by eliminating the need for a senior officer to read through a large volume of paper. They are also to enable the senior officer to question the briefing officer and to discuss a problem or situation with other commanders or with his staff. The scope can range from the short briefing by a junior staff officer on some routine matter, to a full-scale tri-Service presentation made to a joint commander on a plan for a major operation. There are 3 types of oral briefs namely:

- a. Information Brief.
- b. Decision Brief.
- c. Plan or Situation Brief.

INFORMATION BRIEF

27. The purpose of an information brief is to inform the listener. The briefing neither elicits nor requires a decision. Its purpose may be to keep the listener abreast of the current situation or to supply specific information as required. The briefing should normally contain a short introduction, sufficient to orientate the listener. As in any briefing, the presentation of the facts must be orderly, objective, clear and concise.

DECISION BRIEF

28. A decision brief will undoubtedly contain an 'information brief' as one of its components, but it is much more comprehensive in scope and is presented for a different purpose. The required response is an answer to a question or a decision on a possible course of action. The points to note are:

- a. At the outset, the briefing officer must announce clearly that he is seeking a decision.
- b. The listener may have to be reminded of all the salient facts

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in order to arrive at a sound decision.

c. The briefing officer must be fully prepared for interruptions and questions at any point during the briefing. He must also be prepared to give his own deductions, conclusions and to recommend a course of action.

d. At the end of the briefing, the briefing officer must ensure that he understands the decision given. Whenever appropriate, the decision is recorded and disseminated to all concerned.

PLAN OR SITUATION BRIEF

29. The review of a plan or situation will normally involve a presentation. The presentation is really an expanded decision brief. A staff must present the key factors in a situation, deductions and the various courses open to the commander. The commander is then required to approve an outline plan and give various decisions. In this case, provisions of Paragraph 30 will still apply but in addition, the presentation team must:

- a. Plan presentation in detail and rehearse it thoroughly.
- b. Confine the presentation to essentials. Commanders are busy men and must not be bothered by unnecessary details.
- c. Be completely objective in their presentation of the possible courses of action open to the commander.

PREPARATION OF MATERIAL

30. The preparation of a brief, presentation, speech, lecture or talk can be split into 3 steps as follows:

- a. Scope.
- b. Plan.
- c. Notes.

31. **First Step – The Scope.** Decide on the scope:

- a. **Aim.** Examine the requirement, the terms of reference

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and decide on the aim.

b. **Audience**. Consider the knowledge and experience of the audience and what they want to know.

c. **Time**. Consider the time allotted or required.

d. **Facilities**. Consider the physical facilities available including visual and/or audio aids.

32. **Second Step – The Plan**. Having decided on the scope of the talk:

a. Collect all possible relevant information.

b. Make an outline plan; marshal ideas, decide on headings for each stage of the talk and arrange them in a logical sequence. Present the facts as they are and not how you think the listener would want to hear them.

c. Decide what visual, audio or audio-visual aids will be required. (See Annex G).

d. Make preliminary administrative arrangements:

(1) Nominate assistants and collect visual/audio aids.

(2) Plan rehearsals.

(3) Arrange for a final review by relevant authority.

33. **Third Step – The Notes**. The type of notes used will vary according to individual taste, the length of the talk and the complexity of the subject. Many speakers find it necessary to draft their presentation in full, although when speaking they may discard the script and speak from notes only. Very few have the ability to speak entirely without notes of any kind. For short briefs, notes by themselves will probably suffice.

PREPARATION OF MATERIAL FOR OTHERS

34. Staff officers may be required to prepare briefing notes, a speech or lecture for a senior officer. In such circumstance, it is essential to

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consider the personality, outlook and requirements of the senior officer.

35. A possible sequence of events for such a situation is that the:
- a. Staff officer consults the sponsor or his staff to find out exactly what the audience wants to know.
 - b. Senior officer is consulted and:
 - (1) His first thoughts are obtained.
 - (2) Agreement is reached as to the form of notes required.
 - c. Staff officer drafts the notes required.
 - d. Senior officer takes the notes and annotates them as he wishes. He should never give his speech direct from the staff officer's notes.
 - e. Senior officer may require a rehearsal for an important speech or lecture.
 - f. Speaker should dictate any script which is going to be used as a press handout.

DELIVERY

36. A staff officer will normally speak in public to an audience that wants facts and not emotional discourse. He should speak simply and naturally. He must express his thoughts clearly and concisely and say exactly what he means, in simple words that will be readily understood by his audience. While speaking:

- a. Concentrate upon being heard.
- b. Capture the attention of your audience by your voice and manner and by making eye contact.
- c. Avoid mannerisms or anything that might distract attention from what you are saying.

BEING HEARD

37. A few rules on being heard include:
- a. Keep your head up, project your voice and ensure that you are audible.
 - b. Pitch your voice to suit the room.
 - c. Ensure that you have a reserve of breath and the pitch of your voice remains constant.
 - d. Avoid shouting, but speak clearly and enunciate your consonants firmly.

CAPTURING THE AUDIENCE

38. Provided it is sensibly applied and not overdone, humour normally has its place in most presentations, talks or speeches. You can also do much to capture the interest of your audience by varying the pitch and rhythm of your voice to suit and emphasize your words. Try to:

- a. Vary your rate of speaking according to the relative weight or importance of what you say.
- b. Speak more deliberately than you feel to be right, particularly during the first few minutes, so that the audience can become accustomed to your voice.
- c. Give the audience time to grasp each point before you transit to the next point.
- d. Repetition is often necessary to make major points and a summing up is usually essential.

DISTRACTION OF THE AUDIENCE

39. The concentration of an audience will be lost if anything distracts its attention. Remember to:

- a. Stand up straight.

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- b. Avoid such annoying mannerisms as playing with spectacles, blackboard chalk or pointer, continually shifting your feet or scratching your ear.
- c. Keep your hands still except when you are using them in gesture. Do not put them in your pockets.
- d. Avoid walking about whilst talking unless you wish to do so to gain a particular effect.

THE NEED FOR PRACTICE

40. It is essential to practice in order to become proficient at oral brief techniques. Most officers will probably agree that they are not born public speakers and all will admit that there is room for improvement. Unless you feel entirely confident, it is worthwhile rehearsing your script. This should be done in a room of similar size to the one in which the presentation will be made and it is best if you have someone listening to you. Some people prefer to record their script on a tape recorder and then play it back to themselves. Whatever method suits you, ensure that you thoroughly Plan, Prepare, Practice before you Present or speak in Public (always remember the 4Ps rule).

Annexes:

- A. Example of Layout of a Brief.
- B. Example of use of 'And OVER' and 'Kicker'.
- C. Example of Decision Brief.
- D. Example of Information Brief.
- E. Example of Meeting Brief.
- F. Example of Personality Brief.
- G. Use of Visual Aids.
- H. Rules on Preparation of PowerPoint.

EXAMPLE OF LAYOUT OF A BRIEF

SECURITY CLASSIFICATION

PRECEDENCE ⁽¹⁾

Copy No..of..⁽¹⁾

Identifying Reference

BRIEF FOR (APPOINTMENT)
(SUBJECT HEADING)

BACKGROUND

1. For a meeting brief, the agenda is included as the first item in the brief and is shown at.....
2. The background may include the history of the subject, refer to relevant papers and mention any previous decisions that have been reached. When necessary, the relevant papers are flagged.

Flag A

AIM ⁽¹⁾

3. It is useful to state the aim in complex or detailed briefs.

SUBJECT

4. The first item on the programme is shown at.....

Side Flag 1

Page Number

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

- 5.
- 6.
- 7. **Comments.** ⁽¹⁾

CONCLUSION⁽¹⁾

- 8.
- 9.

RECOMMENDATION(S)⁽¹⁾

- 10.
- 11.

Date

NAME
Rank
Appointment or department
of origin

List of Flags: ⁽¹⁾

A. (Title of document or similar identification).

Page Number

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

B. (Title of document or similar identification).

List of Side Flags: ⁽¹⁾

1. (Letter of flag and paragraph number etc to identify reference).
2. (Letter of flag and paragraph number etc to identify reference).

Departments (or authorities consulted)

Distribution ⁽¹⁾

Copy No: ⁽¹⁾

Page Number

SECURITY CLASSIFICATION

Note:

1. If required or appropriate.

9 A- 3

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EXAMPLE OF USE OF 'AND OVER' AND 'KICKER'

His hopes were raised when the ATM agreed to sponsor him, but first he had to work with the mining company for a full year before that was feasible. With the memory of his father's death, and his life of toil for mere pittance at the mine still fresh, Joshua was not prepared to undertake such a commitment to the ATM. This was aggravated by the demand that he returns to the Company at the expiration of the course if he was sponsored.

22. Always with a mind of his own and a zeal to conquer once he is set on a course, young Joshua opted for a career in dental technology. The Northern Nigerian Government fortunately offered him scholarship this time. Joshua then moved to Lagos and, unknown to him, with that, took the first unwilling step towards joining the army.

10

23. For a dental technology student, after one and half years in training, Joshua found life in Lagos quite comfortable. With a flat to himself and a relatively good pay, life could not be rosier. But providence took control. Through interaction with older school mates like late General ID Bissala, AB Umaru, Martin Adamu and many others who then were mostly captains in the Nigerian Army and based in Lagos, he started seeing the army in a new light. These officer friends used to take him to their mess and what amazed him was that they all had a good time and walked away without dipping their hands into their pockets or reaching for their wallets.

OVER 16

24. This intrigued him. Joshua did not ask and so was not told that the officers got their mess bills at the end of the month. Joshua wondered at a job where one can sit down, eat and drink to one's content without paying for it. For the first time, Joshua doubted his choice of career and his aversion to soldiering, especially as a good number of his friends had already enlisted.

AND
OVER 11

KICKER

KICKER

25. By 1964 when the Nigerian Defence Academy was established, Joshua had made up his mind to join the army. He was then twenty-one. His friend Captain ID Bissala sent him the NDA form which he completed. He later travelled to Kaduna for the examinations and interview.

26. With his academic brilliance, maturity and experience, Joshua had no problems passing the examinations and interview. He was invited to report to the NDA immediately.

27. Taking the decision to enlist in the army posed little difficulty. But conveying that decision to his mother was another matter. Till date, there exists a very strong bond between General Dogonyaro and his mother now aged 82, who having lost her husband was understandably over protective of her children especially Joshua, her first child. But Madam Gambo, much as she wished for and toiled tirelessly toward the best for her children, never attempted to impose her will on them. Surprisingly, the Dogonyaro matriarch, if she had any reservation about the new choice of career of her beloved son, kept it to herself.

28. She recalls today, that “when he told me he was going to the army, I asked if he knew the dangers. He said that was the job he wanted and I enjoined him to ensure that he performed his duty wholeheartedly”.

29. Mr. Auta Ventim Ndam, an uncle and an ex-serviceman, who had just been discharged, cautioned young Joshua that.....

EXAMPLE OF DECISION BRIEF

CONFIDENTIAL

AHQ/707/3/G

BRIEF FOR CTOP
USE OF TRAINING AREAS IN SOMATA

HISTORY

1. Since 1991, Nigerian troops stationed in Somata have been allowed to train in 2 types of training areas:

a. **Permanent Areas**. There are 2 areas permanently allotted. Civilians are excluded and all types of training, including live firing, are allowed. Damage is not paid for, but we pay a yearly rent to the Somatan Government.

b. **Temporary Areas**. There are 6 temporary areas, shown on the map at

Flag A

which you should look at. In these areas, only dry training is allowed. Damage must be paid for and claims are settled through a Joint Claims Organisation which works well. Unfortunately, the training agreement with Somata specifically excludes the use of these areas for internal security training. This was to protect Somata political sensibilities at the time of signing in 1991.

CONFIDENTIAL

2. For your information, a copy of this training agreement is at...
The section which excludes internal security training in the
temporary areas is side lined at.....

Flag B

Side Flag 1

PRESENT SITUATION

3. Based on our most likely UN commitments, we decided to
Increase the amount of training devoted to internal security
operations. Our troops in Somata have found the restrictions.
Somata have found the restriction on the use of the temporary areas
to be a serious constraint.

4. Commanders in Somata are unanimous that our battalions
must be allowed to carry out internal security training in the
temporary areas. The permanent areas are already fully booked
for2022. Should you wish to read the commanders' views in detail,
they are attached as follows:

- a. 31 Mech Div
- b. 14 Mech Div
- c. 26 Armd Bde...

Flag C

Flag D

Flag E

5. A summarized proposal for opening new temporary training
areas for internal security which you should read is at
Paragraph 8 which covers training with local Somatan Forces
which you may wish to read is at
.....

Flag F

Side Flag 2

RECOMMENDATION

6. It is recommended that the Nigerian Embassy be asked to

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negotiate the proposal with the Somatan Government. |

SK UMARU

Maj

SO2 G3

Jun 22

List of Flags:

- A. Map of Temporary Training Areas.
- B. 1991 Agreement (Status of Forces).
- C. 31 Mech Div Letter 466/G dated 1 May 22.
- D. 14 Mech Div Letter 501/G/Trg dated 14 May 22.
- E. 26 Armd Bde Letter 902/G dated 26 May 22.
- F. Summary of Proposed Agreement.

List of Side Flags:

- 1. Flag B, Section XIX – Temporary Training Areas.
- 2. Flag F, Paragraph 8 – Co-operation with Somatan Forces.

Departments/Authorities Consulted:

Nigerian Embassy, Somata.

3

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9C - 3

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EXAMPLE OF INFORMATION BRIEF

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YAF/684/92

BRIEF FOR CAS
COA PROPOSAL TO INTRODUCE A HIGHER RANK FOR WOs

INTRODUCTION

1. The COA has proposed the introduction of a higher rank to which WOs in the Air Force could be promoted. In the interest of uniformity, COA suggests that the other Services should follow the Army's lead; we have been invited to comment. You asked for a brief on the effects of the proposal on the YAF ⁽¹⁾. Accordingly, the brief covers the effect on morale, effect on and conflict with YAF establishment policy. The brief also provides comments you may wish to raise on the COA's proposal. The details of the brief are contained in the COA memorandum on the subject at

Flag A

EFFECT ON MORALE

2. COA's main argument is that the new rank is required to stimulate the morale of those WOs who, after a year or 2 in the rank, feel they have 'reached the end of the road'. In the YAF however, an even higher proportion of our WOs are relatively young and are on engagement till the age of 55. Nevertheless, all the evidence available to us indicates that our WOs are generally

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content with both their condition of service and their responsibilities. There is nothing to suggest that a new rank is required. Details which you must read are sidelined at

Side Flag 1

EFFECTS ON RECRUITING

3. Possibly the addition of new top ranks could, as suggested have valuable effects on Army recruiting. Further details are sidelined at.....
However, in the YAF:

Side Flag 2

- a. The new rank is unlikely to appeal to young men contemplating regular engagements from civil life.
- b. Our internal recruiting is satisfactory and in the higher airmen ranks we have no difficulty in meeting our targets.

Consequently, the effect of a new rank on recruiting does not justify its introduction in the YAF; however, the recruiting position in the Army may be less satisfactory and could require further stimulus.

CONFLICT WITH YAF ESTABLISHMENT POLICY

4. Further objections to COA's proposals arise from changes in establishment policy. More and more posts established for flying officers are being filled by WOs; the creation of a higher rank would logically carry this process further. We doubt whether such a step would be

acceptable. There is a marked difference between the responsibilities of posts established for flight lieutenants and of those established for flying officers and now filled by WOs. If WOs are capable of accepting still greater responsibility, their worth should be recognised by the grant of branch commissions. Eligibility for commissioning, even at a relatively late stage in a career, is known to provide a powerful incentive to airmen of all ranks. Commissioning is therefore the best outlet for WOs willing and able to accept higher responsibility. You may read further details at

Side Flag 3

COMMENTS

5. When you comment on the details in COA's proposal, you may wish to raise the following points. The points are:

- a. **Pay**. The increase in pay accompanying higher rank may not be sustained by our economy currently.

- b. **Messes**. COA's paper gives no estimate of the number of men likely to be eligible for promotion to the new rank. Possibly, in the Army, it would be sufficient to justify the cost of separate messes. In the YAF, however, only one or 2 men in the proposed rank would be established on most stations, and the provision of additional messes would not be necessary.

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c. **Rank Title.** The suggested title 'Ensign' is inappropriate to the YAF. This aspect would require further consideration.

d. **Rank Badges.** A rank badge based on a modified subaltern's star implies a status very close to that of an officer. When the master aircrew rank was introduced, the possibility of incorporating officer type braid into the badge or rank was considered. The Air Council opposed this proposal because they felt that its implementation could lead to confusion and embarrassment when Army and YAF units operate together. For the same reason a modified subaltern's star appears equally unsuitable and COA should be invited to consider another design. You may wish to read further details at.....

Side Flag 4

FURTHER EXAMINATION ⁽²⁾

6. In the light of the foregoing, you may decide that the proposals are of no benefit to the YAF, do not merit further examination and should be rejected. If however, COA should produce stronger arguments, the proposals should be referred for detailed study to the Joint Service Working Committee on Conditions of Service.

Jun 22

EO ADEKUNLE
Gp Capt
DOA

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List of Flags:

A. COA Memorandum dated 20 May 22.

List of Side Flags:

1. Flag A, Paragraphs 2 and 3.
2. Flag A, Paragraph 4.
3. Flag A, Paragraph 9.

Departments Consulted:

DOO
DPM
DRRR

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Notes:

1. The YAF is a fictitious air force.
2. Some may feel that paragraph 'Further Examination' should be shown as 'Recommendations'. A conclusion could also be provided in place of 'Further Examination'. However, Paragraph 6 is part of the 'Discussion' and 'Recommendations', if used, should only include material that has previously been discussed in the body of the paper. In this case, 'Recommendations' has not been considered necessary.

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EXAMPLE OF MEETING BRIEF

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301 HAG/123/OPS

BRIEF FOR CMD
EVACUATION OF NIGERIAN NATIONALS FROM GUINEATORIA ⁽¹⁾

INTRODUCTION

1. Paragraph 1 of the MEA Intrep 7/22..... reveals that Nigerian nationals in Guineatoria are being subjected to unprecedented, large-scale attacks by indigenes.

Flag A

Paragraph 1 of MEA Intrep 8/22.....

Flag B

states that 5 Nigerians have been killed and property worth millions of naira destroyed. Paragraph 2 states that the Government of Guineatoria is not doing its best to bring the situation under control. The Government has therefore decided to evacuate all Nigerian nationals from that country.

2. CTOP has called a meeting at HQ NAF for 3 Aug 22 to discuss the evacuation and the use of aircraft from 301 HAG for the task. In preparation for the meeting, you asked for a brief examining the feasibility of the operation and stating the requirement for the deployment of the detachment and the evacuation of the Nigerian nationals to Port Harcourt and Calabar. You also wanted to know:

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- a. The earliest date on which the evacuation could start.
- b. When the detachment should deploy to meet that date.
- c. The length of time the detachment could remain in Port Harcourt without affecting our planned operational commitments and unacceptably reducing routine training.
- d. What the command and control arrangements should be.

AIRHEAD

3. Port Harcourt will be the airhead for the evacuation. A copy of the latest diplomatic telegram from the Nigerian Embassy in Guineatoria states that clearance has been obtained for NAF aircraft to land at Balabo Airport.

SECURITY AT BALABO AIRPORT

4. Given the present stance of the Guineatorial Government, it is unlikely that the security of NAF aircraft will be guaranteed at Balabo Airport. It would be prudent to deploy one NAF Regt flight for security duties. HQ NAF could provide an air police detachment to arrive at 115 SOG by 1 Aug 22 for crowd control duties during the operation.

2

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NUMBER OF NIGERIANS TO BE EVACUATED

5. Between 8,000 and 9,000 Nigerians may be evacuated. The Nigerian Embassy in Guinea Bissau will undertake to have the evacuees camped in and around the Balabo airfield ready for the airlift.

ACCOMMODATION AND CATERING

6. The 115 SOG should be tasked to arrange accommodation and catering for all NAF personnel involved in the operations. A separate task force should be assembled to take care of camping and feeding for the evacuees, otherwise NAF operations will be severely impaired.

CASUALTIES

7. If the evacuation is opposed there may be casualties among the Nigerian nationals or the detachment personnel; a medical team and supplies should therefore be deployed. DMS could provide a team at 36 hours' notice.

MAMS TEAM

8. A MAMS team to assist in the documentation and leading of passengers at Balabo should be deployed. This HQ could provide a team at 24 hours' notice.

9. Paragraph 4 indicates that there is no fuel at Balabo or Calabar and that

Flag C

there is only one refuelling point at Port Harcourt. Civilian air traffic at Port Harcourt is heavy. Some aircraft may have to refuel at Ikeja airport.

AIRCRAFT CREWS AND SUPPORTING PERSONNEL

10. **Requirement.** Two C-130 and 4 ATR - 42 aircraft would be required to deploy and recover the detachment and evacuate 8500 Nigerian nationals. A spare crew for each aircraft type should be deployed to allow for injury and sickness. Some supporting engineering and administrative personnel and equipment would be required; CO Log Wg, 115 SOG should decide on the level of support needed.

11. **Availability.** The earliest time 2 C-130 and 4 ATR - 42 aircraft could be made available would be 0800Z on 6 Jun 22. There would be a considerable reduction in routine training but this reduction would be acceptable for up to 10 days.

TIMING

12. The earliest time that the evacuation could start would be 0800Z on 7 Jun 22.

COMMAND AND CONTROL

13. The Comd 301 HAG should retain full command of all NAF forces engaged in the operation. OC 321 Wg should retain operational command over the air police detachment

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and the medical team during the operation. A squadron commander from OC 321 Wg should command the detachment and exercise operational and administrative control over the air police detachment and the medical team.

CONCLUSION

14. The evacuation of up to 8500 Nigerian nationals from Balabo airfield could be undertaken by 2 C-130 and 4 ATR-42 aircraft operating from NAF Port Harcourt. The detachment, comprising one spare crew for C-130 and ATR - 42, one NAF Regt MADT from 115 SOG, a MAMS team from this group, an air police detachment from PIC and a medical team from MSB should deploy to 115 SOG on 6 Jun 22 and stand by until further notice.

15. The earliest time the evacuation could start is 0800Z hours on 7 Jun 22. The 2 C-130 and 4 ATR - 42 required could stand by at 115 SOG for up to 10 days without reducing routine training unacceptably. OC 321 Wg should exercise operational command over the air police detachment and the medical team; a squadron leader from NADC could command the detachment.

Apr 22

A DUSON
Wg Cdr
SO1 Ops

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List of Flags:

- A. MEA Intrep 7/22.
- B. MEA Intrep 8/22.
- C. NAF/345/2/Ops dated 29 Dec 21.

Departments Consulted:

MSB
DOT
DAP
DAI
107 AMG
115 SOG

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ANNEX F TO
CHAPTER 9
DATED JAN 24

EXAMPLE OF PERSONALITY BRIEF

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AFCSC/COORD/G1/324

BRIEF FOR COMDT
VISIT OF DR AKINWUMI ADESINA

Reference:

A. AFDB/ABDJ/COTE'D/Vol I dated 15 Nov 22.

INTRODUCTION

1. The AFCSC is organising a 2-day Counterterrorism and Counterinsurgency (CTCOIN) Seminar for SC 45. The Seminar is scheduled for 15 -16 Mar 23 at Danjuma Hall. The Special Guest of Honour (SGOH) for the Seminar is Dr Akinwumi Adesina, the President of the Africa Development Bank Group. He will deliver the keynote lecture titled 'Impact of Terrorism on Nigeria's Agricultural Sector: North-East Region in Perspective' on the second day. His acceptance to deliver the lecture was conveyed vide Reference A.

2. You asked for a brief on the administrative arrangements, particularly, as it concerns the SGOH and other dignitaries. You also requested for a simple biography of the SGOH to enable you relate well with him at the event. Accordingly, the brief will cover administrative arrangements as well as biography of Dr Akinwumi Adesina.

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ADMINISTRATIVE ARRANGEMENTS

3. The detailed arrangements for the Seminar are contained in the Administrative Instructions. However, the following administrative arrangements, particularly as it concerns the SGOH and other dignitaries have been made.

4. **Arrival/Reception.** The SGOH and his entourage are expected to arrive Kaduna by air on 14 Mar 23 by 1430 hours. The D Log and the Equerry will receive the SGOH and his entourage at the Kaduna Airport and escort them to their accommodation.....

5. **Equerry.** Lt (NN) LJ Odunwa (NN/2563) has been appointed as Equerry to the SGOH. He will make a copy of the programme available to the SGOH on the day of his arrival.

6. **Accommodation/Feeding.** The SGOH and the 2 VIPs will be accommodated at Zakariya Prestigious Hotel. The SGOH will be lodged in one of the Hotel's presidential suites with room number VIP - 101. Two executive suites have been reserved

7. **Transportation.** The Transportation Sub-committee will liaise with the MTO for transportation arrangements. Two bullet proof Toyota Prado jeeps have been hired from Messrs COSCHARIS Nigeria Limited to convey the SGOH and his entourage.....

8. **Security.** Five soldiers will guard and patrol the area around the hotels throughout the visit. Also, the Security Sub-committee will ensure armed escorts.....

9. **Conduct of the Ceremony.** The Comdt, accompanied by the Dy Comdt and all directors will receive the SGOH and his entourage at the

Jaji Cantonment entrance gate and usher him to Danjuma Hall. The Comdt will give the opening address and the discussion session will be moderated by Cdre JO Aikhomu (NN/3673), D DMW.....

10. **Presentation of Souvenirs.** The Comdt will present souvenirs to the SGOH and other dignitaries after the Seminar. Maj YY Abubakar (N/9885) will coordinate appointed ushers to assist with the presentations.....

11. **Likely Souvenir.** It is suggested that the

12. **Possible Questions to be Asked by the SGOH/ Suggested Responses.** The under listed questions are likely to be asked by the SGOH:

a.

b.

13. **Departure.** The SGOH will depart the Kaduna Airport for Abuja on Wed 17 Mar 23 by 0800 hours. All other guests are also expected to check-out from the hotel by 1100 hours on the same day.

BIOGRAPHY OF DR AKINWUMI ADESINA

14. The biography of the SGOH will feature his early life, positions held and career profile. It will also include national honours, achievements, recognitions/awards, publications and marital status.

15. **Early Life.** Dr Adewumi Adesina was born on 6 Feb 60 and hails from Ibadan, Oyo State. The SGOH attended Auntie Ramatu School for his primary and secondary education.

16. **Positions Held by the SGOH.** The SGOH has held several positions during his career. These positions include Vice President, Policy and Partnerships for the Alliance of a Green Revolution in Africa from 2008 to 2010 ...

17. **Career Profile.** The SGOH has worked in different capacities during his career. Notably, he was the Assistant Principal Economist of the International Crops Research Institute for the Semi-Arid Tropics for

18. **National Honours.** The SGOH was awarded the Commander of the Order of the Federal Republic of Nigeria in 2010. He was also awarded.....

19. **Achievements.** As Vice President, Policy and Partnerships of the Alliance for a Green Revolution in Africa, the SGOH led several bold and innovative policy initiatives.....

20. **Recognitions/Awards.** The SGOH has received numerous awards in the course of his career, including the Distinguished Agricultural Alumni Award from Purdue University...

21. **Publications by the SGOH.** The SGOH has a publication on 'Policy Shifts and Adoption of Alley Farming in West and Central Africa'...

22. **Marital Status.** The SGOH is happily married...

CONCLUSION

23. I hope this brief has reasonably captured the administrative arrangements specific to the SGOH. It is also hoped that the details provided in the biography of the SGOH, Dr Adewumi Adesina would

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enable you to relate well with him during the Seminar.

Nov 22

AO SOWOLE

Lt Cdr

NA

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'Unauthorised Disclosure, Transmission, Production or Retention of Information on this Sheet Violates the Official Secrets Act CAP 03 Law of the Federation of Nigeria 2004'.

USE OF VISUAL AIDS

‘A picture is worth a thousand words’.

Napoleon Bonaparte
(1769-1821)

GENERAL

1. Explanations are necessary to assist understanding. At the same time, if an audience is shown something, it will grasp the subject better than merely listening. Visual aids can be used to simplify explanations and to add interest and emphasis. They are used in AFCSC presentations and students are advised to study the aids and techniques employed.

QUICKER ASSIMILATION

2. Visual aids assist the viewer in assimilating information quickly. For instance, a 160-page US Government report was recently condensed into 6 simple visual aids, presented at the cabinet level and their message was absorbed and approved in less than 15 minutes.

AUDIENCE PARTICIPATION

3. A well-designed visual aid can often depict the relationship between variables so clearly that the speaker does not have to spell it out. He simply pauses a moment and the viewer, instead of being told what the relationship is, has the pleasure and satisfaction of discovering it for himself. Immediately, the viewer switches from a passive listener to an active participant.

ESSENTIALS

4. A visual aid must be:

- a. **Simple**. Avoid unfamiliar symbols and abbreviations and ensure that the lettering is easy to read. Avoid ambiguity; readers should not ponder ‘Is that radius in statute or nautical miles?’

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- b. **Brief.** Each aid should address one basic idea and stress essentials only. Omit all unnecessary and fancy trimmings.
- c. **Large Enough.** Every bit of information must be easily seen by the most distant viewer.
- d. **Interesting.** Make the overall picture as attractive and dynamic as possible.

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RULES ON PREPARATION OF POWERPOINT

1. PowerPoint slides are used to aid presentations. When creating slides, it is important to ensure clarity while conforming with the rules and conventions of Service writing. Slides should be kept simple, clear and visually appealing to enhance the message and engage the audience effectively. The following are some rules on the use of PowerPoint slides:

a. **Layout and Content.** Use a clean and uncluttered design while maintaining a consistent layout throughout the slides to create a sense of cohesion. Take note of the following guidelines to achieve a good layout and content.

- (1) Slides on the PowerPoint should be numbered serially.
- (2) Every slide should bear the appropriate security classification as may be necessary.
- (3) Every slide must have a heading. The heading used should be clear, concise and related to the text or picture it is meant to describe.
- (4) If the information to be detailed continues on subsequent slides, the word 'cont' must be indicated on the heading.
- (5) Use a colour scheme that has good contrast between the background and the text.
- (6) Maintain consistency in formatting elements such as font sizes, colours, alignment and spacing across all slides. Use larger fonts for headings and slightly smaller fonts for the

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body text. The text should be large enough to be easily readable by the audience.

(7) Use fonts that are easy to read, even from a distance. Sans-serif fonts like Arial, Calibri or Helvetica are usually a safe choice. Avoid using decorative or script fonts as they can be difficult to read.

(8) Large portions of the text are not to be copied on the slide. Use bullet points and brief phrases to convey information.

(9) Service writing rules on paragraph numbering apply to all text in the slide, except for quotations.

(10) Slides may be prepared in all capital letters or normal case letter. When normal case letters are used, Service writing rules on the use of capitals must be adhered to. Full stops should not be used if the wordings on the slide are in all capitals.

(11) Only quotes may be used after the slide on conclusion and before the slides for recommendations.

b. **Use of Pictures and Images.** It may be necessary to include relevant visuals such as charts, graphs, images or videos to support the presentation. When using such visuals, the following rules are to be followed:

(1) Ensure that the visuals are of high quality, properly formatted and contribute to the clarity of the presentation.

(2) All pictures, tables, graphs or other illustrations on a slide must be appropriately labelled and their sources duly cited. The source(s) of picture(s) and (or) quotations must be indicated on the lower right corner of the slide.

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(3) When pictures and texts are on the same slide, the picture should be on the right while the text should appear on the left.

(4) Multiple pictures can be used on a slide but where this applies, each picture must be clearly distinct.

c. **Slide Transitions and Animations.**

(1) When transitioning between slides, use smooth and seamless transitions. Avoid sudden or distracting transitions that could disrupt the flow of the presentation.

(2) Use animations only when necessary to highlight key points or reveal content gradually in a slide. Additionally, only one animation appearance style should be used throughout the presentation.

(3) When animations are used in a presentation, the appearance of such animations should be simple and not such that can cause distraction.

2. It is important to note that PowerPoint slides are meant to support a presentation, not replace it. Therefore, time must be dedicated to synchronize the slides to flow with the presentation. This will help to deliver a smooth and engaging presentation.

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CHAPTER 10

PROBLEM SOLVING

INTRODUCTION

1. Problems come in different forms, varying degrees of complexity and intervals. Some may be caused by our own lack of foresight, others by some unforeseeable event in our areas of responsibility, and yet others by decisions from higher authorities.

2. We recognise a problem as a difficulty or obstruction that is preventing us from achieving our objective. We can consider a problem or, more explicitly, the cause of a problem as a change from what we would regard as an acceptable condition – a change that has taken place through some distinctive feature or condition to produce a new unwanted effect. To isolate that change, we may have to ask many questions so that by a process of elimination we can find out those conditions or circumstances that may be regarded as abnormal and those that apparently continue to appear normal.

3. Once we have identified a problem, it is important not only that it is solved but also that the solution arrived at is the best solution. How do we go about solving problems? Is there a need to follow a rigid problem-solving method? How can we ensure that the solution we have chosen is the best?

4. There are many ways of solving problems; the 'Estimate Process' is one of these. However, the technique which is described in the following paragraphs is that which is widely used in the NAF and other air forces. This process is called 'Problem Solving' (PROSOL). In this chapter, we shall consider the need for a disciplined approach and the application of basic principles when solving a problem.

NEED FOR A DISCIPLINED APPROACH TO PROSOL

5. There is a notion that if problems are ignored, they will go away. However, problems will have to be solved and managers will be judged partly by the success they have in solving those problems that arise in

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their spheres of responsibility. Quite often, because we have met similar situations before and have remembered which solutions were right and which were wrong, we can solve simple problems without much conscious efforts. Without thinking about it, we probably go through a routine such as: 'What is the problem?' 'What are the facts surrounding it?' 'What possible solutions are there?' We then select a solution and take the appropriate action. This judgement, based on experience, can be a most useful tool in solving the routine and relatively simple problems. However, even in such cases, our solutions could be wrong because of our failure to recognise and take into account some factors that did not previously exist. Moreover, when we come to a complex problem outside the confines of our experience, we tend to flounder. Clearly, a haphazard approach is no good; we need a methodical technique to help us determine which facts to take note of and how to process them. No technique will guarantee that we always get the answer right the first time, for solving problems involving the use of our judgement which may itself be faulty. However, any sound technique will stop us from making a decision before we have logically considered all the facts; it will also help us to avoid being side-tracked by time-wasting irrelevancies.

THE 6 BASIC PRINCIPLES OF PROSOL

6. Many books and articles have been written about problem solving and although numerous different techniques have been postulated, there is a wide measure of agreement about certain basic principles. The 6 principles outlined below and discussed in the following paragraphs, combine to form a very useful PROSOL method. Any method must ensure a thorough study of the problem and must prevent one from jumping to hasty conclusions. The following 6 principles meet these criteria:

- a. Define the problem.
- b. Gather relevant information.
- c. List possible solutions.
- d. Test possible solutions.
- e. Select the best solution.
- f. Apply the solution

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PRINCIPLE 1 - DEFINE THE PROBLEM

7. Precise understanding of a problem should precede the attempt to solve the problem. This principle is considered the most important in the problem-solving sequence. The factors involved in understanding a problem are:

a. **Identify the Problem.** What is the problem? What are the causes? What are the effects? Almost every problem has effects that draw it to our attention. A temporary solution may be achieved by removing or treating the effects; but for a permanent solution, the cause itself must be found. For example, a revolt can be subdued but the cause must be found before we can achieve a permanent solution to the uprising. Therefore, it is necessary to analyse the entire situation to clearly establish the cause or causes of the problem. We may ask 'What is wrong here?' 'What seems to be the difficulty?' 'Why am I concerned?' 'Are there identifiable causes and effects?' The 'Identify the Problem' phase is most important because it is the basis of everything that follows.

b. **Limit the Problem.** With the general area established, the limits of the problem must be set. The exact area to be handled must be decided and then the absolute limits must be determined. For this, assumptions may have to be made. Some limits beyond which the problem solver cannot go may have been given in the terms of reference. Alternatively, the problem may have to be limited to levels that can be handled effectively; that is, areas that are manageable or areas in which authority to act have been given. It is useless to try to solve problems that are obviously beyond the scope or authority of the problem solver. Unnecessary elements must be deleted. 'Limits' are, therefore, absolute boundaries of the problem.

c. **Define the Problem.** After deciding the limits of the problems, a statement of definition of the problem (the aim) is made. You should ask, 'How can I overcome the cause of the problem within the limits established'. It is important that the problem or aim is clearly and unambiguously defined before

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starting to look for a solution. It is almost impossible to arrive at the best solution to a problem if the precise area of the problem is not defined.

8. Some pitfalls should be avoided when defining the problem. These are:

a. **Over-simplification**. If the situation is not investigated thoroughly, the effects, instead of the causes may be accepted as the problem, or part of the problem may be omitted altogether.

b. **Over-complication**. It is easy to be overwhelmed by the apparent size or difficulty of the problem. Equally, it is easy to become involved in issues far outside the scope of the problem. Having identified the problem accurately and started to solve it, we find that many of the difficulties usually disappear.

c. **Inertia**. Time and effort are needed to think effectively about a problem. It is much easier to treat problems in a routine and therefore superficial manner than to analyse them to determine effective solutions; for example, 'Near enough is good enough' or 'It will sort itself out in time' type of approach.

A careful definition of the problem is essential. At any state in the problem-solving process, it may be necessary to amend the statement of the problem to take account of any new considerations.

PRINCIPLE 2 – GATHER RELEVANT INFORMATION

9. When you are satisfied that you have clearly defined the problem, you continue gathering information. Much information would have been collected when identifying the problem; but now only that which is strictly relevant to the task and within the limits set, is listed and evaluated. The information will normally fit into 4 categories of evidence:

a. **Fact**. A fact is a statement that can be proven.

b. **Assumption**. An assumption is a statement that may or may not be true.

c. **Judgement**. Judgment is a statement that evolves from critical discernment.

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d. **Criteria**. Criteria are requirements that a solution might have to meet.

10. The term 'criteria' needs amplification. If criteria are considered to be requirements that a solution should meet, then they are yardsticks against which to test the solutions to the problem. Criteria can be graded into an order of importance; 'essential criteria' which are those standards that top solution must meet and 'desirable criteria', which are requirements that a solution should meet, if possible.

11. For example, suppose that a solution to a problem calls for completed action as soon as possible, with minimum cost and minimum manpower. These are desirable criteria and the solution that comes closest to meeting them is likely to be the most suitable or best course. However, if a solution must provide for completion within 30 days at cost not exceeding ₦1,000.00 with no increase in manpower, then these stipulations are limits or essential criteria. Any solution that does not satisfy one or more limits can be discarded. Of course, if none of the possible solutions can satisfy the essential criteria, the problem is insoluble. If this occurs, you will have to consider whether it is possible to change one or more of the essential criteria to desirable criteria so that a solution could be found.

12. When gathering relevant information, you must also evaluate it and draw deductions. You should ask:

a. Is the information factual, reliable, pertinent, current or objective?

b. Are assumptions supported by further evidence; are they based on an intelligent consideration of the facts? A wrong assumption may create a wrong solution.

c. Have judgements been used only when facts are not available and when experience in the area is sufficient to substantiate good judgment?

d. What can be deduced from a piece of information? Having made a deduction, ask 'So what?'; 'How does this affect the situation?', 'So what' until you exhaust that line of thought to try to

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draw out more relevant deductions.

13. Finally, when evaluating information, the following pitfalls should be avoided:

- a. Accepting judgement as fact.
- b. Partiality: this is gathering data only to support an idea and not to counter it.
- c. Accepting statistics absolutely; for example, 75 per cent serviceability of AE aircraft; therefore, 3/4 of our aircraft are serviceable every day.

14. You will have noticed that so far you have not been asked to consider ways of solving problem. This is deliberate; you have been laying the foundation.

PRINCIPLE 3 - LIST POSSIBLE SOLUTIONS

15. Having assembled and evaluated all the information available, solutions to the problem should be listed. In formulating solutions, the evaluated information should be combined with experience, and creative thinking so as to promote ideas. All possible solutions regardless of merit should be listed. Some solutions may trigger off other ideas and it may be possible to combine these ideas to find other solutions. You must remember to have an open-minded approach, be thorough and evolve as many solutions as possible. Once the list is complete, the obviously unworkable solutions should be discarded.

PRINCIPLE 4 - TEST POSSIBLE SOLUTION

16. Each possibility that offers some promise of being a good solution is then tested in turn to see how well it measures up against each criterion. You should not use the criteria until this stage, because you might inhibit creativity in finding possible solutions. However, when testing possible solutions, all criteria must be examined closely with logic, reason and good judgment. By doing this, each solution is evaluated in terms of its feasibility, suitability and acceptability. Points for and against each solution should be noted.

PRINCIPLE 5 – SELECT THE BEST SOLUTION

17. The logical result of the tests that have been applied under Principle 4 is the final or best solution. Perhaps one solution meets all the criteria, but this is rare. Possibly, one solution is obviously the best as it meets many more desirable criteria than any other solution. If this is not so, you might have to determine an order of priority with the criteria to enable you to judge which solution is the best solution. The final choice of a solution will ultimately rest on the problem solver's judgment. He must be as impartial as possible, otherwise the choice might be unduly influenced by personal attitude such as:

- a. The influence of authority – what we think the commander may like or want.
- b. The influence of tradition – we have always done it this way.
- c. Prejudice – this solution might have an adverse effect on my career.

PRINCIPLE 6 – APPLY THE SOLUTION

18. In theory, PROSOL is complete at the end of Principle 5. The decision concerning the best solution tells the solver what should be done. In real life, something must be done about a problem for the solution to have a meaning. The solver must actually reach the goal for the cycle to be completed; therefore, action is necessary and we might decide to:

- a. Seek approval either orally or in writing from higher authorities to implement the solution.
- b. Prepare orders or directives for the most effective implementation of the solution.

19. When the solution is implemented, we would check to ensure that it is effective and that no unforeseen problems have arisen.

APPLYING THE PRINCIPLES

20. In practice, the phases of PROSOL never follow a definite and orderly sequence. More than one principle may be considered at the

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same time, or you may have to go back to a previous phase because of a new development. For example, the data you collect may force you to redefine your problem. Similarly, while testing solutions, you may think of a new solution or, in the process of selecting a final solution, you may discover a need for additional information.

21. The principles, as outlined, should be considered only as a checklist to remind you to bring order to your mental processes. It is neither a substitute for good judgement nor a guarantee that you will solve your problem successfully. There is no substitute for thinking and no system that involves the human mind is foolproof. However, the disciplined approach to PROSOL will ensure that you get the best results possible with your abilities and mental endowment. Example of an approach to problem solving is at Annex A, while the Service Paper emanating from the approach is at Annex B.

Annexes:

- A. Solving the Problem.
- B. Example of a PROSOL Service Paper.

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SOLVING THE PROBLEM

SELECTION OF 2 ADDITIONAL FOBS FOR ADW

ANALYSIS

1. **Long-term Aim.** The long-term aim is to provide FOBs for all ADW Squadrons.
2. **Obstacle.** The obstacle is that the Wing is short of 2 FOBs because 2 new squadrons have been added to it.
3. **Short-term Aim.** The short-term aim is to decide which 2 of the following 4 airfields are most suitable as FOBs:
 - a. NAF Ilesha.
 - b. NAF Oron.
 - c. NAF Gboko.
 - d. NAF Afikpo.

DEFINITIONS AND ASSUMPTIONS

4. **Definitions.** Nil
5. **Assumptions.**
 - a. The airfields selected will be used as FOBs for 5 years.
 - b. Whenever dispersal is ordered, each squadron will consist of 150 NAF officers and men.
 - c. Money will not be granted for Works Services except for operational communications.

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Serial	Criteria	Possible Station			
		NAF Ilesha	NAF Oron	NAF Gboko	NAF Afikpo
(a)	(b)	(c)	(d)	(e)	(f)
	<u>ESSENTIAL CRITERIA</u>				
1.	Expected to be available for at least 5 years.	✓	✓	✓	✓
2.	Not earmarked for any other operational sqn.	✓	✓	✓	✓
3.	Runway at least 2000m with LCN of 25 or more.	✓	✓	✓	✓
4.	Taxiway LCN of 15 or more.	✓	✓	✓	✓
5.	Fuel tanks for at least 300,000L with serviceable pumps.	✓	✓	✓	X
6.	Permanent building near hard standing for crew room and storage.	✓	✓	✓	✓
7.	Living quarters - permanent or tented for 150 personnel.	✓	✓	✓	✓
8.	Serviceable or repairable operational communications.	✓	✓	✓	✓
	<u>DESIRABLE CRITERIA IN ORDER OF IMPORTANCE</u>				
9.	Night-flying facilities.	NO	YES	NO	(1)
10.	Suitable hangar.	NO	YES	YES	
11.	A Service unit nearby.	YES	YES	YES	
12.	Permanent living quarters for 150 personnel.	NO	YES	YES	
13.	Cost of repairing operational communications as low as possible (N).	4,000	0	60,000	
14.	Existing internal communications.	YES	YES	YES	
15.	Refuellers, technical vehicle and sqn transport available on site.	NO	YES	NO	

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(a)	(b)	(c)	(d)	(e)	(f)
16.	Ground-handling equipment available on site.	NO	YES	NO	
17.	Barracks equipment for 150 personnel available on site.	NO	NO	YES	
18.	Compressed gases available on site.	NO	YES	NO	
19.	Runway LCN of at least 30 and taxiway LCN of at least 25.	YES	YES	NO	

Note:

Because NAF Afikpo does not meet all essential criteria, there is no need to consider it in the desirable criteria.

SELECTION OF MOST SUITABLE STATIONS

6. NAF Afikpo does not meet the essential criterion for fuel storage (300,000l); it is therefore unacceptable as an FOB. In contrast with NAF Gboko, NAF Ilesha has runway LCN of at least 30 and a taxiway LCN of at least 25. Moreover, unlike NAF Gboko, it is already equipped with internal communications. Furthermore, its operational communications would cost ~~N~~40,000. On the other hand, NAF Gboko unlike NAF Ilesha, has barrack equipment and permanent living quarters for 150 personnel and it has a suitable hangar. Although each airfield has 3 advantages over the other, NAF Gboko's advantages in 2 more important criteria outweigh the advantages of NAF Ilesha and makes NAF Gboko the suitable choice.

7. NAF Gboko has only one advantage over NAF Oron; it has barrack equipment for 150 personnel on site, whereas NAF Oron does not. NAF Oron, on the other hand, has 7 advantages over NAF Gboko.

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Its runway has a LCN of at least 30 and its taxiways of at least 25, unlike those of NAF Gboko. There is compressed gas available at NAF Oron but not at NAF Gboko. Furthermore, the former can provide ground-handling equipment and refuellers, technical vehicles and squadron transport, whereas the latter cannot provide these. Most importantly, NAF Oron has night flying facilities, whereas NAF Gboko does not. Because of its outstanding advantages, NAF Oron is more suitable than NAF Gboko as an FOB.

8. The 2 stations best suited for use as FOBs, in order of priority, are NAF Oron and NAF Gboko.

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ANNEX B TO
CHAPTER 10
DATED JAN 24

EXAMPLE OF A PROSOL SERVICE PAPER

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SELECTION OF 2 ADDITIONAL FOBS FOR ADW

INTRODUCTION

1. Two more FOBs must be selected to complete the plans for the dispersal of squadrons during the initial stages of war. Only NAF Stations Ilesha, Oron, Gboko and Afikpo are geographically suitable for selection as FOBs. Details of these stations are at Annex A.
2. The following assumptions are used in this paper:
 - a. Each squadron will comprise 150 NAF officers and airmen at the time of dispersal.
 - b. The stations selected will be used as FOBs for 5 years.
 - c. No money will be granted for Works Services except for improvement to operational communications.

AIM

3. The aim of this paper is to determine which 2 of the 4 available stations are best suited for use as FOBs.

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ACCEPTABILITY OF STATIONS

4. The stations selected must be available for use as FOBs throughout the next 5 years and they must not already have been earmarked as FOBs for other squadrons. The runway must be at least 2,000m long. There must be a bulk fuel installation, including the pumps, which must be fully serviceable. The airfields must have ATC facilities that are currently in use or could be reactivated⁽¹⁾. Good operational communications are essential.

5. NAF Afikpo is unacceptable for use as an FOB because its usable bulk fuel capacity is less than 300,000l. The other 3 stations have all the essential features.

SELECTION OF THE SUITABLE STATIONS

6. The most important desirable feature is that the airfields selected should have night-flying facilities. A suitable hangar for squadron aircraft would be a very big advantage. Next in order of importance, is that a Service unit should be nearby. Domestic accommodation should be permanent, but tents and field kitchens would be acceptable. The cost of repairing operational communications should be as low as possible and suitable internal communications should already exist. Of lesser importance, to avoid stockpiling; vehicles, ground-handling equipment, barrack equipment and compressed gases should be available. Finally, and of least importance, the runway and taxiway LCNs should be at least 30 and 25 respectively.

7. In contrast with NAF Gboko, NAF Ilesha has a runway LCN of at least 30 and a taxiway LCN of at least 25. Moreover, unlike NAF Gboko, it is already equipped with internal communications. Operational

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communications at NAF Ilesha cost ₦ 40,000 to repair, whereas those at NAF Gboko would cost ₦ 60,000. On the other hand, NAF Gboko has permanent living quarters for 150 personnel and it has a suitable hangar. Although, each airfield has 3 advantages over the other, NAF Gboko's advantages in 2 more important desirable features outweigh the advantages of NAF Ilesha. NAF Gboko is therefore, more suitable than NAF Ilesha and should be selected as one of the FOBs. NAF Gboko has only one advantage over NAF Oron, it can accommodate 150 personnel in permanent living quarters, while NAF Oron cannot. NAF Oron, on the other hand, has 7 advantages over NAF Gboko and the former's operational communications require no advantage over NAF expenditure on repair work, whereas those at NAF Gboko would cost ₦ 60,000 to repair. Lastly and most importantly, NAF Oron has night-flying outstanding advantage. NAF Oron is therefore, superior to NAF Gboko and should be selected as a suitable FOB.

8. The 2 stations most suitable for use as FOBs, in order of priority, are NAF Oron and NAF Gboko.

CONCLUSION

9. To be acceptable as a FOB, a station must be available for the exclusive operational use of ADW squadrons for at least 5 years; it must have a runway of at least 2,000m and the LCNs of runway and taxiways must be adequate. Furthermore, the station must have a serviceable fuel installation of at least 300,000l capacity. It is essential that permanent buildings are available for crew room and storage accommodation; that living quarters are available for 150 personnel; and that operational communications are acceptable. Of the stations available, NAF Afikpo is unacceptable because its fuel installation is

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below minimum standard, while the other 3 all have the essential features.

10. The station should have night-flying facilities; a hangar for squadron aircraft; and the station should be close to another Service unit. The station should have permanent living accommodation for squadron personnel. Furthermore, the lowest cost and ready availabilities of suitable communications, and the availability of specialist vehicles, ground-handling barracks equipment and compressed gases would be desirable. Finally, the LCNs of the runway and taxiway should be adequate. Amongst the 3 stations which have the essential features, NAF Ilesha is better than NAF Gboko in some minor respects but NAF Gboko has the important advantages of permanent living quarters for squadron personnel and suitable hangar. NAF Gboko is preferred to NAF Ilesha. NAF Oron has better accommodation than NAF Gboko as well as being better equipped for night flying. It is therefore a better choice than NAF Gboko. Considering the 4 stations available for selection as FOBs, the 2 stations most suited, in order of priority, are NAF Oron and NAF Gboko.

Abuja
Apr 22

EK SCOTT-EMUAKPOR
Wg Cdr
SO1 Ops

Note:

1. ATC facilities did not feature as an essential criterion on Page 10A-2 because the DDO knew that they were available at all 4 airfields. However, as the Service paper may well be seen by officers unaware of the existence of such facilities, the point should be made here.

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CHAPTER 11

INTRODUCTION TO THE ESTIMATE PROCESS

INTRODUCTION

1. An estimate is a logical process of reasoning by which a commander, faced with an ill-structured problem, arrives at a decision to achieve his mission. A detailed estimate is a step-by-step method of approaching a problem. This involves following a logical sequence by considering all relevant factors and harnessing both the commander's intuition and experience, and the staff's procedural approach. Commanders at all levels use estimates of one form or another. At the battalion or company level, we have the Combat Estimate or the 7 Question Estimate. It is used to execute core business when time is short and or when a commander and his troops are under fire. Generally, it does not give room for multiple options, as issues are decided quickly.

2. At the formation or component level, the Tactical Estimate is used. For instance, the NN uses the Maritime Tactical Estimate. It is usually employed when time for planning is measured in days, not hours. At this stage, unlike the combat estimate, multiple options are considered under very complex situations. The last category of estimates is the Operational Estimate which is a problem-solving tool that helps a Joint Force Commander (JFC) to analyse an ill-structured problem. The process is rational, in that it progresses logically from factor to deduction, but a JFC is not constrained to objective analysis alone. While his intellect and practical ability will inform his decision-making, his creativity and vision are more likely to prove decisive. The Operational Estimate is most suitable for complex situations at the joint operational level. This means it can be used for multi-agency, multi-national and coalition operations with long lead times. It involves a collaborative process which is staff supported and it utilises the campaign planning concepts. This chapter presents a concise description of the Operational Estimate. However, a more detailed explanation of the Operational Estimate, the Campaign Planning Concepts and other key aspects of the Operational Level

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Planning Process can be found in the *AFCSC Joint Operations Planning Manual First Edition*.

CAMPAIGN PLANNING CONCEPTS

3. There are tools required in the conduct of an Estimate. For a tactical estimate, the tool used is the Intelligence Preparation of the Battlespace, whereas the campaign planning concepts enable the operational estimate. Campaign planning concepts are building blocks known to focus planning (ie, they aid analysis and understanding) and to describe a plan in directives and orders (ie, they aid communication). For instance, a JFC starts his planning with detailed consideration of the problem and analysis of 2 campaign planning concepts. These are the end-state and Centre of Gravity (CoG) and they form the foundation for subsequent planning and may also trigger operational ideas, including initial decisive conditions. Different concepts have utility at different times during campaign planning. The campaign planning concepts assist in the translation of the operational commander's 'big ideas' to the staff for development into a workable campaign plan.

CAMPAIGN END-STATE

4. An end-state can be defined as the extent of the JFCs contribution to meeting the National Strategic Aim. It is usually derived from Step 1 analysis and Step 2a (Mission Analysis) during the estimate process. The end-state directly relates to Military Strategic Objective and National Strategic Aim. It puts military instrument into diplomatic and economic context and may be given in CDS's directive, but may have to be self-derived through analysis. In summary, it is the sum of assigned campaign objectives. Looking at an entire campaign, once the campaign objectives are achieved, it means the campaign end-state has been reached and thus, the National Strategic Aim will be fulfilled.

CoG

5. CoG is defined as any 'characteristic, capability, or influence from which a nation, an alliance, a military force or other civil or militia grouping draws its freedom of action, physical strength, cohesion or will to fight'. A

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JFC (CDS) determines who or what is important using CoG identification. He then determines their potential strengths and weakness through the CoG analysis. The purpose of CoG analysis is to identify those attributes of friendly forces (or other positive aspects) that need to be safeguarded and promoted, and those attributes of an opponent (or other negative aspects) that need to be neutralised or overcome. It complements the manoeuvrist approach, which applies strength against vulnerabilities; seeking predominantly indirect ways and means to target the conceptual and moral components of an opponent's fighting power.

CAMPAIGN OBJECTIVE

6. A campaign objective is a goal, expressed in terms of 2 or more decisive conditions that need to be achieved in order to meet the national strategic aim. Campaign objectives are assigned to a JFC as part of the MOD's overall military strategy. Their collective achievement represents the campaign end-state. A military campaign is seldom conducted in isolation; a JFC's campaign objectives are likely to be linked to those of other actors. Thus, collaboration is invariably required to ensure that all actors' activities contribute to the national strategic aim.

DECISIVE CONDITIONS

7. A decisive condition is a specific combination of circumstances deemed necessary to achieve a campaign objective. Decisive conditions are campaign building blocks. They should reflect the inter-dependencies between individual decisive conditions and the relationship between each condition, the operational CoG(s), and campaign objectives. Decisive conditions may relate to the physical conditions of particular people or places (though they need not be geographically bounded); less tangible virtual phenomena such as the control of information (including its reception, transmission or manipulation); and even psychological factors such as levels of comprehension, mutual trust or cohesion between individuals and organisations.

SUPPORTING EFFECTS

8. Decisive conditions are derived through a top-down analysis of

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campaign objectives. They are achieved by realising supporting effects. Supporting effects are thus, intended actions aimed at achieving decisive conditions.

9. Supporting effects are basically outlined by analysing decisive conditions in Step 4 of the estimate process. Staff and component commanders select supporting effects most likely to create each decisive condition. Thus, while a decisive condition articulates what has to be achieved to reach the campaign end-state, supporting effects indicate how the commander and his staff intend to achieve it.

LINES OF OPERATION

10. Lines or groupings of operation are used to visualise the relationships between decisive conditions, campaign objectives and, by inference, the campaign end-state and CoG(s). Because a campaign is conditions-based and must be adaptive to events, lines of operation indicate a route rather than a timetable of events. They indicate how, and in what order (and with what dependencies) it is envisaged that the activities of the joint force will contribute to the achievement of decisive conditions and desired outcomes, but without stipulating precisely when. For this reason, groupings rather than lines of operation, especially in the initial stages of campaign design, may offer a more appropriate means of visualisation.

11. Depending upon the nature of the crisis, lines or groupings of operations may be environmental (air, maritime, etc), functional (force protection, intelligence, manoeuvre, etc) or thematic (governance, security, etc). Environmental lines may be appropriate for bi-polar war-fighting, while thematic lines may better suit complex crises.

SEQUENCING AND SYNCHRONISATION

12. Sequencing is the logical ordering of effects and activities based on their interdependencies. For example, effect/activity 'B' is to follow 'A'. Synchronisation addresses time and space. For example, effect/activity 'B' is to occur at a certain time in a specific place that differs from 'A'. Sequencing establishes order and synchronisation establishes feasibility

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(especially where activities compete for finite resources).

13. Broadly speaking, decisive conditions are sequenced, supporting effects are sequenced and may be synchronised while activities are sequenced and synchronised. The staff process of sequencing and synchronisation can make a considerable contribution to the successful balancing of ends, ways and means.

PHASING

14. A plan may be expressed in conditions-based phases, characterised by a predominant type of military activity, or a particular set of decisive conditions that bear close relation to one or more campaign objectives.

15. Phasing assists a JFC to plan his campaign logically. It provides a framework for planning and execution, but should not be seen as prescriptive, over-simplistic or immutable.

CONTINGENCY PLANS

16. Unintended effects (which may be positive or negative) are inevitable and should be planned for. Risk analysis and management together with red teaming, war gaming and operational analysis identify requirements for Contingency Plans (CONPLANS). Some activities will have unforeseeable effects which cannot be planned for in advance, but the possibility that such effects may arise (unexpectedly) requires agility on the part of the JFC.

17. CONPLANS address both reverses (which must be countered) and opportunities (which must be seized). A JFC can execute CONPLANS using elements of his joint force that are already committed, with an attendant opportunity cost, or by using an uncommitted reserve. There are 2 forms of CONPLAN:

- a. **Branch**. A branch provides an alternative way (different combination of supporting effects and activity) to achieve a decisive condition within a given phase of the campaign.

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b. **Sequel.** A sequel provides an alternative option for the next phase of a campaign, based upon the outcome of the preceding phase. The default sequel is the next planned phase, but there may be alternatives, such as the creation of decisive conditions in a different order or sequence.

18. Branches and sequels are usually expressed in terms of alternative, or successive supporting effects, or groups of supporting effects, to create decisive conditions in different ways or in different orders. If the situation changes significantly, or an assigned campaign end-state is modified, then a JFC may also be obliged to consider alternative decisive conditions.

CAMPAIGN FULCRUM

19. A campaign fulcrum is the point during a campaign when an approximate, albeit fluctuating, equilibrium between opposing forces is disrupted significantly. One side starts winning and the other losing, potentially irreversibly.

20. In practice, reaching a campaign fulcrum is difficult to predict in advance. The very act of attempting to define it and its distinctive criteria, however, can help to identify opportunities to create the requisite conditions for success.

CULMINATING POINT

21. A joint force reaches its culminating point during a campaign when current operations can be maintained, but without the prospect of further progress. Making use of the culminating point, either exploiting that of an opponent or responding to that of one's own force to break a potential deadlock, is intrinsically difficult for 2 reasons. First, it is often challenging to identify in advance what criteria bring about culmination. During combat, an attacking force culminates when it is unable, either to sustain or re-launch an offensive, and is limited inexorably to the defence. During stabilisation, a force may culminate if it loses authority. Even if the criteria are known, it is often hard to determine (at the time) when the criteria are met. Culminating points can be physical or more abstract. Studying

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historic campaigns, as well as effective and timely assessment may allow a JFC to appreciate when and where he should bring his influence to bear. The possibilities are unlimited. It could be through key leader engagement (friendly, adversary or neutral) as much as it might be the timely initiation of a campaign branch or sequel.

22. A JFC who recognises the imminent culmination of an opponent should act swiftly to exploit the situation and to drive home his advantage against a force that is stalled. If he recognises with sufficient notice his own prospective culmination, then a JFC may defer or even prevent its onset, by imposing an operational pause, reassigning resources (including his reserve), or executing a relevant CONPLAN.

OPERATIONAL PAUSE

23. An operational pause can be imposed out of necessity (for example, a change in international mandate) or through choice (for example, to allow time for the orchestration of military and non-military activity, or as part of a deception plan). Although a pause tends to reduce tempo, at least in the short term, it can also provide greater effectiveness and improved tempo later on. Indeed, implicit in the term 'pause' is the ability to re-activate the campaign in order to regain the initiative and re-establish momentum.

24. An operational pause can apply to a whole campaign or to just one line of operation, for example, to concentrate effort on another. Therefore, an operational pause should be clearly identified (along with its causes), preferably in advance and never allowed to occur. Regaining the initiative afterwards may require a concerted effort, purposefully planned and clearly directed, to include any necessary re-allocation of resources or re-assignment of missions and tasks.

OPERATIONAL ESTIMATE AS A RATIONAL PLANNING PROCESS

25. The Operational Estimate is designed for a JFC (CDS) at the operational level to develop his campaign plan. In most cases, the product of the JFC's Estimate will be a plan for military activity nested within a comprehensive response. It must be command-led, since it is the JFC's

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decision that the process supports. The estimate encompasses an understanding of the situation and the problem (both symptoms and underlying causes), ascertaining what is necessary to achieve and by when. The process then seeks to identify possible Course of Actions (CoAs), selects the optimum CoA and a decision as to how it should be executed. It is designed to bring order to command-led and staff-assisted planning.

26. The Estimate Process is central to the formulation of campaign plan and the subsequent modification of OpO and directives. It is essentially a practical, flexible tool formatted to make sense out of confusion and to enable the development of a coherent plan of action; its output is decision. Although there are variations in scale or focus, there is nothing fundamentally different about the estimate carried out at different levels, by different components or in various functional areas. The term 'Operational Estimate' is used to describe the process carried out by the JTFC and his staff at the operational level. All other estimates, either environmental or functional, or tactical level, should be designed to contribute to the Operational Estimate. The Operational Estimate comprises 7 steps:

- a. Step 1: Initiation.
- b. Step 2: Mission Analysis.
- c. Step 3: Courses of Action Development.
- d. Step 4: Courses of Action Analysis.
- e. Step 5: Courses of Action Validation and Comparison.
- f. Step 6: Commander's Course of Action Decision.
- g. Step 7: Plan Development.

CONDUCTING THE ESTIMATE

27. The Estimate Process is summarized as a method of deriving a

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plan, having considered all relevant factors. The process is divided into 7 steps.

STEP 1 - INITIATION

28. Step 1 of the estimate concentrates attention on framing the commander's problem in its unique context. Correct framing of the problem is the essential initiation of the operational planning process. It allows a JFC to visualise the extent of the problem that he faces and how he might shape and alter the environment to his advantage, which will inform his decision-making. Similarly, it will inform the decisions taken by non-military leaders. This latter point underlines the need for an integrated approach to Step 1. It offers the prospects of a more effective comprehensive response to a crisis.

STEP 2 - MISSION ANALYSIS

29. **Purpose**. The purpose of mission analysis is to analyse the strategic context in order to establish precisely what the mission involves and where it fits in the bigger picture. This will include analysis of the strategic intent, the outcomes sought and related strategic objectives. It also includes identifying the role of the joint force, key objectives and conditions to reach. Others are identification of freedoms, limitations (constraints and restraints) and assumptions that will apply; and identifying possible changes of the situation since initiation. The main outcome of this activity comprises the initial operations design, the planning guidance to the staff and to subordinate commands, both containing the initial commander's intent.

30. **Elements**. The mission analysis includes the following elements:

- a. Refinement of the Joint Intelligence Preparation of the Operating Environment (JIPOE).
- b. Detailed analysis of the mission and factors that will influence mission accomplishment.

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- c. Designing of the initial commander's intent.
- d. The development of initial operations design, including effects, Lines of Operation (LoOs) and Decisive Conditions (DC).
- e. The formulation of the commander's planning guidance towards the staff, containing the initial intent, providing view and direction for the Operational Planning Group (OPG) developing COAs.
- f. Initial force estimates.
- g. The issue of the commander's planning guidance to subordinate commanders to formally initiate parallel tactical operations planning.
- h. Forwarding of Requests for Information (RFIs), provisional Rule-of-Engagement Requests (ROEREQs) and recommendations for the authorization to declare Crisis Response Measures (CRMs).

STEP 3 – COURSES OF ACTION DEVELOPMENT

31. The purpose of this activity is to identify how to achieve objectives and what needs to be done for it, by developing a set of tentative COAs. All tentative COAs should enable effective mission accomplishment in accordance with the commander's intent and the commander's planning guidance. This activity may be a collaborative planning effort between the OPG and planners at higher level to produce coherent broad COAs to preserve a common context during the further development. The prerequisites are: the restated mission and initial operations design which provide the common basis for the development of COAs; and the commander's planning guidance, including the commander's initial intent and guidance for COA development and selection. COA development begins with a review of the commander's planning guidance as a basis for updating functional staff checks and analyses as required. The focus is on

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developing tentative COAs starting with the adversary's COAs. Initially, COAs are described in broad terms then tested for viability.

STEP 4 - COURSES OF ACTION ANALYSIS

32. The purpose of COA analysis is to evaluate each COA based on the commander's guidance, reaffirm their viability, and refine the COAs before they can be validated and compared during the next planning activity. The final product of this activity is a series of COAs derived from a comprehensive, logical cross-functional evaluation and synchronization. This series is then ready for comparison and validation in the next step. COA analysis will partly be a collaborative planning effort between the operational-level and the tactical-level planners to produce coordinated COAs. COA analysis begins with a review of the COAs as a basis for further refinement. The focus is on scrutinizing the initial COAs in a cross-functional manner by the entire staff. These COAs are also coordinated with subordinate commands and refined through their analysis. Finally, they are evaluated by means of wargaming and synchronised. Key outcomes of this activity are:

- a. Outline Concept of Operations (CONOPS).
- b. Missions and objectives for subordinate commands.
- c. Task organization.
- d. Operational graphics and timelines.

STEP 5 - COURSES OF ACTION VALIDATION AND COMPARISON

33. COAs are compared in different contexts during Step 5. This is done by comparing their inherent advantages and disadvantages and by comparing them against the commander's COA selection criteria. It could also be done by comparing their performance/risks against adversarial COAs. Based on these different comparisons, the OPG validates the efficiency of the individual COAs for mission accomplishment. The OPG will then prioritize and recommend the COA with the highest probability

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for mission success within acceptable risks and costs (human, materiel, financial).

STEP 6 - COMMANDER'S COURSE OF ACTION DECISION

34. The purpose of this activity is to gain a commander's decision on a chosen COA and then further refine this COA as the future core of the CONOPS. The prerequisites for commencement of this phase are a set of prioritized COAs, the staff recommended COA, the COA selection rationale and the commander's personal analysis having earlier led to the COA selection criteria. The desired outputs are commander's COA selection, COA modifications, a refined commander's intent and the commander's operational planning directive. These will then be inputs to the CONOPS development in the subsequent step.

STEP 7 – PLAN DEVELOPMENT

35. The purpose of this activity is to produce a coherent CONOPS and an operational plan. The CONOPS clearly and concisely expresses what the commander intends to accomplish and how it will be done using available resources. It describes how the actions of the joint force components and supporting organizations will be integrated, synchronized, and phased to accomplish the mission, including potential branches and sequels. The operational plan has the same structure and format as the CONOPS, but includes more detail and further particulars. Prerequisites are the commander's selected COA and the refined commander's intent (possibly including resulting additional guidance).

CONCLUSION

36. The estimate is a method to establish what ways and means are to be employed to achieve desired ends. It is central to the formulation of a joint or multinational campaign plan and the process is revisited throughout a campaign. This is to ensure that whenever the situation changes the ramifications are properly considered. In the military, the method employed is the estimate process.

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37. The campaign planning concepts serve as a means to plan and articulate a campaign plan. A campaign plan should be kept under review throughout its execution. It is used as a resource to conduct the estimate as well as appraise campaign progress formally with a frequency that matches the tempo of the operations.

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CHAPTER 12

ORDERS INSTRUCTIONS AND DIRECTIVES

INTRODUCTION

1. The Armed Forces are launched into action through the issuance of orders. It is best for a commander to give orders for an operation himself. By so doing, he can impress his will on his subordinates and inspire them. He can ensure that his directives are understood fully by clearing all doubts. However, it is often more expedient to reduce orders into writing and dispatch them to subordinates through appropriate means. Orders, instructions and directives are therefore, the various means by which a commander issues tasks to subordinate elements. Each is applied as follows:

- a. **Orders.** Orders require definite action to be taken to achieve a certain intention. Orders specify the mission and the method of fulfilling it. The commander exercises control of the situation but without prejudice to initiative and local knowledge of his subordinates. The subordinate commander is, however, bound to comply with the mission and method specified in the orders. Orders could be given for operations, as changes to the main order, as warning in advance of activity and for administrative purposes.
- b. **Instructions.** Instructions outline the commander's intentions and overall plan but leave the detailed course of action to subordinate commanders. They are used when a subordinate is given an independent mission, or in a situation where it is impossible or undesirable to be specific.
- c. **Directives.** Directives give the commander's policy for planning, logistics, tactical doctrine and so on. They provide the staff and subordinates with a guide and framework for their activities.

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OPERATIONS ORDER

METHODS OF ISSUING OPERATIONS ORDERS

2. Operations Orders (OpO) are issued either in writing or orally. When in writing, they may be issued as formal orders, signal messages or confirmatory notes after oral orders. They must be issued in sufficient time to allow subordinates at all levels to prepare for and carry out the action required of them. The method selected for issuing operation orders will depend on their length and complexity, and the time available.

3. **Written OpO.**

a. **Formal OpO.** When many details have to be included and time allows, a standard layout is used. A summary of the layout of a written OpO, with amplifying notes, is at Annex A.

b. **Signal Messages.** Signal messages provide a quick method of issuing orders or changes to previous orders.

4. **Oral Orders.**

a. Oral orders are used more often in the Army than in the other 2 Services.

b. When possible, a commander issues his orders in person to his subordinate commanders as he is then able to inspire confidence and enhance morale. When there is no opportunity for all subordinate commanders to be together, the commander can issue his orders by radio or telephone. Only as a last resort should a commander delegate the responsibility to staff or liaison officers.

5. **Confirmatory Notes.** Confirmatory notes are issued when a member of the orders group and anyone who needs to know did not attend the delivery of the orders. These notes are also of considerable help to the staff of subordinate commanders when they, in turn, draft their commanders' orders. An example of confirmatory notes is at Annex B.

CONTENTS OF OpO

6. OpO must contain complete picture of the commander's overall intentions. It should also give clear directions to his subordinate commanders in enough details to enable them issue their own orders and to ensure co-ordination. Details of how supporting and specialised units are to carry out their particular tasks form the subject of the subordinate commander's orders.

7. All OpO, at whatever level they are given and however issued, comprise 5 mandatory sections. These sections are situation, mission, execution, service support as well as command and signal.

a. **SITUATION.** The situation section contains 3 mandatory sub-sections. These are as follows:

- (1) Enemy Forces.
- (2) Friendly Forces.
- (3) Attachments and Detachments.

b. **MISSION.**

c. **EXECUTION.**

d. **SERVICE SUPPORT.**

e. **COMMAND AND SIGNAL.**

8. The format for numbering and lettering the paragraphs is shown at Annex A. In written OpO and those sent by signal messages, the 5 mandatory sections form paragraphs numbered and headed as shown in Annex A. Additional sub-paragraphs may be used in Paragraphs 1, 3, 4 and 5; but Paragraph 2 is not to be sub-divided. All sub-paragraphs are to be given headings. Except in Paragraph 2, the text of the mandatory paragraphs and sub-paragraphs may be restricted to terms such as 'No change', 'See Annex....', 'Nil', or reference may be made to another document. Headings in OpO depart from normal SW

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conventions in 2 aspects: paragraph headings are written in block capitals with a full stop, and the headings of paragraphs and their sub-divisions may be used to complete the sense of the text that follows. Except for the main paragraph headings eg, SITUATION, MISSION, etc, abbreviations are to be used throughout and note form may be adopted.

ANNEXES TO OpO

9. Annexes contain matters of detail when their inclusion in the text of the orders would impede its logical progression and make it unacceptably long. They also allow addressees to be given additional copies of specialised information eg, movement tables.

10. Most annexes provide information to fighting commanders but some also give direction to supporting and administrative commanders. Although annexes are an integral part of an order, the information and direction given in the parent document may have to be repeated if an annex is given a different distribution from that of the order.

11. An annex or appendix may be a written document, an overlay, over-printed map, sketch plan or table. These should conform to the normal conventions of SW in Chapter 2. Annexes issued with, and in the same number of copies as the main order, are identified only as an integral part of the main order. Annexes issued separately from the main order are also to contain a superscription, signature of commander or his representative or other authentication, acknowledgement instructions and a distribution list.

INTELLIGENCE SUMMARY TO OpO

12. The format of an Intelligence Summary (INTSUM) to an OpO is more comprehensive than that of other annexes. It may well be issued before the OpO.

13. **Purpose of the INTSUM.** The INTSUM:

- a. Disseminates information on enemy forces which is essential to the conduct of operations.

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b. Instructs subordinate commanders to acquire information necessary to the conduct of an operation but which can only be obtained immediately before or during the operation.

c. Gives other miscellaneous intelligence orders or guidance for an operation.

14. **Content and Format.** The intelligence annex should be kept brief and clear, by reference where possible to Supplementary Intelligence Reports and Standing Operating Procedures. Material of limited interest or containing much material should be included in appendices to the annex.

WARNING ORDERS

15. A warning order (WngO) is a preliminary notice of an order or action which is to follow. The WngO is issued before the planning process to give a commander valuable time in which to start preparing forces. The order should contain sufficient relevant information to enable the assigned units/formation to start preparation, while the detailed OpO is being prepared.

16. A WngO is normally sent as a signal message and must, therefore, conform to the conventions given in Chapter 4. The content must start with the words 'WNGO' and if applicable, the exercise nickname or code word. There is no firm rule on the sequence of the 2 elements. However, the general practice is to place the 'WNGO' before the exercise nickname or code word. The WngO should finish with a statement of how the OpO will be issued and its expected time of arrival, together with the word 'ACK' (meaning ACKNOWLEDGE). The text of a typical WngO would end as follows:

'.....PD OPO 14/92 BY POST BY 27 1200Z JUL PD ACK'

The rest of the text will depend on the type of operation and the time available to the assigned elements after the arrival of the OpO. Typical content could be:

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- a. The exercise or operation code word or nickname.
- b. The scope and date of the operation.
- c. Probable planned tasks or moves.
- d. Map references, aircraft requirements, weapon-loads passenger/freight configuration, special equipment, initial tactics, preliminary routes and special navigation requirement, broad RT policy and special communication consideration.
- e. Specific timings (if they are known), the earliest time at which recipients will be required to act and the degree of notice at which the recipients are placed.

17. Remember that the assigned elements will carry out detailed planning (eg, routes, tactics, RT procedures and recovery) from the content of the OpO. When drafting the content of the WngO, you should put yourself in the position of the recipient and include all that is relevant to enable them to make use of the time available between receipt of the WngO and arrival of the OpO.

INSTRUCTIONS

18. There is a clear difference between an order and an instruction. It should be noted that an instruction is issued to convey the general intention of a commander, leaving the detailed course of action to the subordinate commander. More specifically, instructions are normally issued instead of orders in the following circumstances:

- a. When a commander is tasked with an independent mission.
- b. Where the likely speed of movement or lack of initial information makes specific orders impracticable or undesirable.
- c. When a commander wishes to communicate further intentions or to influence events when detailed written orders cease to be appropriate.

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d. When a commander wishes to meet contingencies that can be only partially foreseen, such as natural disasters or internal security operations.

19. Written instructions follow the general layout of OpO described earlier in this chapter. However, there are no mandatory headings and only those that are required should be included. Whether issued verbally or in writing, instructions must meet the essential requirements listed in Paragraph 7 (a - e).

20. An instruction is often addressed to a subordinate by name and signed by the commander personally. The recipient will have to act on his own initiative and an instruction gives him wider scope than would an order. For these reasons, an instruction is usually worded less formally than an order. Though the mission is still expressed in the infinitive, the commander's intentions bearing upon its execution are normally expressed by 'should' rather than 'is to' or 'are to'.

DIRECTIVES

21. A directive is a particular form of instruction to a commander on appointment. It defines his functional responsibilities and, in peacetime, might include the following paragraphs:

- a. You have been appointed....
- b. You are responsible to the CNS for the efficiency, readiness, etc..... of the forces under your command.
- c. You are to maintain your forces in peace.....with the primary objective.....
- d. Your particular tasks are.....
- e. In war, you may be required to....

22. A policy directive normally relates to a particular aspect of a commander's responsibilities and by definition concerns important policy

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matters (eg. Division of effort between allied forces). There is no set layout for a policy directive. The style is normally formal without, being abrupt; phrases such as 'you will be required to' and 'your primary objective will be', are often used in preference to 'was to' and 'are to'.

ADMINISTRATIVE/LOGISTICS ORDERS

PURPOSE OF ADMINISTRATIVE/LOGISTICS ORDERS

23. Administrative/logistics orders are issued either to coordinate the action of forces when entirely administrative commitments are involved or to supplement OpO. They cover such matters as organisation, supply, transport, personnel and medical services. Like OpO, they should be clear, concise and accurate and issued in good time. The advice on writing technique in Paragraph 9 also applies to the writing of administrative/logistics orders.

24. Administrative/logistics orders are issued on their own on such occasions as the formation or disbandment of units, the transfer of stations from one command to another, and preparation for formal inspections. They are not used on their own for orders relating in any way to the active employment or exercising of air force in the functional role. However, they may be used to supplement OpO in such instances.

25. If a separate administrative/logistics order is written to supplement an OpO, reference is made to the administrative/logistics order in the 'Service Support' paragraph of the OpO. When it is known that the administrative/logistics order will not be published at the same time as the OpO, it is important that the OpO contains any points of administration which subordinate commanders must know immediately for their operational planning.

26. Wherever possible, administrative and logistics arrangements should be included in the 'Service Support' paragraph of an OpO, or issued as a 'Service Support' annex to it, rather than issued as an entirely separate order.

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STANDARD LAYOUT

27. The standard layout for an administrative/logistics order is shown at Annex B. It comprises 2 mandatory paragraph headings ('SITUATION' and 'MISSION') followed by 7 other paragraphs. The last paragraph will normally be 'COMMAND and SIGNAL'. The paragraph headings are written as follows:

- a. **SITUATION.**
- b. **MISSION.**
- c. **GENERAL.**
- d. **MATERIEL AND SERVICES.**
- e. **MEDICAL.**
- f. **PERSONNEL.**
- g. **CIVIL-MILITARY COOPERATION.**
- h. **MISCELLANEOUS.**
- i. **COMMAND AND SIGNAL.**

28. The paragraph heading 'GENERAL' contains an outline of the administrative and logistics plan. The heading 'MATERIEL AND SERVICES' covers such items as:

- a. **Supply.**
- b. **Transportation.**
- c. **Services.**
- d. **Labour.**
- e. **Engineering.**

Any special instruction not covered in the other paragraphs are included under 'MISCELLANEOUS'.

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29. The full format for an administrative or logistics order is shown at Annex B. An example of an administrative/logistics order is at Annex C. An administrative/logistics order is signed by the commander or his senior administrative/logistics officer. An officer of the administrative/logistics staff would authenticate the order, if necessary.

CONCLUSION

30. A commander must decide the most appropriate method of conveying his will to subordinates as determined by the circumstances. It is the duty of the staff to ensure that the orders, instructions or directives are prepared in accordance with the stipulated format or form.

Annexes:

1. Standard Layout for Formal OpO.
2. Standard Layout for Administrative/Logistics Order.
3. Example of Administrative/Logistics Order.

STANDARD LAYOUT FOR FORMAL OpO

<p style="text-align: center;">SECURITY CLASSIFICATION (Changes from OOs, if any) ⁽¹⁾</p> <p style="text-align: right;">Copy No of ⁽²⁾ Total pages ⁽³⁾</p> <p>OpO 2/10⁽⁷⁾</p> <p style="text-align: right;">MAIN HQ 7 Mech Div KAKURI 5643 ⁽⁴⁾ Jan 22 ⁽⁵⁾</p> <p style="text-align: right;">300/24/G3 ⁽⁶⁾</p> <p>Ref: ⁽⁸⁾ A.</p> <p><u>Time Zone Used Throughout the Order:</u> ALFA. ⁽⁹⁾</p> <p>Task Org. See Annex A. ⁽¹⁰⁾</p> <p>1. <u>SITUATION.</u> ⁽¹¹⁾</p> <p style="padding-left: 20px;">a. En Forces. Addl to 1 Corps INTSUM 5 of 2 Jan:</p> <p style="text-align: center;">1 of 15</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>	<p>Notes:</p> <p>1. <u>Changes from Oral Orders.</u> If there were no Oral Orders (OOs), this space is left blank. If there were OOs such expressions as, 'No change from OOs' or 'No change from OOs except for Paragraph 4' are to be used. The DTG when OOs were issued and the place of issue should be stated.</p> <p>2. <u>Copy No.</u> Issuing HQ is to allot a copy no to each copy of an OpO and maintain record showing the specific copy number issued to each addressee. Copy numbers are allotted regardless of security classification; for example, non-combat operations like disaster relief operations which are giving lower classifications.</p> <p>3. <u>Total Pages.</u> Total number of pages of the main document including pages of annexes. The number is hand-written at the point of signing as it may differ from one addressee to another; being that some addressees may not necessarily receive certain annexes. The page number (1 of 15) at the bottom shows only total pages in the parent document. This will not however cover annexes sent separately as in Paragraph 34c.</p> <p>4. <u>Place of Issue.</u> May be the name of the location, grid references or both.</p> <p>5. <u>DTG of Signatory.</u> Full DTG to be inserted (handwritten) when the OpO is signed or authenticated. It is also the time at which the OpO is effective unless stated to the contrary in the EXECUTION.</p> <p>6. <u>File No.</u> Show here the related file ref.</p> <p>7. <u>OpO No.</u> Show here the serial number of the OpO, indicating the cumulative total of OpOs issued by a HQ during the year.</p>
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<p style="text-align: center;">SECURITY CLASSIFICATION</p> <p>(1) En forces ident on objs LAKA and KUNU.</p> <p>(2) En Para coy ident to have paradropped at GADAN GAYA 2330.</p> <p>(3) En air recce intensified around MUSHE.</p> <p>(4) En engr activity around MUSHE br.</p> <p>(5) En likely Bde str, holding def position around PAMBEGUA Hill possibly to allow time for prep of def around SAMINAKA.</p> <p>b. <u>Friendly Forces.</u> ⁽¹²⁾</p> <p>(1) <u>JTFC ECOFON.</u></p> <p>(a) Intent for 1 Corps to flush out TY Forces from NIGERIA and restore the territorial integrity of NIGERIA.</p> <p>(b) ME is the destr of en in KA BUSH BED and lies with 1 Corps.</p> <p style="text-align: center;">2</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>	<p>8. <u>References.</u> Singular in this case as there is only one reference. Typical reference is to maps, WngO or INTSUM. Ref can also be made to earlier OpO if this is one of several operations in a campaign.</p> <p>9. <u>Time Zone.</u> Spelt out in capitals. The letter 'A', followed by a full stop, rep the appropriate time zone. The letter need not appear again when stating timings in the course of writing the OpO.</p> <p>10. <u>Task Org.</u> Normally relegated, as in this case, to an annex. If used, list in the appropriate tactical form, all units and other elms under command of the originating formation at any time.</p> <p>11. <u>Situation.</u></p> <p>a. <u>General.</u> It may be necessary to start this paragraph with a brief introduction if the gen picture cannot be adequately covered under 'En Forces', 'Friendly Forces' and 'Atts and Dets'. Thus, a political sit that may influence a commander's mission may have to be stated separately.</p> <p>b. <u>SD.</u> Although maximum use is made of official abbreviations, para headings for Paras 1-5 are not abbreviated, are written in capital letters and followed by a full stop.</p> <p>c. <u>Enemy Forces.</u> Include such info as composition, disposition, locations, movements, estimated strengths, identities and capabilities. Enemy air activity should be included if recipients need to know. It may be sufficient to make ref to a separate INTSUM already issued or to following; alternatively, the information may be included in an annex, if bulky</p> <p>12. <u>Friendly Forces.</u> Include info concerning friendly forces (other than subordinate forces) that affect actions of subordinate commanders. It should include:</p> <p>a. <u>2 Levels Up.</u> Intent, ME.</p> <p>b. <u>One Level Up.</u> Msn, CONOPs (Intent, SOM and ME).</p>
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(2) **Comd 1 Corps.**

(a) **Msn.** To secure X over River MUSHE, secure LD for 3 Corps in order to allow commitment of 3 Corps to defeat en in KA BUSH BED.

(b) **Intent.** To secure X over River MUSHE using 8 (SL) and 9 (GH) Mech Divs and 7 (NG) Mech Div to secure LD thereby allowing commitment of 3 Corps.

(c) **SOM.** Initially, 1 Corps to asslt with 8 (SL) Mech Div left, 9 (GH) Mech Div right and 7 (NG) Mech Div in ech. 8 and 9 Mech Divs carry out ni asslt river X to secure 3 X per bde over River MUSHE. 7 (NG) Mech Div estb FPL through fwd Bdes, Defeat en in Objs LAKA and KUNU, estb blk posns north and west of line MAZAN FAMA thereby securing LD for 3 Corps. All Divs asst 3 Corps FPLs.

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c. **Neighbouring Formations.** Include relevant information on formations to the flanks, front and rear, stating very briefly, their current and/or future activities as may affect own ops.

d. **Air.** Include relevant info on air sit (superiority, parity etc) and priorities and no of sorties avail to originator of OpO. Here all the sorties allocated to the formation are mentioned in bulk; with the time they will be available. Allocation of the sorties to subordinates should be included in Coord Instructions.

(1) **Activity.** Present or future activities of mentioned friendly forces, that has influence on own operations should be mentioned.

(2) **Sequence.** Usually higher formations first but no laid down sequence.

(3) **Tense.** Verbs in 'Friendly Forces' are to be in present or future tense.

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(d) **ME.** To prevent interference by en from the west and lies with 7 Mech Div.

(3) **Neighbouring Fmns.** 4 (GH) Armd Bde to estb screen N of MAZAN FAMA.

(4) **Air.** Air superiority expected for asslt river X. Thereafter air parity. 24 GA sorties aval daily WEF 7 Jan. Pri to 4 and 7 Armd Bdes.

c. **Atts and Dets.** See Task Org. ⁽¹³⁾

2. **MISSION** ⁽¹⁴⁾ 7 Mech Div is to:

a. Defeat en in Objs LAKA and KUNU.

b. Secure Line MAZAN FAMA as LD for 3 Corps.

In order to prevent en interference with commitment of 3 Corps.

3. **EXECUTION** ⁽¹⁵⁾

a. **CONOPS.** See trace (Annex B).

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13. **Attachments and Detachments.** It is not necessary to show attachments and detachments if they are covered under 'Task Org' but it may always be necessary that units detachments from the formation and those attached for periods of time be stated here for clarity as some may not necessary appear in the Task Org. If shown here, attachments and detachments should be listed in the precedence of their state of command. An example of Sub-paragraph 1c could appear as:

c. **Atts and Dets.** (Changes eff 052300 unless otherwise shown)

(1) **Atts.**

(a) **OPCOM.**

i. 19 Armd Bde.

ii. 20 Armd Bde.

(b) **OPCON.**

i. 161 AR (122mm).

ii. 163 AR (MLRS).

(c) **TACOM.** Gen Sp of 101 AR (155mm)

(d) **TACON.**

i. 62 FES from 060400

ii. 951 Engr Sqn

iii. A Tp 35 Sig Regt (EW)

14. **Mission.** The mission is to be a clear, concise statement of task(s) of command and the unifying purpose. The mission is given by the superior

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SECURITY CLASSIFICATION

(1) **Intent.** To conduct a coord Bde atk into en in objs LAKA and KUNU and to estb blk posns E and W of Line MAZAN FAMA in order to prevent en interference with commitment of 3 Corps.

(2) **SOM.** Initially, 7 Div to asslt with 71 Mech Bde left, 72 Mech Bde right, 19 Armd Bde in ech and 20 Armd Bde res. 71 Mech Bde conduct FPL through 8 (SL) Mech Bde, defeat en in Obj LAKA and estb blk posns W of Line MAZAN FAMA along Northing 26. 72 Mech Bde conduct FPL through 9 (GH) Mech Bde, defeat en in Obj KUNU and estb blk E of Line MAZAN FAMA along Easting 26. 19 Armd Bde fol 71 Mech Bde FPL through 8 (SL) Mech Div, secure LD and asst 3 Corps FPL. 20 Armd Bde fol 72 Mech Bde through 9(GH) Mech Div, deploy in area SPARE PART as res with planning options in sp of 71 and 72 Mech Bdes.

(3) **ME.** Defeat of en on Obj LAKA and lies with 7 Mech Bde

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command and should therefore be verbatim repetition of tasks given in his OO/OpO.

15. **Execution.** This para is laid out to suit particular operations. Key sub-paragraph is 'CONOPS'; this is an expression of how command intends to fight the battle. The concept:

a. Must include:

- (1) Intent – focus on effect to be achieved.
- (2) SOM – state the way the battle will unfold in appropriate sequence.
- (3) ME – indicate the decisive action and formation/unit responsible for the action.

b. Could include:

- (1) Key timings.
- (2) At operational level an outline of intended area of operations.
- (3) Priority for combat support, includes fire support.
- (4) Outline of support plans critical to the operation (deception plan).

The concept gives subordinate commanders a better idea of what they must do to achieve the commander's aim. This ensures they are more likely to act/react quickly, effectively and in harmony with the commander's intent if, and when, the situation changes. General factors governing commander's plan, brief account of possible changes if original assumptions invalid and forecast of way commander sees battle developing may be include in concept during OOs but not in OpO.

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b. **71 Mech Bde.** ⁽¹⁶⁾

- (1) Defeat en in Obj LAKA.
- (2) Estb blk posns W of Line MAZAN FAMA along Easting 26.

In order to prevent en interference from the N with commitment of 3 Corps.

c. **72 Mech Bde.** ⁽¹⁶⁾

- (1) Defeat en in Obj KUNU.
- (2) Estb blk posns E of Line MAZAN FAMA along Easting 26.

In order to prevent en interference with commitment of 3 Corps from N.

d. **19 Armd Bde.** ⁽¹⁶⁾

- (1) Secure Line LD for 3 Corps.
- (2) Assist 3 Corps FPLs

In order to assist commitment of 3 Corps.

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16. **Subordinates' Missions Sub-paragraph.** Commanders give their subordinate manoeuvre arms commanders (Infantry, armour, aviation) individual missions. This mission assigns specific task(s) and unifying purpose to each formation, unit, sub-unit group under direct con of originating HQ. Reserves with number of planning options do not receive unifying purpose. Note that the unifying purpose may not be the same for all manoeuvre formations/units; but all sum up to achieve the overall one.

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<p style="text-align: center;">SECURITY CLASSIFICATION</p> <p>e. <u>20 Armd Bde.</u> Bde res. Planning options pri:</p> <ul style="list-style-type: none">(1) C-mov options into 71 Mech Bde sect.(2) C-mov options into 72 Mech Bde sect.(3) C attk in sp of 19 Armd Bde.(4) Ops in sp of 3 Corps. <p>f. <u>37 AB.</u> ⁽¹⁷⁾ Pris:</p> <ul style="list-style-type: none">(1) <u>Gen Sp.</u> To prosecute deep and close battles between DFWL and FSCL, in conjunction with air, avn and EW. Pris:<ul style="list-style-type: none">(a) CB.(b) HQs and STA sys.(c) SEAD.(d) Max attrition, disruption and delay of en mov.(e) Sp for contact battle. <p style="text-align: center;">7</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>	<p>17. <u>Artillery.</u></p> <p>a. Task Org will give commanders relationships, ie OPCON, TACON etc and may also show tac tasking, ie reinforcement, general support reinforcement etc. It is assumed here that artillery assets are under OPCON of their affiliated brigades. Tactical tasking relationships, especially when there are different assets, can be stated in OpO but may be omitted if sufficiently clear from the Task Org. Subsequent tac tasking will have been considered, but has been omitted for clarity.</p> <p>b. This example assumes sufficiently favourable force ratios to allow 2 simultaneous brigade operations by 71 and 72 Bdes, each brigade supported by just a single close support regiment. Force ratios may more typically dictate sequential brigade operations in order to concentrate all available brigade artillery support.</p> <p>c. Any convenient and logical sequence can be used for this paragraph.</p> <p>d. It is not necessary to state which artillery regiments/batteries are general support reinforcement if it is obvious. All guns within range will automatically be assumed to be available to support a fire mission unless they are employed on a higher priority commitment. GS assets may be listed if of particular op significance.</p> <p>e. Note the need to coordinate the deep battle with other agencies. Specific tac circumstances may lead to the establishment of a special task group for the deep battle, shown on the Task Org, to include both STA resources and fire support units; this group might have its own mission.</p>
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<p style="text-align: center;">SECURITY CLASSIFICATION</p> <p>(2) <u>Close Sp.</u> To sp close battle; pris</p> <p>(a) One Fd Regt (105mm PH) each in DS of 71 and 72 Mech Bdes.</p> <p>(b) Sp blk ops.</p> <p>(c) Sp 19 Armd Bde secure LD.</p> <p>(d) Be prep to sp 20 Armd Bde options.</p> <p>(3) <u>AD.</u> Pris</p> <p>(a) Assy areas.</p> <p>(b) Routes fwd.</p> <p>(c) LD.</p> <p>(d) Res.</p> <p>(e) Protection of HQ.</p> <p>g. <u>47 EB.</u> ⁽¹⁸⁾ Pris:</p> <p>(1) <u>171 FES.</u> Protection, C-mob and mob sp to 71 Mech Bde.</p> <p style="text-align: center;">8</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>	<p>18. <u>Engineers.</u> When a large no of tasks have to be undertaken they will be given in priority order. Priority for mobility or counter mobility support should be stated where applicable. Note that at division level, only one field engineer regiment may be available. In that case the regiment will be put as heading and a group of priority tasks given. Eg:</p> <p>g. <u>21 Engr Regt.</u> Pris:</p> <p>(1)</p> <p>(2)</p> <p>The heading '<u>Engr</u>' would suffice if there are more than one engineer asset under command. Else, use the example given above.</p>
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(2) **172 FES.** Protection, C-mob and mob sp to 72 Mech Bde.

(3) **131 ABES.** Mob sp to 20 Armd Bde.

(4) **132 ABES.** Protection, C-mob and mob sp to 19 Armd Bde.

(5) **271 SES.** Route maint.

h. **601 Avn Bn.** ⁽¹⁹⁾ Be prep for tasks in pri:

(1) Provide flank protection to fwd bdes during mov x obs. Pri to west flank.

(2) Provide JAAT con and avn on orders in sp of blk posns fwd of MAZAN FAMA.

(3) Provide bde mob res.

i. **115 SOG.** Pris:

(1) Sp to asslt on Obj LAKA.

(2) Sp to asslt on Obj KUNU.

(3) Sp to res options as nec.

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19. **Aviation.** Aviation has been included here with the combat support arms as it has not been given a specific manoeuvre task within the Div Comd's overall plan. Had it been given such a task, it would have been given a full mission statement and listed after the manoeuvre brigade mission statements.

20. **Coord Instrs.**

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<p style="text-align: center;">SECURITY CLASSIFICATION</p> <p>j. Coord Instrs. ⁽²⁰⁾</p> <p>(1) Timings. ⁽²¹⁾</p> <p>(a) H Hr 71 and 72 Mech Bdes - 070400.</p> <p>(b) W Hr 19 Armd Bde - Not before 070600.</p> <p>(c) LD MAZAN FAMA to be secure by 071800.</p> <p>(d) H Hr 3 Corps - Not before 080300.</p> <p>(2) Fire Plan. Annex C (to fol). ⁽²²⁾</p> <p>(3) Mov. Mov Table (Annex D).</p> <p>(4) Bypassing Pol. No en forces above pl str to be bypassed.</p> <p>(5) Air. ⁽²³⁾ 25 GA sorties aval from first li 7 Jan.</p> <p>(6) Def Stores. Annex E.</p> <p style="text-align: center;">10</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>	<p>a. Trace. Much of the coordination details, eg assembly areas, FUPs, LDs, routes, bdrys, axes and objs, would be shown on the trace, so saving space here. CONOPS should be recognisable in trace, but detailed cluster needs to be avoided. Reference to trace would be necessary here had it not been introduced at Paragraph 3a of the sample OpO.</p> <p>b. Coord Instrs. Any no of sub-sub-paragraphs may be used. Possible headings include:</p> <p>(1) General.</p> <ul style="list-style-type: none">(a) Conc area.(b) Assy areas.(c) Guides.(d) Recce and har parties.(e) Restrictions on recce.(f) Timings.(g) Mov.(h) Routes.(i) Bdrys.(j) Contact and coord pts.(k) Report lines.(l) Planning lines (DFWL, FSCL, RFL, NFL).(m) Arty Real Estate - AMAs and ARAs.(n) Air AD.(o) EA.(p) NBC.(q) Def Ptls.(r) Deception.(s) Ni ops.(t) STAP (Gen pts only, EMCON/C Surv measures are shown in Paragraph 5)(u) Coord conference (Loc and time). <p>(2) Offensive Ops.</p> <ul style="list-style-type: none">(a) FUP.(b) LD.
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<p style="text-align: center;">SECURITY CLASSIFICATION</p> <p>4. <u>SERVICE SUPPORT.</u> ⁽²⁴⁾</p> <p>a. CSSO 2/22 to be issued by 060500.</p> <p>b. Replen avail in fwd assy areas.</p> <p>c. DSA opens at MUNA 244380 by 062200.</p> <p>5. <u>COMMAND AND SIGNAL.</u> ⁽²⁵⁾</p> <p>a. <u>Locs.</u></p> <p>(1) Main HQ 7 Mech Div. Closes present loc and opens BABY CUSHION 791546 at 061200.</p> <p>(2) Tac HQ 7 Mech Div. Opens at KOKO MASTER 762504 at 061600.</p> <p>(3) Rear HQ 7 Mech Div. Closes present loc at 052200. Opens at SHARP CORNER 697515 at 060200.</p> <p>b. <u>Altn Comd/HQ.</u> ⁽²⁶⁾ Comd 20 Armd Bde (Brig V Isiewu)/Altn HQ 20 Armd Bde.</p> <p>c. <u>Liaison.</u> LOs to HQs by 062000 as fol:</p> <p style="text-align: center;">11</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>	<p>(c) Axes.</p> <p>(d) Bounds.</p> <p>(e) Objs.</p> <p>(f) Rate of adv.</p> <p>(g) Bypassing pcy.</p> <p>(h) Reorg.</p> <p>(i) Limit of exploitation.</p> <p>(3) <u>Def Ops.</u></p> <p>(a) Dml plan.</p> <p>(b) Def stores.</p> <p>(c) Pri of work.</p> <p>(4) <u>Enabling Activities.</u></p> <p>(a) RV.</p> <p>(b) Check pts.</p> <p>(c) Embussing pts.</p> <p>(d) NMP.</p> <p>(e) Intermediate posn.</p> <p>(f) Occupation of new posn.</p> <p>(g) Restrictions of veh mov.</p> <p>21. <u>Timings.</u> Timings differ with phases and nature of the operation.</p> <p>22. <u>Annexes.</u> 'Task Org', 'Trace', 'Fire Plan', 'Mov', 'Dml Plan' and 'Def Stores' are normally annexes. Other annexes could include 'Int' and 'Engr'.</p> <p>23. <u>Air.</u> Available and allocation of air assets to subordinate formations/units must be given under 'Coord Instrs'.</p> <p>24. <u>Service Support.</u> Where necessary, key logistics considerations eg affiliation changes, control of critical combat supplies (eg ammunition) and hospital locations should be included in Service Support paragraph.</p> <p>25. <u>Comd and Sig.</u> This paragraph contains the headquarter locations and movements, liaison arrangements, recognition and identification</p>
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(1) 71 Mech and 19 Armd Bdes to 8 (SL)
Armd Bde.

(2) 72 Mech and 20 Armd Bdes to 9 (GH)
Armd Bde.

d. **CEI.** CEI 2/22 to be issued by 052300.

e. **Codewords.** ⁽²⁷⁾

Ser	Codeword	Meaning	Issued by
(a)	(b)	(c)	(d)
1.	MUSHROOM	Obj LAKA secured	HQ 71 Mech Bde
2.	KOKO	Obj KUNU secured	HQ 72 Mech Bde
3.	TITIKAKA	Blk posns estb	HQ 71 Mech Bde HQ 72 Mech Bde
4.	GONGORO	EASY RIDER secured	HQ 19 Armd Bde

f. **Nicknames.** ⁽²⁷⁾

Ser	Nickname	Feature	Remarks
(a)	(b)	(c)	(d)
1.	LAKA	R BANA	
2.	KUNU	HG 1	
3.	MAZAN FAMA	HG 2	

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instructions and all instructions concerning use of communications and other electronic equipment including:

a. Instructions for EMCON/C-Surv measures. Since different categories of equipment may be subject to different restrictions, this subparagraph may be further divided, eg:

(1) Trunk and Air Traffic Control communications.

(2) Other communications equipment non-communications electronic equipment, eg radar.

b. Consolidated list of all codewords or reference to an annex in which they are listed.

26. **Altn Comd.** The altn comd should be indicated by name and appt.

27. **Codewords/Nicknames.**

a. It is not necessary to include codewords given in a demolition annex here.

b. Codewords for which there is a continuous need, as opposed to those specific to the operation covered by the OpO, should be included in the CEI and not in the OpO. Thus, codewords for the control of STAP stages and EMCON should be given in the CEI.

c. List in chronological sequence of use.

d. Codewords are issued to formations by ASA for use when required and are not to be invented locally. Once used they may not be repeated.

e. To prevent repetition on different radio nets, lower formations select different words from own lists for meanings which they require in their own orders. Exception to this rule is for reserve demolitions, where the same words are used at all levels of command to avoid confusion when authority is delegated.

f. The codewords and nicknames can be relegated to annexes if they are voluminous.

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(a)	(b)	(c)	(d)
4.	SPARE PART	Bound 1	
5.	BABY CUSHION	R JABA	
6.	KOKO MASTER	R KORO	
7.	SHARP CORNER	R GARO	

Ack Instrs. ⁽²⁸⁾

DD REDEYES ⁽²⁹⁾
Maj Gen
GOC

Authentication: ⁽³⁰⁾

MM FIRE
Maj
SO2 G3 (Ops)

Annexes: ⁽³¹⁾ ⁽³⁴⁾

A. Task Org.
B. Trace.
C. Fire Plan (to fol).
D. Mov Table (separate doc).

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28. **Ack Instrs.** It is normally desirable to issue instruction on acknowledgement of an OpO. It may be necessary to specify which formations and units are to acknowledge.

29. **Signature Block.** The signature block is to be that of either the command or his principal staff officer authorised to sign for the commander (COS), showing appointment in each case. The original copy of the order is to be signed by the commander or his chief of staff as follows:

..... or
 Maj Gen Brig Gen
 Comd for Comd

If the commander or COS signs a master copy, use of which permits automatic reproduction of documents with signature thereon, no authentication is required. If signature is not reproduced, authentication by the appropriate staff officer is required (see Note 30).

30. **Authentication.** Since only the commander or chief of staff can sign an OpO, if neither of them are available to sign at the time of issue, the commander's name is typed and a staff officer authenticates the OpO; with the commander or chief of staff signing original/file copy of OpO at earliest opportunity. In this case neither the commander nor chief of staff were available so the SO2 G3 authenticated the OpO and the commander would sign file copy on return. Had the chief of staff been available, no authentication would be necessary, and he would sign 'for Comd' using his own signature block.

31. **Annexes.** Annexes are lettered alphabetically in capitals, A, B, C etc and may have one or more appendices numbered in Arabic numerals. Annexes must be referred to in appropriate part of main body of OpO. (see also Note 34).

32. **Distribution.** The distribution is to show copy numbers of OpO issued to each addressee. Where annexes are issued on a different scale from main body of order, a separate distribution list will be required as part of each annex so issued.

a. The list is set out in normal; sequence external action addressees, external info addressees, internal action addressees, internal info addressees. The distribution, taking into account 'need to know',

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<p>E. Def Stores (separate doc). F. Nicknames.</p> <p>Distr: (32) (33)</p> <p>External: Copy No</p> <p>Action:</p> <table border="0"> <tr><td>HQ 71 Mech Bde</td><td>1-2</td></tr> <tr><td>HQ 72 Mech Bde</td><td>3-4</td></tr> <tr><td>HQ 19 Armd Bde</td><td>5-6</td></tr> <tr><td>HQ 20 Armd Bde</td><td>7-8</td></tr> <tr><td>HQ 37 AR</td><td>9</td></tr> <tr><td>HQ 47 EB</td><td>10</td></tr> <tr><td>HQ 601 Avn Bn</td><td>11</td></tr> <tr><td>HQ 115 SOG</td><td>12</td></tr> </table> <p>Info:</p> <table border="0"> <tr><td>HQ NAF</td><td>13</td></tr> <tr><td>Main HQ 7 Div Main</td><td>14</td></tr> <tr><td>HQ 8 (SL) Div Main</td><td>15</td></tr> <tr><td>HQ 9 (NG) Div</td><td>16</td></tr> </table> <p style="text-align: center;">14</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>	HQ 71 Mech Bde	1-2	HQ 72 Mech Bde	3-4	HQ 19 Armd Bde	5-6	HQ 20 Armd Bde	7-8	HQ 37 AR	9	HQ 47 EB	10	HQ 601 Avn Bn	11	HQ 115 SOG	12	HQ NAF	13	Main HQ 7 Div Main	14	HQ 8 (SL) Div Main	15	HQ 9 (NG) Div	16	<p>should include:</p> <ol style="list-style-type: none"> (1) All formations, unit or sub-units directly subordinate to the originating command. (2) Each supporting arms/Service organic to, support of the originating headquarters. (3) Affiliated NN/NAF units. (4) Higher formations, flanking formations. (5) Own command and staff, file, commander's diary and spare. <p>b. Copies for supporting arms and Services are addressed to that arm or Service, eg Comms', when a supporting arm adviser, head of Service or Service representative is organic, or permanently attached to the originating headquarters. If no such representative exists, copies are addressed to appropriate arm or Service units. Senior commands or representatives of each supporting arm/Service is responsible for distribution to all elements of his arm/Service as necessary.</p> <p>33. Notes on Example.</p> <ol style="list-style-type: none"> a. Number of Copies. Sufficient copies should be given to avoid unnecessary reproduction by subordinate headquarters, eg brigades, artillery, engineers and signals have 2 copies each (one for Step Up). Brigades, artillery and engineers will produce OpOs of their own and there is little point in giving them copies for each unit. Some addressees may need extra copies of particular annexes, eg Movement Table for the provost unit. Nevertheless, distribution of the whole OpO, and of individual annexes, should be kept to a sensible minimum, eg all addressees would not need Annexes D and E (but see Note 33c). b. SDS. Although represented at division headquarters, SDS will receive details they need from G1/G4 staff and do not need full OpO. c. Distribution of Annexes. Annex C is 'to follow' and Annexes D and E have a different distribution to main OpO. All 3 annexes will
HQ 71 Mech Bde	1-2																								
HQ 72 Mech Bde	3-4																								
HQ 19 Armd Bde	5-6																								
HQ 20 Armd Bde	7-8																								
HQ 37 AR	9																								
HQ 47 EB	10																								
HQ 601 Avn Bn	11																								
HQ 115 SOG	12																								
HQ NAF	13																								
Main HQ 7 Div Main	14																								
HQ 8 (SL) Div Main	15																								
HQ 9 (NG) Div	16																								

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Internal:		therefore need to be made out as separate documents with their own separate distribution.
Action:		34. <u>Layout of Annexes.</u>
Step Up HQ	17	a. The main purpose of an annex is to keep text of an order short. It also enables addressees to be given additional copies of certain info, eg movement tables.
Rear HQ	18	b. An annex may take form of a trace, overlay, overprinted map, sketch, plan or table.
Log Sp	19	c. Annexes issued with and in same number as main order, need only be suitably identified in respect of the main order. They must also contain a protective marking.
Med	20	d. Annexes issued at different times from main order must also contain their own superscription and subscription, including acknowledgement instructions and a signature.
ES	21	e. An intelligence annex to an OpO will follow a more rigid format than other annexes and may be issued before OpO is distributed.
G1/G4	22	
G2/G3	23	
G3 (Air)	24	
Info:		
Comd	25	
File	26	
Comd's Diary	27	
Spare	28 - 30	
	15	
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ANNEX B TO
CHAPTER 12
DATED JAN 24

STANDARD LAYOUT FOR ADMINISTRATIVE/LOGISTICS ORDER

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(Change from oral orders, if any)

Copy No....of....

Issuing Headquarters

Place of Issue
(may be in code)

Date Time Group of Signatory

Message Reference No

ADMINISTRATIVE/LOGISTICS ORDER RELATED OPERATION ORDER

Reference:

A. Maps, charts and relevant documents.

Time Zone Used Throughout the Order: (ALFA or ZULU)

Composition and Location of Administrative and Logistics Service Units. Details of unit may be given here, in the appropriate paragraph of the order, or in a trace or overlay. The heading may be omitted as necessary.

1. **SITUATION.** Give a general statement of administrative and

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logistics factors affecting support of the operation. Include any information given in Paragraph 1 of the OpO of particular interest to Service units and expand necessary for understanding the rest of the order. It may therefore be very short if the order is issued in conjunction with an OpO or if details can be given on an overlay. It may, however, be necessary to start the paragraph with a brief this information as necessary. This paragraph should contain no more than is introduction, if the general picture cannot adequately be covered under 'Enemy Forces', 'Friendly Forces' and 'Attachments and Detachments'. For instance, a political situation influencing the commander's mission or course of action may require to be stated separately. This paragraph should contain the following sub-paragraphs:

- a. **En Forces.**
 - b. **Friendly Forces.**
 - (1) Bdrys.
 - (2) RPs.
 - (3) Combat res.
 - (4) PW Cage.
 - (5) Rfts.
 - c. Atts and Dets.
2. **MISSION.** Give a clear and concise statement of the task and its purpose.
3. **GENERAL.**
4. **MATERIEL AND SERVICES.**

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- a. Supply.
 - b. Transportation.
 - c. Services.
 - d. Labour.
 - e. Engineering.
5. MEDICAL EVACUATION AND HOSPITALIZATION.
6. PERSONNEL.
7. CIVIL MILITARY CO-OPERATION.
8. MISCELLANEOUS.
9. COMMAND AND SIGNAL. This section contains the headquarters location and movements, liaison arrangements, recognition and identification instructions, and general rules concerning the use of communications and other electronic equipment, if necessary. An annex may be used when considered appropriate.

Acknowledgement Instruction:

Signature
NAME
Rank
Appointment

Authentication: (if required)

Signature
NAME
Rank
Appointment

Page Number

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Annexes:

Distribution:

Page Number

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ANNEX C TO
CHAPTER 12
DATED JAN 24

EXAMPLE OF ADMINISTRATIVE/LOGISTICS ORDER

SECRET

Copy No: 2 of 22

111400A Jan 16

SC/12345/76/ORG

ADMINISTRATIVE/LOGISTICS ORDER 16/10

References:

- A. DGO/45 DTG 231512Z FEB 16.
- B. TC/12345/76/ORG dated 27 May 16.

Time Zone Used Throughout the Order: ZULU.

1. **SITUATION.** HQ Fighter Gp, NAF ZARIA and HQ Grd Attk Gp, NAF MAKURDI will amalgamate to form HQ Strike Gp (STG) at NAF MAKURDI from 282359 Oct 16. This order details the admin/log arrangements for the disbandment of HQ Fighter Gp and NAF ZARIA and the mov of HQ Fighter Gp staff of NAF MAKURDI.
2. **MISSION.** To amalgamate HQ Fighter Gp and HQ Grd Attk Gp to form HQ STG at NAF MAKURDI WEF 282359 Oct 16.
3. **MATERIEL AND SERVICES.**
 - a. **Mov Arrangements.** HQ Fighter Gp staff are to mov to NAF MAKURDI between 8 Sep 16 and 23 Oct 16 in accordance with detailed instrs to be issued by HQ Fighter Gp.

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SECRET

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b. **Estb.**

(1) WEF 27 Sep 16 the current HQ (U) Fighters Gp estb, suitably amended, is to become Closing Down Party estb for the closure of NAF ZARIA and subsequent handover to the Care and Maint Party.

(2) This HQ will initiate all nec changes in the estb.

c. **Parenting.**

(1) This HQ will reallocate the parenting responsibilities of NAF ZARIA.

(2) NAF RIGACHUKWU is to assume parenting responsibility for the Closing Down Party at NAF ZARIA.

(3) This HQ will issue parenting responsibilities for the Care and Maint Party.

d. **Married Quarters.** This HQ will issue instrs regarding the occupation and parenting of the married quarters at NAF ZARIA.

e. **Works Services.** This HQ will issue separate instrs when plans for the disposal of property at NAF ZARIA are known. Meanwhile, HQ (U) Fighter Gp is to comply with the existing arrangements.

f. **Files, Records and Docus.** Heads of Branches at HQ Fighter are to review all files, docus and records relating to the op, functions, org and admin of the gp in accordance with existing 'instrs. Heads of branches at HQ Fighter Gp are to transfer all files, docus and records required by HQ STG to NAF MAKURDI, together with closed files and docus which are to be retained for statutory periods.

g. **APs.** Heads of branches at HQ Fighter Gp are to determine the likely reqts for APs at HQ STG and arrange for the transfer or disposal as appropriate of APs currently held at HQ Fighter Gp.

4. **PERSONNEL.**

a. **Offrs and Airmen.** This HQ will take posting action in respects of Offrs and airmen transferring from HQ Fighter Gp to HQ STG.

b. **Civilians.** This HQ will issue posting notices in respect of all estb HQ Fighter Gp civilian staff. 'This HQ, in conjunction with HQ (U) Fighter Gp will issue detailed instrs on redeployment of all HQ Fighter Gp civilian pers.

5. **CIVIL MILITARY COOPERATION.** OC HQ (U) Fighter Gp is to liaise with all interested local authorities concerning the closure of NAF ZARIA.

6. **COMMAND AND SIGNAL.** DEE will arrange the closure of the COMMCEN at HQ Fighter Gp and the provision of signals and telephone facilities for the Closing Down Party at NAF ZARIA.

Acknowledgement Instruction: Nil.

AG OCHAI
Air Cdre
COA

Authentication: (1)

AB BRAIMOH
Gp Capt
DOA

Distr:	Copy No:
External:	
Action:	
HQ Ground Attack Gp	1
HQ Fighter Gp	2
.....
Information:	
HQ TAC	10
.....	
Internal:	
Action:	
DOL	14
DOE	15
.....	
.....	
Information:	
PSO to CAS	20
.....	
File	22

Note:

As COA was not available to sign the order, it has been authenticated by the most senior officer of the administrative staff who was available. COA would sign the file copy at the first opportunity. This copy of the order (for HQ Fighter Attack Gp) would go out as shown.

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CHAPTER 13

BOARD OF INQUIRY AND REGIMENTAL INQUIRY

INTRODUCTION

1. Inquiry is defined as domestic investigation convened for the purpose of collecting and recording evidence. It is aimed at assisting the appropriate superior authority in arriving at a well informed decision regarding any subject matter of interest or considerable importance. Inquiries are not open to the public and members of the press must be excluded unless their presence has been expressly sanctioned by the Service Council. Civilians will not be admitted except where provided by Board of Inquiry (BOI) Rules and Regimental Inquiry Regulations.

2. The Law relating to the BOI Rules is found in the Armed Forces Act Sections 172 and 173. A BOI would normally be convened by the 3 Services. The BOI is convened by a brigade in the NA, while in the NN and NAF, it is convened by commissioned officers superintending over a unit or command. In the NN it is also known as Ship Investigation. The law relating to Regimental Inquiries is found in the Regimental Inquiry Regulation in the NA and would normally be convened by a CO of a unit or a detachment. The inquiries deal with the following matters:

- a. Duties of Board and Regimental Inquiries.
- b. Expression of Opinion.
- c. Matters for Reference to Boards.
- d. Deferring and Staying of Proceedings.
- e. Convening.
- f. Constitution.
- g. Assembly and Procedure.
- h. Adjournment and Reassemble.

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- i. Witnesses.
- j. Persons who may be affected by the findings.
- k. Evidence.
- l. Oaths and Affirmations.
- m. Exhibits.
- n. Record of the Proceedings.
- o. Entries of reports in Service books in cases of absence.
- p. Admissibility in other proceedings of evidence given at boards of inquiry.

CONVENING OF A BOARD OF INQUIRY

3. In all other matters requiring investigation, the convening authority will consider whether a BOI or regimental inquiry should be held. Normally, a BOI will only be held on matters of considerable importance. A BOI can be convened on a matter already investigated by a regimental inquiry. The following will be the subject of a BOI:

- a. The absence of any person subject to Service law for over 21 days.
- b. The capture of any such person by the enemy.
- c. The death of any person in any military establishment in the Country, or any establishment any country/territory outside Nigeria where an inquiry into the death is not required to be held by any civil authority.
- d. Suspected Arson.
- e. Loss of arms.
- f. Extensive loss or damage to public or Service property.
- g. Loss or damage sustained by a local authority, company, firm or person likely to lead a claim for compensation.
- h. Inquiries into the Death of an officer or soldier, other than by enemy action where:

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- (1) Injuries result in death.
 - (2) Injuries are likely to cause permanent disability.
 - (3) Injuries may have been self-inflicted.
- i. In peace time, when an individual is reported missing, for instance, a case of kidnap or missing.
 - j. The escape of an enemy Prisoner of War.
 - k. During war, when a civil employee was killed during the course of his or her employment.
 - l. Accidents involving marine craft or military aircraft during peace and war time.
 - m. Loss of classified documents.
 - n. Accidents arising from bomb disposal or mine clearance.
 - o. Accidents involving ammunition and explosives.
 - p. Escape from military establishment.
 - q. Barrack damages.
 - r. Any other matter of a class specified in the BOI Rules, or referred to such a board by the Defence Council or an officer empowered to convene such a board.
4. A Regimental Inquiry should normally be convened in the following cases.
- a. Traffic accidents not dealt with by a BOI when:
 - (1) A driver was driving without authority or off his authorized route.
 - (2) The loss or damage might be attributable to neglect or carelessness.
 - (3) There is the possibility of a substantial claim against the military.

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- (4) There is conflict of evidence.
- b. Injuries, other than by enemy action of minor nature where there is doubt as to:
 - (1) The cause.
 - (2) Whether the injury arose through the fault of some other person(s).
 - (3) Whether the injured person was on or off duty.
- c. Accidents to animals belonging to military institutions.
- d. Loss of a Regimental Conduct Sheet (AFB 120).
- e. Loss of registered letters and postal packets.

CONVENING OF INQUIRIES

5. The convening of inquiries is dealt with in BOI in the Armed Forces Act Section 172(1). The convening order is lengthy and detailed as well as must be stated in the following order:

- a. Convening authority, place, time and date of assembly.
- b. Details of subjects for investigation.
- c. Composition/Appointment of board members, from Chairman to Sec.
- d. Terms of reference, that is:
 - (1) Direction whether evidence for inquiry will be on oath or not (evidence before board in inquiry must be taken on oath).
 - (2) Individuals to be given the opportunity to be present or represented.
 - (3) Specific matters to be reported on.
 - (4) Whether the inquiry will express opinion or not.
- e. List of military witnesses to attend.
- f. Instructions for disposal of copies of proceedings.

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- g. Instructions for preparation of room, stationery and other details (it is the responsibility of the unit chief clerk).
- h. List of manuals to be available to the board.

CONSTITUTION

6. A BOI shall consist of not less than 3 officers subject to military law. In case of absence, one of the members may be a warrant officer. A regimental inquiry shall consist of not less than 2 members subject to military law of whom one must be an officer and will be president. The Chairman of the BOI shall be an officer not below the rank of Lieutenant or corresponding rank.

PROGRESS REPORT

7. Progress report must be rendered on BOI (but not regimental inquiries) in order to:

- a. Bring to the notice of superior commanders and administrative staff officers an occurrence into which a BOI is being held.
- b. Ensure early consideration of any possible disciplinary aspect.
- c. Ensure that the Service HQ is informed early of cases in which advice may be necessary.
- d. Ensure that the respective Service HQ is notified of the existence of any such case which cannot be settled within a reasonable period of which must in any case be referred eventually to the Service HQ.

8. Progress report will be rendered on all occurrences, being investigated by a BOI 6 weeks after the occurrence has been reported and at monthly intervals thereafter. The report will be initiated by the authority or, after he has forwarded the record of proceedings to his superior headquarters, by that headquarters or higher headquarters which may be dealing with the record at the time the progress report is due to be rendered.

REFERENCE TO DIRECTORATE OF LEGAL SERVICES

9. The advice of the Legal staff of each Service will invariably be sought before action is taken on an occurrence or inquiry in cases where:

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- a. It is desired to hold an inquiry, during police investigations or before the completion of disciplinary proceedings.
- b. The facts of the case are complicated, or it appears that there may have been fraud or serious neglect in relation to public or Service property.

10. In addition, when the record of the proceedings of an inquiry discloses irregularities which are likely to lead to disciplinary action or to the making of an order for compensation for loss occasioned by wrongful act or negligence, the advice of Legal Services should be sought at the earliest opportunity. When the advice is sought, it is essential that the fullest information possible should be forwarded. This will normally include:

- a. Any military or civil police reports relative to the matters under inquiry.
- b. The record of proceedings of any inquiry which may have been held together with any opinion expressed by the commander seeking advice or by the authority.
- c. All documentary exhibits.

RECORD OF PROCEEDINGS

11. The proceedings of the BOI and regimental inquiry are always recorded unless the convening order states to the contrary. The inquiry is expected to reveal the terms of reference as set out by the Convening Authority. If the terms of reference are very lengthy, a copy of the convening order containing the terms of reference will be attached to the record of proceedings. When in a regimental inquiry, the authority has ordered that the evidence will be taken on oath, that facts should be recorded.

12. Evidence should be included and arranged in chronological order. All irrelevant matters should be excluded. Statements of persons who do not give evidence in person will be produced by a witness and will be treated as exhibits and attached to the record of proceedings. Similarly, orders relating to matters under investigation will be produced by a witness and attached to the record of proceedings, and formal proof given that they were published in accordance with the law.

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FINDINGS OF INQUIRY AND RECOMMENDATIONS

13. An inquiry will set out facts which were found to be proved. The finding should be so framed as to include a clear and concise précis of the case in easily readable form. When an inquiry finds that a loss/damage to public or Service property has been occasioned by wrongful act or negligence, it will, express opinion as to the persons responsible. The inquiry will, wherever possible, apportion degree of responsibility where more than one person is responsible.

14. An inquiry is not expected by law to recommend disciplinary action in its report. An inquiry will, if required to do so by the authority, record what steps have been taken since the loss or damage to prevent a recurrence, and make any recommendation it thinks fit in order to prevent such recurrence, but it will not recommend disciplinary action.

COMPLETION OF THE RECORD OF PROCEEDINGS

15. The record of proceedings including all annexes will be fastened together in its proper order by a positive fastening (not a paper clip). It will be forwarded by the Chairman to the convening authority, and thereafter through the normal channels to the superior headquarters at which the matter under investigation can finally be resolved. A summary sheet will be completed and forwarded with the report showing the action taken by the various headquarters and giving a short précis of the proceedings. The summary sheet will normally be initiated at the first formation headquarters through which the record of proceedings passes to enable commanders and staff officers at each headquarters to grasp the outline of the case quickly and to see at a glance what action has already been taken. The layout of a BOI Report for the NA, NN and NAF are at Annexes A – C respectively.

16. The officer responsible for scrutinizing the record of proceedings of an inquiry will satisfy himself that:

- a. The terms of reference have been complied with.
- b. The relevant rules and regulations have been observed.
- c. A copy of all relevant reference materials was available to the inquiry.
- d. The findings of the inquiry are in accordance with the

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evidence.

- e. All available evidence has been obtained.
- f. Every person responsible has been identified.
- g. Irregularities not related to the main inquiry which may have emerged during investigation, and which were unknown when the inquiry was convened, have been or being dealt with.
- h. A recommendation as to measures to be taken to prevent similar occurrences has, where applicable, been made.

COPIES OF THE RECORD OF PROCEEDINGS

17. Proceedings of all inquiries will be reproduced on stencils which will be retained by the unit concerned so that extra copies may readily be produced as required and forwarded to the appropriate superior authority. This should be with following considerations:

- a. No person is entitled as a right to a copy of the record of proceedings of any inquiry.
- b. No evidence given before a BOI shall be admissible against a person in any trial except in a charge of perjury.

RESPONSIBILITIES OF THE SECRETARY/CHIEF CLERK

18. The draft of convening order and the completion of the recording of proceedings are the responsibilities of the officers concerned. The Secretary of the inquiry and Chief Clerk must have good knowledge of the procedure, in any case, be responsible for preparing the room, furniture, stationery and the necessary regulations and manuals. The Secretary prepares the record of proceedings after which every member is expected to append his signature on the report.

19. The references and manuals will always include:

- a. Armed Forces Act Cap A20 Laws of the Federation of Nigeria 2004.
- b. Manual of Military Law.
- c. Boards of Inquiry and Related Subjects 1976.

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- d. A Holy Bible/Qur'an.

CONCLUSION

20. BOIs are important military tools commanders use to shed light into an incident. It entails convening of a Board, record of proceedings, findings and recommendations. A successful BOI results from proper preparation and adequate knowledge of the members involved in the Board. It is therefore necessary that officers acquaint themselves with the requirements of this Chapter.

Annexes:

- A. Layout of NA Board of Inquiry Report.
- B. Layout of NN Board of Inquiry Report.
- C. Layout of NAF Board of Inquiry Report.

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ANNEX A TO
CHAPTER 13
DATED JAN 24

LAYOUT OF NA BOARD OF INQUIRY REPORT

Identifying Reference

See Distribution

REPORT OF A BOARD OF INQUIRY CONVENED BY (NAME AND APPOINTMENT OF THE CONVENER) TO INVESTIGATE THE CIRCUMSTANCES SURROUNDING (SUBJECT)

Reference:

A. Insert the Reference of the Convening Order.

INTRODUCTION

1. The Introduction should provide sufficient background information of the subject.

2. State the purpose and the scope of the report.

COMPOSITION

3. The Board was composed as follows:

- a. - Chairman.
- b. - Member.
- c. - Member.
- d. - Sec.

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WITNESSES

4. The under listed witnesses were invited by the Board to testify and give evidence.
 - a.
 - b.
 - c.

TERMS OF REFERENCE

5. The BOI was guided by the following Terms of Reference:
 - a.
 - b.
 - c. Any other relevant information that would be useful to the Convening Authority.

BOOKS OF REFERENCE

6. The Board was guided by the following Books of Reference:
 - a.
 - b.
 - c. .

RECORD OF PROCEEDINGS

7. The record of proceedings should contain details of venue, time and date the Board commenced. It should summarise the proceedings of the Board including witnesses interviewed as well as statements obtained.

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8. The written statements are attached as Enclosures while records of the cross examinations as attached as Annexes.

FINDINGS

9. After carefully study and review of the evidences submitted and obtained during the proceedings of the BOI, the following where the findings that came to fore:

- a. The findings should be stated logically and in sequential order.
- b. The findings answer the Terms of Reference.
- c.

COMMENT AND OPINION

10. The Board is to give its opinion and comment on subject based on the finding during the investigation.

11. The opinions and comments should logically lead to the recommendations.

CONCLUSION

12.

13.

RECOMMENDATION(S)

14. The Board recommends that:

- a. The recommendations should be to the Convening Authority.

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b.

c.

Name of Signatory (N/0000)
(N/33333)
Rank
Chairman
Date

Name of Signatory
Rank
Member
Date

Name of Signatory
Rank
Sec
Date

Annexes:

- A. Record of Cross Examination of Witness.
- B. Record of Cross Examination of Witness.
- C. Record of Cross Examination of Witness.

Enclosures:

- 1. Statement by Witness.
- 2. Statement by Witness.
- 3. Statement by Witness.

Distribution:

Internal:

Action:

Information:

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ANNEX B TO
CHAPTER 13
DATED JAN 24

LAYOUT OF NN BOARD OF INQUIRY REPORT

Identifying Reference

REPORT OF THE BOARD OF INQUIRY TO INVESTIGATE THE CIRCUMSTANCES SURROUNDING (SUBJECT) ON (DATE)

Reference:

A. Insert Referenced Convening Order.

INTRODUCTION

1. The introductory paragraph should give sufficient background of the subject.

2. A Board of Inquiry (BOI) was convened by vide Reference A at Enclosure 1. This is in accordance with Section 172(1) of the Armed Forces Act Chapter A20 Laws of the Federation of Nigeria 2004. The BOI was to investigate the circumstances surrounding the (subject), in order to determine what transpired and recommend measures to prevent future reoccurrence.

3. The purpose of this report therefore is to highlight findings of the Board and make appropriate recommendations. Accordingly, the report will cover the composition of the Board, Terms of Reference, conduct of the inquiry and narrative of events. The report will also cover facts of the case, analysis of the facts and findings.

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'Unauthorised Disclosure, Transmission, Production or Retention of Information on this Sheet Violates the Official Secrets Act CAP 03 Law of the Federation of Nigeria 2004'.

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COMPOSITION OF THE BOARD

- 4. The BOI was composed as follows:
 - a. - Chairman
 - b. - Member
 - c. - Sec

TERMS OF REFERENCE

- 5. The Board was guided by the following Terms of Reference (TOR):
 - a. List the TOR verbatim as stated in the convening order. However, introduce each TOR with the preposition 'To'.
 - b. To.....
 - c. To.....

CONDUCT OF THE INQUIRY

- 6. The conduct should contain details of venue, timing and date the Board commenced. Additionally, the scene visited by the Board and items at the scene.
- 7. The total number of witnesses interviewed, pictures taken and written statements obtained. The witnesses were separately cautioned in line with extant regulations before being interviewed. The list of witnesses interviewed should be attached as an Annex while written statements, transcript, pictures and audio recordings attached as Enclosures.

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NARRATIVE OF EVENTS

8. Narrative of event should give detailed logical statement of the incident.

FACTS OF THE CASE

9. The following facts were established:

a. All facts from the narrative of event should be stated logically and take individual form.

b.

ANALYSIS OF THE FACTS

10. All facts should be analysed to arrive at findings that answers the TOR.

FINDINGS

11. The findings of the Board were as follows:

a. Findings must answer the Terms of Reference.

b. Care must be taken to distinguish between facts and findings.

RECOMMENDATIONS

12. It is recommended that the (Convening Authority) should:

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a.

b.

COMMENT (OPTIONAL)

Note

All discussions are drawn from the preceding subject heading. No new information is to be added that was not discussed in earlier subject heading.

NAME OF SIGNATORY

Rank
Sec
Date

NAME OF SIGNATORY

Rank
Member
Date

NAME OF SIGNATORY

Rank
Member
Date

NAME OF SIGNATORY

Rank
Chairman
Date

Annexes:

A.

B.

Enclosures:

1. Convening Order for a Board of Inquiry.
- 2.

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ANNEX C TO
CHAPTER 13
DATED JAN 24

LAYOUT OF NAF BOARD OF INQUIRY REPORT

Cover Page

BOARD OF INQUIRY ASSEMBLED AT (INSERT LOCATION AND DATE)

DATE

1. Time Activities/Events
2. Fill the appropriate portion of NAF FORM 2 (Proceedings of Board of Officers and Board of Inquiry).

LIST OF WITNESSES

3. Provide lists of witnesses and the exact number of pages they appeared in the BOI proceedings.

LIST OF EXHIBITS

4. Provide list of all the exhibits sequentially and logically.

LIST OF ENCLOSURES

5. Provide list of Enclosures.

NARRATIVE OF EVENTS

6. State the narrative of events and interview all witnesses.

FINDINGS

7. The following are headings under findings:

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- a. Circumstances of the incident.
- b. Injuries to Personnel (if applicable).

LOSS AND DAMAGES

8. Mandatory headings are:
 - a. Public Property.
 - b. Service Property.
 - c. Civilian Property.

PERSONS INVOLVED IN THE CAUSES

9. The Board is to provide the names of all the persons involved in the incident logically and in sequential order.

FINDINGS IN ACCORDANCE WITH REGULATIONS

10. The NAF BOI findings are usually based on ER.

OBSERVATIONS

11. The Board observes that:
 - a.
 - b.
 - c.

RECOMMENDATIONS

12. It is recommended that:
 - a.

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b.

c.

Note: After the BOI recommendations in the NAF, exhibits must be attached (if applicable) and duly certified.

Rank and Name **Date**
Chairman

Rank and Name **Date**
Member

Rank and Name **Date**
Sec

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CHAPTER 14

SUMMARY AND ABSTRACT OF EVIDENCE

INTRODUCTION

1. Military Justice System in the AFN encompasses the process of investigation of crime leading to the arrest, trial and eventual punishment of offenders. One of the objectives of the system is to provide for the maintenance of good order and Service discipline among members of the Armed Forces. The legal issues unique to military justice preserve the legality of orders and appropriate conduct for members of the military. The military justice systems enable the Armed Forces to deal with civil offenses committed by their personnel in most circumstances.

2. The administration of military justice is founded on the commanders in the day-to-day running of the unit. The study of military law therefore, is to provide officers with readily available means of acquiring such legal knowledge as they may need for the performance of their duties.

MILITARY LAW

3. Military law is a set of laws, rules and regulations specifically applicable to members of the Armed Forces. On attestation, a member of the Armed Forces not only retains his duties and responsibilities under the civil law but also submits himself to military law and jurisdiction. This therefore implies, that a person subject to military law is not by virtue of being a soldier, exempted from civil law.

APPLICATION OF MILITARY LAW

4. A good knowledge of military law is necessary so as to apply it efficiently when required. An officer will apply his knowledge of Military Law in the following circumstances:

- a. When he is a member of a court martial.

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- b. When he is a member of any inquiry.
- c. When recording a summary or abstract of evidence.
- d. As a Commander at all levels.
- e. When enforcing military discipline or maintaining good order and Service discipline.

OBJECTS OF MILITARY LAW

5. The Armed Forces of Nigeria military justice system entails that the objects of military law are applicable as follows:

- a. To provide for the maintenance of good order and Service discipline among members of the Armed Forces and in certain circumstances among others who live or work in military environment.
- b. To provide legal knowledge as the need may arise in the performance of duty.
- c. To provide for the maintenance of operational efficiency both in peace and in war as well as at home and abroad.
- d. To enhance quick disposal of cases.
- e. To regulate certain aspects of administration such as enlistment and discharge, terms and conditions of Service, establishment and transfers, forfeitures of and deductions from pay and billeting.
- f. To aid law officers in the administration of military justice system.

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METHODS OF CONDUCTING INVESTIGATION IN A UNIT

6. There are 2 main methods of conducting investigation in a unit apart from Board of Inquiry. These 2 distinct methods of investigation are:
 - a. Summary of evidence.
 - b. Abstract of evidence.

SUMMARY OF EVIDENCE

7. The conduct of summary of evidence will take laid down procedures which should be as follows:
 - a. The accused will be informed that a summary of evidence is about to be taken on criminal allegation levelled against him.
 - b. All necessary/available witnesses must be present except it is reasonably impracticable to secure the attendance of such witnesses.
 - c. The summary will be taken in the presence of the accused.
 - d. Witnesses to testify against the accused will give their evidence orally and the accused will be allowed to cross-examine them. If any of the witnesses is absent at the time of taking the summary, a written statement of the witness signed by him shall be read to the accused and included in the summary of evidence.
 - e. A child may be compelled to attend as a witness if the accused insists that the child must attend or if it has not been possible to obtain a statement from the child. Any statement made by the child may be read to the accused and included in the summary of evidence. When the offence is sexually related, a child will not be called as a witness against the accused.
 - f. After all the evidence against the accused has been given; the

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accused will be asked the following in writing:

- (1) Do you wish to say anything? You are not obliged to do so, but, if you wish, you may give evidence on oath.
 - (2) Any evidence you give will be taken down in writing and may be given in evidence.
- g. Any evidence given by the accused shall be recorded in writing and immediately the record of his evidence will be read over to him. This record will be corrected where necessary, and he will be asked to sign it. If the accused reserves his defence, a record to that effect should be made.
- h. The accused may call witnesses in his defence, who will give their evidence orally. If any of the witnesses is absent, a written statement of the witness signed by him will be read to the accused and included in the summary of evidence.
- i. The accused and his witnesses for his defence will not be cross-examined. But the officer taking the summary may ask them questions to clear ambiguities and to enable him record their evidence.
- j. The evidence of each witness who gives evidence orally will be recorded in writing and immediately. The record of his evidence will be read over to him, corrected where necessary and signed by the witness.
- k. Any question put to a witness in cross-examination by the accused and the answer given to such question will be recorded verbatim if the accused so requires.
- l. Oath shall be administered to each witness before he gives his evidence, and to any interpreter. In the instance a child of tender age is called as a witness and does not understand the nature of an

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oath, his/her evidence may be received though not given on oath. However, when the child has sufficient intelligence to justify the reception of evidence and understand the duty of speaking the truth, such evidence can be taken on oath.

m. On conclusion of taking summary of evidence, the officer taking the summary will certify that he has complied with the provisions of this Rule.

ABSTRACT OF EVIDENCE

8. Abstract of evidence is an investigation conducted by a unit where evidence of witnesses is reduced into writing in the absence of the accused. It could also mean an abridgement of evidence consisting of unsworn signed statements of witnesses who gave evidence before the CO, and such other persons whose evidence are relevant to the charge. When the CO has not ordered a summary of evidence to be taken, he will detail an officer to make an abstract of evidence. After making the abstract, the form set out shall be completed and attached to it. This abstract of evidence will be conducted as follows:

- a. Authorized by the CO or by another officer on the direction of the CO.
- b. The accused will not be present while the abstract is being made.
- c. Signed statements of witnesses whose evidence is necessary to prove the charge will be compiled and put together in a file, excluding statements signed at the Board of Inquiry.
- d. Any other witness will make a statement for inclusion in an abstract of evidence, but oath shall not be administered to such witness. In case there are sworn statements already in existence, they will be used.

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e. A copy of the abstract will be handed to the accused and he will be cautioned in the following terms:

“This is a copy of the abstract of evidence in your case; you are not obliged to say anything with regard to it unless you wish to do so, but you should read it and when you have read it, if you still wish to say anything, note that what you say will be taken down in writing and may be given in evidence”.

f. Any statement made by the accused after he has read the abstract of evidence will be taken down in writing and he will be asked to sign it. If the accused reserves his defence, a record to that effect will be made.

g. After his statement has been recorded, he may submit his statement including that of any other witness he wishes to be attached to the abstract of evidence which will form part of it.

h. A certificate stating that the accused was duly cautioned will be attached to the abstract.

CONCLUSION

9. The Military Law and Justice System are routine traditions the military uses for the maintenance of good order and Service discipline among members of the Armed Forces. All commanders at all level must have adequate knowledge of this law and justice system especially the summary and abstract of evidence. Officers would at one time or the other be upholding this tradition. Thus, it is necessary that officers acquaint themselves with the requirements of this chapter.

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CHAPTER 15

MILITARY SYMBOLS AND PICTORIAL TECHNIQUES

INTRODUCTION

1. Symbols and graphic representations are used to depict ideas and activities, especially in operational writing. In any form of writing, certain details are made clearer by pictorial representations. Military symbols are used in conjunction with maps and charts to display information. Most of the symbols used in the Nigerian Armed Forces are based on the NATO system.
2. There are internationally accepted symbols which are used on maps, navigational charts and so on. On rare occasions, it may be necessary to devise unconventional symbols to represent a particular idea not covered by the standard symbols. Such symbols should be explained in a footnote or legend. It is important for Service personnel to know the meaning of the symbols used in the 3 Services, as this will ease interoperability during joint operations. It is expected that they are already familiar with the system used in their own Service.

MILITARY SYMBOLS

COLOUR CODE

3. Specific colours, as shown below, are used to denote particular details:
 - a. **Blue**. Blue is used to show friendly forces, their activities and installations.
 - b. **Red**. Red is used to show enemy forces, their activities and installations.
 - c. **Orange**. Orange is used by the Air force and Navy to denote unidentified platforms.

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- d. **Green**. Green is used:
 - (1) For friendly or enemy demolitions, minefields and obstacles.
 - (2) By the Navy, to denote neutral platforms.
- e. **Yellow**. Areas contaminated by gas or other means, whether friendly or enemy, are marked in yellow.
- f. **Single Colour**. Where a single colour is used, enemy forces are drawn with double lines.

SOLID OR BROKEN LINES

- 4. Symbols may be drawn with solid or broken lines to indicate locations and activities as follows:
 - a. **Solid Line**. A solid line is used to indicate:
 - (1) Present or actual location.
 - (2) Objectives.
 - (3) Boundaries.
 - b. **Broken Line**. A broken line is used to indicate future or projected location.

TIME

- 5. The time of an event or activity can be shown under or beside the symbol. The date time group (DTG) is used. Where the map overlay or chart does not show the time zone used in its subscription, the time zone suffix should be added to the DTG of the occurrence.

ARMY SYMBOLS

- 6. Some examples of the military symbols used by the army are shown at Annex A, while detailed symbols are at Reference A.

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NAVAL SYMBOLS

7. Naval symbols include those used on Admiralty charts and for surface, air and submarine plotting. Chart symbols are not covered in this précis. Examples of the symbols used by navy for General Operations Plot (GOP) or Local Operations Plot (LOP) are shown at Annex B.

AIR FORCE SYMBOLS

8. Air plotting symbols are produced on the same principles as army symbols. Examples of air force symbols are at Annex C.

MILITARY OPERATIONS OTHER THAN WAR

9. Some examples of symbols used in Military Operations other than War (MOOTW) are shown at Annex D.

PICTORIAL TECHNIQUES

TEMPLATES

10. It is handy to use templates to draw military symbols. This method is faster and neater. Military symbol templates are available in various shapes and sizes.

PINS AND FLAGS

11. Coloured pins can be used to show information on maps displayed in an operations room. This is especially useful in counter revolutionary operations where non-conventional incidents and information have to be marked. The use of pins has some disadvantages which should be weighed against the benefits before a choice is made.

12. Adhesive flags or stick-on symbols can also be used to portray information on a map or trace. This saves the problem of having to draw the symbol on the map or trace. However, care should be taken to ensure that the flags do not obscure other important information on the map.

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MARKING TECHNIQUES

13. The following are some of the marking techniques used in the Service.

- a. Do not clutter the map with too much information. Non-essential details can be relegated to notes or supplementary traces.
- b. Depict the information in such a way that they stand out and catch the eye. For example, use big symbols for big formations. Do not use the same size of basic symbol that you used for a battalion to represent a division.
- c. Use the correct colour code. Too many colours may cause confusion.
- d. Thicken the lines of the arrowhead when used to indicate a major attack or manoeuvre. Use big arrows for major axes of advance to underscore the importance of the activity.
- e. Pencils, stencils, templates and cleaning materials should be readily available, and be maintained in good shape.
- f. Draw neat firm lines. Keep your display tidy.

CONCLUSION

14. The use of military symbols and pictorial techniques is of common application to the 3 Services. Each Service has symbols which are specific for its use.




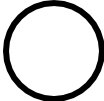
15. The production of military symbols depends on basic drawing skills which can be improved through practice. It is essential that officers are familiar with the symbols of the 3 Services. The more unusual symbols can be confirmed by quick reference to the appropriate publications.

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Annexes:

- A. Army Symbols.
- B. Naval Symbols.
- C. Air Force Symbols.
- D. MOOTW Symbols.


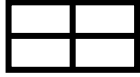

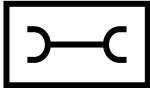



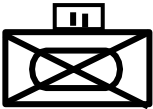



ARMY SYMBOLS

Serial	Description	Symbol	Remarks
(a)	(b)	(c)	(d)
1.	A Unit		Basic symbol
2.	A Headquarters		Basic symbol
3.	Observation Post		Basic symbol
4.	Administrative or Logistic Installation		Basic symbol
5.	Section or Squad	●	Placed on basic symbol
6.	Section Plus	● ●	Placed on basic symbol
7.	Platoon or Troop	● ● ●	Placed on basic symbol
8.	Company or Squadron		Placed on basic symbol
9.	Battalion		Placed on basic symbol



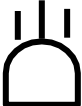



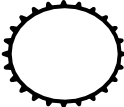
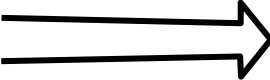

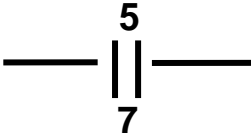
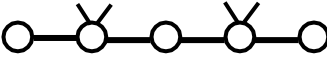

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(a)	(b)	(c)	(d)
10.	Brigade	X	Placed on basic symbol
11.	Division	XX	Placed on basic symbol
12.	Corps (field)	XXX	Placed on basic symbol
13.	Army (field)	XXXX	Placed on basic symbol
14.	Army Group	XXXXX	Placed on basic symbol
15.	Infantry		
16.	Mechanised Infantry		
17.	Airborne		
18.	Armour		
19.	Artillery		
20.	Engineers		

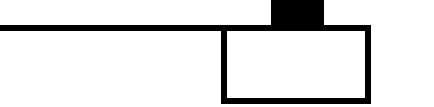
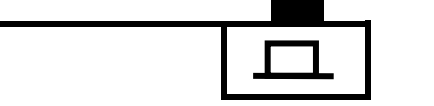
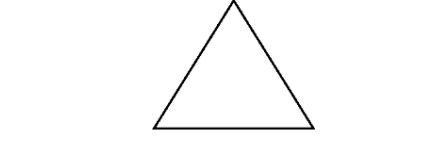
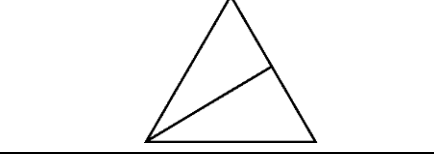
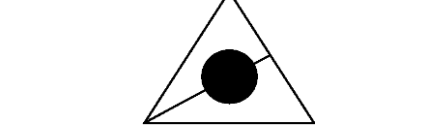
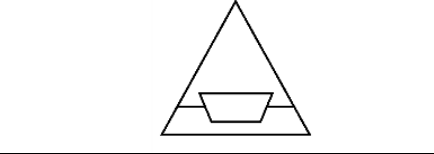
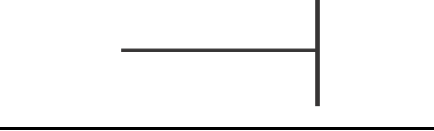
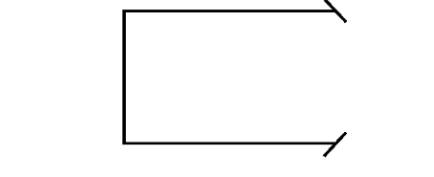
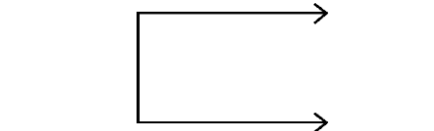
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(a)	(b)	(c)	(d)
21.	Signals		
22.	Medical		
23.	Ordnance		
24.	Electrical and Mechanical Engineers		
25.	Supply and Transport		
26.	Navy		
27.	Air Force		
28.	26 Mech Bn Gp	26 	Means temporary task force or combat command
29.	A HQ Unit		
30.	Arty Regt OP		
31.	Main Dressing Station		Medical

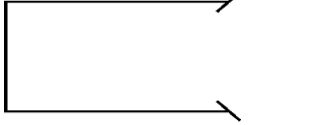

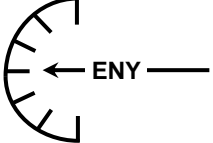
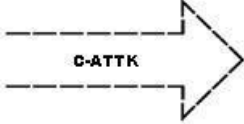
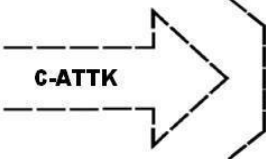
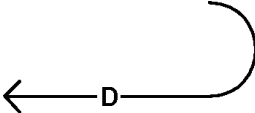
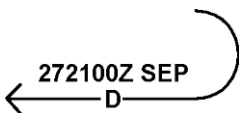
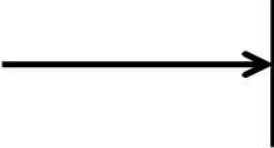
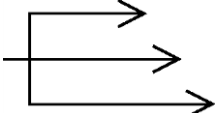
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(a)	(b)	(c)	(d)
32.	Light Infantry Weapon		
33.	Medium Artillery Weapon		
34.	Anti-aircraft Gun		
35.	Medium Mortar		
36.	Projected Area to be Occupied by 16 Inf Bn		
37.	Trench System		
38.	Strong Point		
39.	Axis of Advance		
40.	Objective		
41.	Boundary		Boundary between 5 and 7 Bns
42.	Row of Mines		Mixed anti-tank and personnel
43.	Unit in Defence		Orientation. The closed side faces towards the enemy.


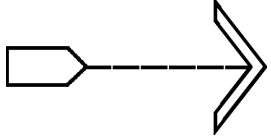
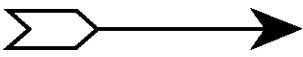
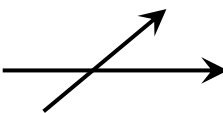
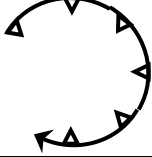
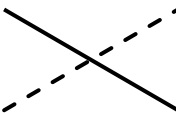
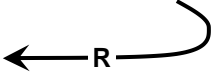
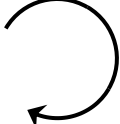



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(a)	(b)	(c)	(d)
44.	Factory		
45.	Ammo Factory		
46.	Observation Post		
47.	Recce Outpost		
48.	Forward Observation Post		
49.	Listening Post		
50.	Block		Orientation. The head of the 'T' typically faces the enemy forces.
51.	Breach		Orientation. The opening defines the span of the breach and typically faces the enemy forces.
52.	Bypass		Orientation. The opening typically faces the enemy forces.

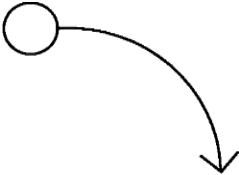


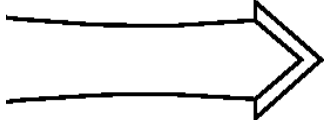
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(a)	(b)	(c)	(d)
53.	Canalise		Orientation. The opening typically faces the enemy forces.
54.	Clear		Orientation. The arrows typically point towards the enemy forces.
55.	Contain		Orientation. The opening typically faces the enemy forces.
56.	Counter-Attack		
57.	Counter-Attack by Fire		
58.	Delay		Orientation. The arrow points in the direction of the action. The tip of the arrowhead may indicate the loc where the action is to conclude.
59.	Delay Until Specified Time		
60.	Penetrate		Orientation. The arrow points towards the enemy forces.
61.	Disrupt		Orientation. The arrows point away from the enemy forces.









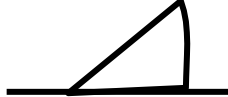
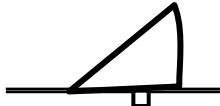
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(a)	(b)	(c)	(d)
62.	Fix		Orientation. The arrowhead points along the enemy advance.
63.	Follow and Assume		
64.	Follow and Support		
65.	Interdict		
66.	Isolate		Orientation. The opening will be on the friendly side of the symbol.
67.	Neutralize		
68.	Retirement		Orientation. The arrow points in the direction of the action.
69.	Secure		Orientation. The opening will be on the friendly side of the symbol.
70.	Screen		
71.	Guard		
72.	Cover		









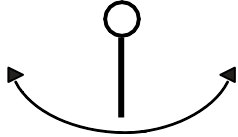
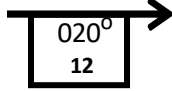
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(a)	(b)	(c)	(d)
73.	Seize		<p>Orientation. The arrowhead identifies the location to be seized and the circle identifies the unit assigned the task.</p>
74.	Withdrawal		<p>Orientation. The arrow points in the direction of the action. The tip of the arrowhead may indicate the loc where the action is to conclude.</p>
75.	Withdrawal Under Pressure		
76.	Axis of Main Attack		








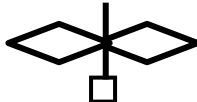




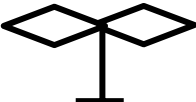
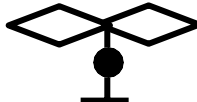
NAVAL SYMBOLS

Serial	Description	Symbol	Remarks
(a)	(b)	(c)	(d)
1.	Aircraft carrier		
2.	Cruiser		
3.	Destroyer		Direction of cruise
4.	Frigate/corvette		
5.	Convoy		
6.	Submarine		
7.	Mine Layer		
8.	Mine Sweeper		
9.	Fast Patrol Craft		
10.	Fast Patrol Craft (missile)		

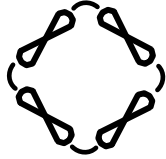


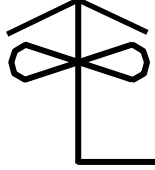
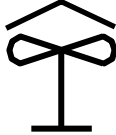

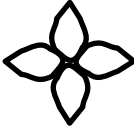
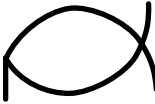

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(a)	(b)	(c)	(d)
11.	Landing Ship		
12.	Merchant Ship or Auxiliary		
13.	Fishing vessel/Intelligence gatherer		
14.	Oil rig		
15.	Vessel of unknown type		
16.	Main body		
17.	Guide symbol		
18.	Rendezvous		Normally indicated by double letters eg KK
19.	Anchorage		Position indicated by centre of circle
20.	Course and speed (in knots)		

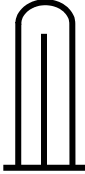
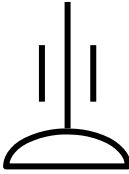
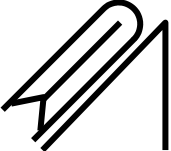
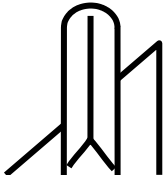
AIR FORCE SYMBOLS

Serial	Description	Symbol	Remarks
(a)	(b)	(c)	(d)
1.	Fighter Aircraft		 All-weather Fighter
2.	Bomber		 Fighter Bomber
3.	Recce Aircraft		 Light-weight Recce
4.	Transport Aircraft		 Rescue
5.	Anti-Submarine Aircraft		
6.	Tactical Light-weight Strike Fighter		
7.	Light Fixed-wing Aircraft		
8.	Seaplane		
9.	Helicopter		 Transport Helicopter








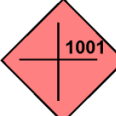
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(a)	(b)	(c)	(d)
10.	Aircraft patrol area		
11.	Airfield		 Revetment for Aircraft
12.	Landing strip		 Helicopter Landing Area
13.	Bomb Line	BL.....BL	
14.	Target Area		
15.	Weather Station		
16.	Balloon		
17.	Searchlight		






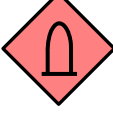

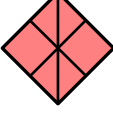
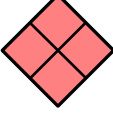
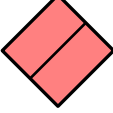
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(a)	(b)	(c)	(d)
18.	Missile		 Missile Anti-aircraft Gun
19.	Surface to surface missile launching site		
20.	Surface to air missile launching site		


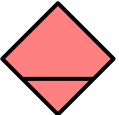



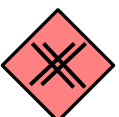
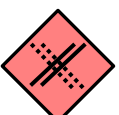

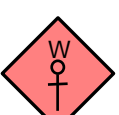
MOOTW SYMBOLS

Serial (a)	Description (b)	Symbol (c)	Remarks (d)
1.	Arson/Fire		
2.	Artillery/Arty Fire		
3.	Assn/Murder/Execution		
4.	Bomb/Bombing (hostile)		
5.	Bomb/Bombing (unknown)		
6.	Booby Trap		
7.	Drive-by Shooting		
8.	Indirect Fire (unspecified)		

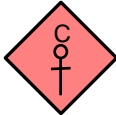


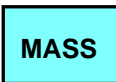
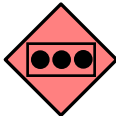





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(a)	(b)	(c)	(d)
9.	Mortar/Mortar Fire		
10.	Rocket/ Rocket Fire		
11.	Sniping		
12.	Poisoning		
13.	Ambush		
14.	Ammunition Cache		
15.	Rotary Wing		
16.	Hostile (Motorized Infantry)		
17.	Insurgent (Light Infantry)		
18.	Recce/Surveillance		










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(a)	(b)	(c)	(d)
19.	Signal/Radio Station		
20.	Supply		
21.	Black List Location		
22.	Grey List Location		
23.	White List Location		
24.	Roadblock complete		
25.	Road Block Under Construction		
26.	Patrolling		
27.	Recruiting (willing)		







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(a)	(b)	(c)	(d)
28.	Recruiting (coerced)		
29.	Demonstration (hostile)		
30.	Demonstration (unknown)		
31.	Demonstration (Friendly)		
32.	Minefield		
33.	Spy		
34.	Psychological Operations (hostile)		
35.	Psychological Operations (TV & Red hostile)		
36.	Psychological Operations (Written)		
37.	Psychological Operations (Written unknown)		





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(a)	(b)	(c)	(d)
38.	Psychological Operations (Written) - Friendly		
39.	Psychological Operations (House to House) - Friendly		
40.	Foraging/Searching		
41.	Food Distribution (Neutral)		
42.	Medical Treatment Facility (Neutral)		
43.	Electronic Warfare Intercept		
44.	Extortion		
45.	Hijacking (Vehicle)		
46.	Hijacking (Airplane)		

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(a)	(b)	(c)	(d)
47.	Hijacking (boat)		
48.	Kidnapping		
49.	Arrest		
50.	Drug Ops		
51.	Refugees (Friendly)		
52.	Refugees (Neutral)		
53.	Safe House (Hostile)		
54.	Graffiti		
55.	Known Insurgent Vehicle		

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(a)	(b)	(c)	(d)
56.	Drug Vehicle		
57.	Vandalism/Rape/Loot/ Ransack/Plunder/Sack		
58.	Safe House (Friendly)		
59.	Internal Security Force		

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CHAPTER 16

ABBREVIATIONS/ACRONYMS

INTRODUCTION

1. The authorized abbreviations/acronyms are contained in 5 sections, as follows:

- a. **Section 1.** DRUs, Commands, formations, corps, units and establishments.
- b. **Section 2.** Ranks, appointments and branches.
- c. **Section 3.** Distinguishing letters.
- d. **Section 4.** General abbreviations.
- e. **Section 5.** Common units of measurement.

In order to reduce the weight and volume of this handbook only the encoded lists are included.

RULES

2. **Operational Writing.** Maximum use is to be made of abbreviations in operational writing except for the mandatory paragraph headings in OpO and administrative/logistics orders. Some of the rules on abbreviation for nouns, verbs, plurals and ampersand are:

- a. **Noun.** The abbreviation for a noun may be used with a prefix or suffix eg, mob (mobilization), demob (demobilization).
- b. **Verbs.** The first and third person singular and the past tense of verbs have identical abbreviation eg, fol (follow, follows, followed).
- c. **Plurals.** Some abbreviations indicate both the singular and plural terms and do not require the addition of 's' eg, rat (ration, rations), l (litre, litres). If it is necessary to add 's' it is always placed at the end of the abbreviation eg, F of Fs (fields of fire). See Encoded List 5 for the rules for units of measurement.
- d. **Ampersand.** An ampersand '&' is to be used instead of 'and'

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where appropriate in titles eg, DAA & QMG. It is not to be used in unit titles eg, HQ 14 Mech Div and Sig Regt.

3. **Non-operational Writing**. Apart from formal, DO, letters to civilian organisations and directed letters which follow their own special rules, the following are to be abbreviated in non-operational writing:

a. Ranks and appointments, DRUs, designated commands, corps, formations, units, establishments and regiments shown in the encoded list. Unspecified units eg, 'the brigade', 'platoons' etc and appointments which are used in the general sense, eg, 'divisional commanders', 'company group commanders', are not to be abbreviated except under the rule in Paragraph 3c below.

b. Dates are to be abbreviated by using the first 3 letters of the day of the week, followed by the figure(s) of the date, followed by the last 2 figures of the year eg, 'Wed 2 Jun 16. When dating a document, the day is to be omitted pending entry in manuscript when the signatory signs the document.

c. Words for which there is a commonly accepted abbreviation eg, UN, OAU, ECOWAS, UK, HQ, ADC, PO Box, PMB, etc.

d. The words extension 'ext' and number 'No' in connection with telephone numbers, copy number of documents, PO Box and PMB number. When referring to a specific extension the abbreviation should begin with a capital letter. When used in the general sense it begins with a small letter, ie, Ext 37 or several telephone exts.

e. Other words which due to their length and the number of times that they appear in the text waste both the writer's and the typist's time. Such words must be explained the first time they appear in the text eg, Control and Reporting Centre (CRC). Subsequently, only the abbreviation need be used in the texts or document.

SECTION 1 - DRUS, COMMANDS, FORMATIONS, CORPS, UNITS AND ESTABLISHMENTS

TRI-SERVICE

4. **Commands.**

Armed Forces of Nigeria	AFN
Defence Headquarters	DHQ
Ministry of Defence	MOD

5. **Static Units and Establishments.**

Armed Forces Command and Staff College	AFCS
Armed Forces Rehabilitation Centre	AFRC
Armed Forces Simulation Centre	AFSC
Command and Staff College	CSC
Defence Headquarters Garrison	DHQ Gar
Defence Industries Corporation of Nigeria	DICON
Defence Intelligence Agency	DIA
Defence Intelligence College	DIC
Defence Research and Development Bureau	DRDB
Defence Space Administration	DSA
Directorate of Military Pensions	DMP
Military Pensions Board	MPB
National Defence College	NDC
Nigerian Armed Forces Resettlement Centre	NAFRC
Nigerian Defence Academy	NDA

NIGERIAN ARMY

6. The sequence of listing formations, arms and corps is shown along with examples (in order of seniority) of the different types of formations, units and sub-units. The sequence of listing within the arms of Service is:

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- a. **Formation.** In numerical sequence.
- b. **Infantry.** Within role – in numerical sequence.
- c. **Armour.** Within role – in numerical sequence.
- d. **Artillery.** All regiments in numerical sequence, irrespective of their role, followed by batteries in numerical order.
- e. **Engineers.** All regiments in numerical sequence.
- f. **Signals.** Regiments in numerical sequence, followed by squadrons in numerical sequence.

7. **Commands.**

Army Headquarters	AHQ
Headquarters 2 Division	HQ 2 Div
Training and Doctrine Command	TRADOC

8. **Divisions.**

Armoured Division	Armd Div
Mechanized Division	Mech Div

9. **Brigades.**

Air Portable Brigade	AP Bde
Amphibious Brigade	Amph Bde
Armoured Brigade	Armd Bde
Artillery Brigade	Arty Bde
Aviation Brigade	Avn Bde
Engineer Brigade	EB
Guards Brigade	Gds Bde
Mechanized Brigade	Mech Bde
Military Intelligence Brigade	MIB
Signal Brigade	Sig Bde
Special Forces Brigade	SF Bde

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10. **Garrisons.**

Army Headquarters Garrison	AHQ Gar
Brigade Garrison	Bde Gar
Divisional Garrison	Div Gar

11. **Nigerian Army Infantry.**

Airmobile Battalion	Airmob Bn
Amphibious Battalion	Amph Bn
Demonstration Battalion	Demo Bn
Guards Battalion	Gds Bn
Infantry Corps Centre	ICC
Mechanized Battalion	Mech Bn
Mobile Strike Team	MST
Motorcycle Battalion	MC Bn
Motorized Battalion	Mot Bn
Nigerian Army School of Infantry	NASI
Parachute Battalion	Para Bn
Special Forces Battalion	SF Bn

12. **Nigerian Army Armoured Corps.**

Nigerian Army Armour Corps	NAAC
Nigerian Army Armour School	NAAS
Reconnaissance Battalion (Tracked)	Recce Bn (T)
Reconnaissance Battalion (Wheeled)	Recce Bn (W)
Tank Battalion	Tk Bn

13. **Nigerian Army Corps of Artillery.**

Artillery Brigade	AB
Field Battery	Fd Bty

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Field Regiment	Fd Regt
Heavy Regiment	Hy Regt
Light Air Defence Artillery Battery	Lt AD Bty
Locating Battery	Loc Bty
Medium Battery	Med Bty
Medium Regiment	Med Regt
Nigerian Army Corps of Artillery	NACA
Nigerian Army School of Artillery	NASA

14. **Nigerian Army Engineers.**

Amphibious Engineer Squadron	AES
Armoured Brigade Engineer Squadron	ABES
Army Headquarters Engineer Maintenance Group	AHQ EMG
Army Mapping Survey Command	AMSC
Engineer Construction Command	ECC
Engineer Maintenance Regiment	EMR
Engineer Search and Disposal Command	ESADC
Field Engineer Regiment	FER
Field Engineer Squadron	FES
Field Park Squadron	FPS
Nigerian Army Engineers	NAE
Nigerian Army School of Military Engineering	NASME
Sapper Engineer Nigeria Limited	SENL
Support Engineer Regiment	SER
Support Engineer Squadron	SES

15. **Nigerian Army Signals.**

Army Headquarters Signal Regiment	AHQ Sig Regt
Brigade Signal Squadron	Bde Sig Sqn

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Cyber Regiment	Cyber Regt
Divisional Signal Regiment	Div Sig Regt
Nigerian Army School of Signals	NASS
Nigerian Army Signals	NAS
Signal Communication Command	Sigs Comm Comd
Signals Maintenance Command	Sigs Maint Comd
Signals Operations Command	Sigs Ops Comd
Sigs Electronic Warfare Command	Sigs EW Comd
Unmanned Aerial Vehicle Regiment	UAV Regt
16. <u>Nigerian Army Intelligence Corps.</u>	
Military Intelligence Brigade	MIB
Military Intelligence Regiment	MIR
Nigerian Army Intelligence Corps	NAIC
Nigerian Army Intelligence School	NAIS
17. <u>Other Corps and Services.</u>	
Directorate of Army Physical Training	DAPT
Directorate of Army Public Relations	DAPR
Directorate of Army Recruitment Reserve and Resettlement	DARR/R
Directorate of Automated Data Processing (Army)	DADP(A)
Directorate of Chaplain Services (Protestant)	DCS (Prot)
Directorate of Chaplain Services (Roman Catholic)	DCS (RC)
Directorate of Islamic Affairs	DOIA
Directorate of Legal Service (Army)	DLS (A)
Nigerian Army Band Corps	NABC
Nigerian Army Corps of Military Police	NACMP
Nigerian Army Corps of Supply and Transport	NACST
Nigerian Army Education Corps	NAEC

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Nigerian Army Electrical and Mechanical Engineers	NAEME
Nigerian Army Finance Corps	NAFC
Nigerian Army Medical Corps	NAMC
Nigerian Army Ordnance Corps	NAOC
Post Housing Development (Army)	PHD (A)

18. **Static Units and Establishments.**

Ammunition Transit Depot	ATD
Amphibious Training School	ATS
Army Accounts Inspectorate	AAI
Army Central Ammunition Depot Agunu	ACADA
Army Children School	ACS
Army Personnel Pay Office	APPO
Army Reinforcement and Replacement Unit	ARRU
Army School of Physical Training	ASPT
Army War College Nigeria	AWCN
Base Ammunition Depot	BAD
Base Ordnance Depot	BOD
Base Petroleum Reserve Depot	BPRD
Base Vehicle Depot	BVD
Central Ammunition Depot	CAD
Central Medical Stores	CMS
Central Ordnance Depot	COD
Central Petroleum Reserve Depot	CPRD
Central Vehicle Depot	CVD
Command Army Records	CAR
Command Finance Office	CFO
Depot Nigerian Army	Depot NA
Divisional Pay Office	DPO
Divisional Records Office	DRO
Engineer Stores Depot	ESD

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Institute of Army Education	IAE
Manning and Records Office	MRO
Martin Luther Agwai International Leadership and Peacekeeping Centre	MLAILPKC
Medical Reception Station	MRS
Nigerian Army Archives	NA Archives
Nigerian Army Call Information/Call Centre	NA Info/Call Cen
Nigerian Army Catering School	NACS
Nigerian Army College of Logistics	NACOL
Nigerian Army Dog Centre	NA Dog Cen
Nigerian Army Drug Manufacturing Company	NADMC
Nigerian Army Institute of Technology and Environmental Studies	NAITES
Nigerian Army Language Institute	NALI
Nigerian Army Military Hospital	NAMH
Nigerian Army Museum	NA Museum
Nigerian Army Ordnance School	NAOS
Nigerian Army Peace Keeping Centre	NAPKC
Nigerian Army Properties Limited	NAPL
Nigerian Army Reference Hospital	NARH
Nigerian Army Resettlement Centre	NARC
Nigerian Army Resource Centre	NARC
Nigerian Army School of Education	NASE
Nigerian Army School of Electrical and Mechanical Engineers	NASEME
Nigerian Army School of Finance and Accounting	NASFA
Nigerian Army School of Medical Sciences	NASMS
Nigerian Army School of Military Police	NASMP
Nigerian Army School of Music	NASM
Nigerian Army School of Physical Training	NASPT
Nigerian Army School of Public Relations and Information	NASPRI

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Nigerian Army School of Supply and Transport	NASST
Nigerian Army Small Scale Drug Manufacturing Unit	NASDMU
Nigerian Army Special Forces School	NASFS
Nigerian Army Special Vehicle Plant	NASVP
Nigerian Army Systems Development Centre	NASDC
Nigerian Army Training Centre	NATRAC
Nigerian Army University of Technology and Environmental Sciences	NAUTES
Nigerian Army Welfare Insurance Scheme	NAWIS
Nigerian Army Welfare Limited by Guarantee	NAWLG
Nigerian Military School	NMS
Ordinance Transit Depot	OTD
Supply and Transport Foods	ST Foods
Warrant Officers' Academy	WOA

NIGERIAN NAVY

19. The sequence of listing commands, units and establishments is shown along with examples of the different types of commands, groups and units. The sequence is based on the principles.

- a. **Commands**. Commands are listed in order of seniority of the Flag/Navy officer commanding.
- b. **Ships**. Ships are listed in order of seniority of the commanding officers.
- c. **Shore Establishments and Autonomous Units**. Shore establishments and autonomous units are listed in order of seniority of commanding officers and officers in command.

20. **Commands**.

Headquarters Central Naval Command	HQ CNC
Headquarters Eastern Naval Command	HQ ENC
Headquarters Logistics Command	HQ LOG
Headquarters Naval Training Command	HQ NAVTRAC

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Headquarters Western Naval Command	HQ WNC
Naval Headquarters	NHQ

21. **Units (Ships).**

Nigerian Navy Ship ARADU	NNS ARADU
Nigerian Navy Ship THUNDER	NNS THUNDER
Nigerian Navy Ship ZARIA	NNS ZARIA

22. **Shore Establishments and Autonomous Units.**

Admiralty Exchange Limited	AEL
Admiralty Marine Services Limited	AMSL
Admiralty Printing Press Limited	APPL
Admiralty University of Nigeria	ADUN
Barracks Maintenance Unit	BMU
Command Naval Drafting	CND
Fleet Support Elements	FSE
Fleet Support Group	FSG
Fleet Support Unit	FSU
Helicopter Support Group	HSG
Motor Vehicle Maintenance Group	MVMG
Naval Air Base	NAB
Naval Base Lake Chad	NBLC
Naval Building and Construction Company Limited	NBCCL
Naval Dockyard Apprentice School	NDAS
Naval Dockyard Limited	NDL
Naval Doctrine and Assessment Centre	NDAC
Naval Engineering Services Limited	NESL
Naval Flying Unit	NFU
Naval Hotel and Suited Limited	NHSL
Naval Ordnance Depot	NOD
Naval Security Station	NSS

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Naval Shipyard Limited	NSL
Naval Travel and Tour Limited	NTTL
Naval War College of Nigeria	NWCN
Navy Holdings Limited	NHL
Nigerian Naval College	NNC
Nigerian Navy Basic Training School	NNBTS
Nigerian Navy Centre for Education and Training Technology	NNCETT
Nigerian Navy College of Account and Finance	NNCAF
Nigerian Navy Engineering College	NNEC
Nigerian Navy Garment Factory	NNGF
Nigerian Navy Hospital	NNH
Nigerian Navy Hydrographic Office	NNHO
Nigerian Navy Hydrographic School	NNHS
Nigerian Navy Intelligence School	NNIS
Nigerian Navy Logistics College	NNLC
Nigerian Navy Micro Finance Bank Limited	NNMFBL
Nigerian Navy Military School	NNMS
Nigerian Navy Multipurpose Cooperative Society Limited	NNMCSL
Nigerian Navy Primary School	NNPS
Nigerian Navy Provost and Regulating School	NNPRS
Nigerian Navy Reference Hospital	NNRH
Nigerian Navy School of Armament Technology	NNSAT
Nigerian Navy School of Health Science	NNSHS
Nigerian Navy School of Music	NNSM
Nigerian Navy Secondary School	NNSS
Nigerian Navy Ship BEECROFT	NNS BEECROFT
Regional Maritime Awareness Capability Centre	RMACC
Technical Maintenance Workshop	TMW
Technical Store Depot	TSD

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NIGERIAN AIR FORCE

23. The sequence of listing commands, DRUs, groups, wings and units is shown along with examples of the different types of commands, DRUs, groups, wings and units. The sequence is based on the principles.

- a. **Commands.** In order of seniority of the parent commands.
- b. **DRUs, Groups Wings and Units.** In order of seniority of the parent commands, roles and sequence.

24. **Commands.**

Headquarters Air Training Command	HQ ATC
Headquarters Ground Training Command	HQ GTC
Headquarters Logistics Command	HQ LC
Headquarters Mobility Command	HQ MC
Headquarters Nigerian Air Force	HQ NAF
Headquarters Special Operations Command	HQ SOC
Headquarters Tactical Air Command	HQ TAC

25. **DRUs.**

Aeronautical Engineering & Technical Services Limited	AETSL
Air Exposition and International Liaison Secretariat	AILS
Air Force Institute of Technology	AFIT
Air Force Research and Development Centre	AFRDC
Air Force War College/ Air Warfare Centre	AFWC
Communications Depot	CD
National Air Defence Corp	NADC
Nigerian Air Force Camp	NAF Camp
Nigerian Air Force Holding Company	NAFHC
Nigerian Air Force Housing and Construction Company Ltd	NAFHCC
Nigerian Air Force Investment Limited	NAFIL

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Nigerian Air Force Institute of Safety	NAFIS
Nigerian Air Force Mother & Child Hospital	NAF M&C Hosp
Nigerian Air Force Works Centre	NAFWC
Nigerian Air Force Recruitment Centre	NAF RC
Pay and Accounting Group	PAG
Presidential Air Fleet	PAF
Personnel Management Group	PMG
Air Force Military School	AFMS
Provost Investigation Group	PIG
Quick Response Force	QRF
Strategic Intelligence Group	SIG

26. **Groups.**

Air Combat Training Group	ACTG
Air Defence Group	ADG
Air Maritime Group	AMG
Air Traffic Services and Training Centre	ATSTC
Air Transport Group	ATG
Aircraft Maintenance Depot	ACMD
Aircraft Maintenance Depot	ACMD
Base Services Group	BSG
Central Armament Depot	CAD
Combat Reconnaissance Group	CRG
Combat Search and Rescue Group	CSARG
Communications Group	Comms Gp
Composite Group	CG
Engineering Group	Engr Gp
Equipment Supply Depot	ESD
Executive Airlift Group	EAG
Flying Training School	FTS
Forward Operational Base	FOB

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Heavy Airlift Group	HAG
Helicopter Combat Training Group	HCTG
Intelligence Surveillance and Reconnaissance Group	ISR Gp
Logistics Group	Log Gp
Medium Airlift Group	MAG
Military Training Centre	MTC
National Air Defence Corps	NADC
Nigerian Air Force Central Avionics and Calibration Centre	NAF CAOCC
Nigerian Air Force Detachment	NAF Det
Nigerian Air Force Hospital	NAFH
Nigerian Air Force Recruitment Centre	NAFRC
Nigerian Air Force School of Intelligence	NAFSAINT
Nigerian Air Force Works Centre	NAFWC
Pay and Accounting Group	PAG
Personnel Management Group	PMG
Quick Response Group	QRG
Regiment Training Centre	RTC
Regiment Training Group	RTG
Special Investigation Group	SIG
Special Mobility Group	SMG
Special Operations Group	SOG
Strike Group	STG
Unmanned Aerial Vehicle Group	UAVG

27. **Wings.**

Admin Services Wing	ASW
Air Defence Wing	ADW
Armament Maintenance Centre	AMC
Base Services Wing	BSW
Basic Flying Training Wing	BFTW

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Engineering Wing	Engr Wg
Logistics Wing	Log Wg
Military Flying Wing	MFW
Nigerian Air Force K-9 Wing	NAF K-9 Wg
Operations Support Wing	OSW
Personnel and Support Services Wing	PSSW
Personnel Service Wing	PSW
Primary Flying Training Wing	PFTW
Provost Wing	Prov Wg
Quick Response Force	QRF
Quick Response Wing	QRW
Regiment Wing	Regt Wg
Strike Wing	STW
Technical Supply Wing	TSW
Works and Services Wing	WSW

28. **Units (Squadrons).** All flying squadrons in the numerical order and then other squadrons in their alphabetical order.

SECTION 2 - RANKS, APPOINTMENTS AND BRANCHES

ARMY

29. **Ranks.**

Field Marshal	FM
General	Gen
Lieutenant General	Lt Gen
Major General	Maj Gen
Brigadier General	Brig Gen
Colonel	Col
Lieutenant Colonel	Lt Col
Major	Maj
Captain	Capt

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Lieutenant	Lt
Second Lieutenant	2Lt
Cadet	Cdt
Army Warrant Officer	AWO
Master Warrant Officer	MWO
Warrant Officer	WO
Regimental Sergeant Major	RSM
Staff Sergeant	SSgt
Sergeant	Sgt
Bombardier	Bdr
Corporal	Cpl
Lance Corporal	LCpl
Bandsman	Bdsm
Craftsman	Cfn
Driver	Dvr
Drummer	Dmr
Guardisman	GDSM
Gunner	Gnr
Musician	Musn
Pioneer	Pnr
Private	Pte
Rifleman	Rfn
Sapper	Spr
Signalman	Sigman
Trooper	Tpr

30. **Appointments.**

Adjutant	Adjt
Aide-de-Camp, Air Defence Commander	ADC
Ammunition Technical Officer	ATO
Artificer	Art

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Assistant Chief of Staff Administration	ACOS G1
Battery Captain	BK
Battery Commander	BC
Battery Quartermaster Sergeant	BQMS
Battery Sergeant Major	BSM
Brigade Air Liaison Officer	BALO
Brigade Artillery Intelligence Officer	BAIO
Brigade Electrical and Mechanical Engineer	BEME
Brigade Imam	Bde Imam
Brigade Major	BM
Brigade Ordnance Officer	BOO
Brigade Transport Officer	BTO
Chief Imam of the Forces	CIF
Chief Instructor	CI
Chief of Administration (Army)	COA(A)
Chief of Army Staff	COAS
Chief of Army Standards and Evaluation	CASE
Chief of Civil Military Affairs	CCMA
Chief of Defence Staff	CDS
Chief of Logistics (Army)	COLOG(A)
Chief of Policy and Plans (Army)	COPP(A)
Chief of Projects and Programmes	CPP
Chief of Staff	COS
Less senior appointments are further sub-divided into assistants and deputies who may also perform G1-G9 duties, for examples:	
Chief of Operations (Army)	COPS (A)
Chief of Training (Army)	COT (A)
Chief of Transformation and Innovation (Army)	COTI (A)
Commandant	Comdt
Commander Account and Budget (Army)	CAB (A)
Commander Armoured Corps	CAC

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Commander Artillery Brigade	CABde
Commander Divisional Electrical and Mechanical Engineer	CDEME
Commander Corps of Artillery	CCA
Commander Corps of Engineers	CCE
Commander Corps of Signal	CCS
Commander Divisional Supply and Transport	CDST
Commander Engineer Brigade	CEB
Commander Infantry Corps	CIC
Commander Signals Brigade	CSB
Commander	Comd
Commander-in-Chief	C-in-C
Commanding Officer	CO
Company Quartermaster Sergeant	CQMS
Company Sergeant Major	CSM
Corps Commander Medical	CCM
Defence Attache, Defence Adviser	DA
Deputy Chief of Staff	DCOS
Director (in titles):	
Director Department of Land Warfare	D DLW
Director of Army Education	DA Ed
Director of Army Equipment (Operational Requirements)	DAE(OR)
Director of Army Legal Services	DALS
Director of Army Physical Training	DAPT
Director of Chaplain Services (Roman Catholic)	DCS(RC)
Director of Chaplaincy Services (Protestant)	DCS(Prot)
Director of Clothing and Stores (Army)	DCS(A)
Director of Electrical and Mechanical Engineer	DEME
Director of Engineer Services (Army)	DES(A)
Director of Equipment Management (Army)	DEM(A)

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Director of Innovation	D Innovation
Director of Islamic Affairs	DOIA
Director of Lesson Learnt	DLL
Director of Logistics Planning	DLP
Director of Manning (Army)	DM(A)
Director of Military Manuals/Combat Development	DMM/CD
Director of Movements (Army)	D Mov(A)
Director of Music (Army)	DOM(A)
Director of Ordnance Services (Army)	DOS(A)
Director of Peacekeeping Operations	D PKO
Director of Personnel Services (Army)	DPS(A)
Director of Plans	D Plans
Director of Policy	D Pcy
Director of Safety and Evaluation	DSE
Director of Standards and Combat Readiness	DSCR
Director of Supply and Transport	DST
Director of Training	DOT
Director of Transformation (Army)	D Trans(A)
Director of Records	DOR
Divisional Air Liaison Officer	DALO
Divisional Artillery Intelligence Officer	DAIO
Divisional Imam	Div Imam
Foreman of Signals	F of S
General Officer Commanding	GOC
Inspector of Gunnery	IG
Inspector of Nigeria Army Ammunition	INAA
Intelligence Officer	IO
Liaison Officer	LO
Mechanical Transport Officer	MTO
Medical Officer	MO
Military Assistant, Military Attache, Military	

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Adviser	MA
Military Intelligence Liaison Officer	MILO
Military Secretary (Army)	MS(A)
Mortar Fire Controller	MFC
Non-Commissioned Officer	NCO
Officer Commanding	OC
Paymaster	Pmr
Personal Assistant	PA
Physical Training Instructor	PTI
Provost Marshal	PM
Public Relations Officer	PRO
Quartermaster	QM
Regimental Medical Officer	RMO
Regimental Quartermaster Sergeant	RQMS
Regimental Sergeant Major	RSM
Regimental Signal Officer	RSO
Second-in-Command	2IC
Secretary	Sec
Senior Instructor	SI
Squadron Quartermaster Sergeant	SQMS
Squadron Sergeant Major	SSM
Staff Sergeant Instructor	SSI
Superintendent	Supt
Technical Quartermaster Sergeant	TQMS
Technical Staff Officer	TSO
Transport Officer	TO
Unit Education Officer	Unit Edn Offr
Unit Emplaning Officer	UEO
Yeoman of Signals	Y of S

Less senior appointments are further sub-divided into assistants

RESTRICTED

and deputies, for example:

Assistant Director of Army Chaplaincy Services (Protestant)	ADCS(P)
Assistant Director of Army Legal Services	ADALS
Assistant Director of Army Medical Corps	ADAMC
Assistant Director of Chaplaincy Services (Roman Catholic)	ADCS(RC)
Assistant Director of Ordinance Services	ADOS
Deputy Assistant Director of Army Legal Services	DADALS
Deputy Director of Ordinance Services	DDOS
Deputy Director Supply and Transport	DDST

31. **Corps and Departments.**

Armoured	Armd
Army Public Relations	APR
Artillery	Arty
Chaplain	Chap
Education	Edn
Engineers	Engrs
Infantry	Inf
Intelligence	Int
Medical	Med
Military Secretary	MS
Nigerian Army Electrical and Mechanical Engineering	NAEME
Operations	Ops
Parachute	Para
Provost	Prov
Security	Sy
Signals	Sigs
Staff Duties	SD
Survey	Svy

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Training	Trg
Transport	Tpt

NAVY

32. Ranks.

Admiral of the Fleet Admiral	AF Adm
Vice Admiral	V Adm
Rear Admiral	R Adm
Commodore	Cdre
Captain	Capt
Commander	Cdr
Lieutenant Commander	Lt Cdr
Lieutenant	Lt
Sub Lieutenant	SLt
Midshipman	Mid
Cadet	Cdt
Navy Warrant Officer	NWO
Master Warrant Officer	MWO
Warrant Officer	WO
Petty Officer	PO
Leading Seaman	LS
Able Seaman	AB
Seaman	SM
Ordinary Seaman	OS

33. Appointments.

Admiral Superintendent Naval Dockyard Limited	ASNDL
Admiral Superintendent Naval Doctrine and Assessment	ASNDAC
Admiral Superintendent Naval Ordnance Depot	ASNOD
Admiral Superintendent Naval Shipyard Limited	ASNSL
Armament Stores Officer	ASO

RESTRICTED

Assistant Command Technical Officer	Asst CTO
Base Account and Budget Officer	BABO
Base Administrative Officer	BAO
Base Logistics Officer	BLOGO
Base Medical Officer	BMO
Base Operations Officer	BOO
Base Security Officer	B Sy O
Base Shipwright Officer	B Spt O
Base Technical Officer	BTO
Chief of Accounts and Budget	CAB
Chief of Administration	COA
Chief of Naval Engineering	CONE
Chief of Logistics	COL
Chief of Naval Standards and Safety	CNASS
Chief of Naval Transformation	CNTRANS
Chief of Policy and Plans	CPPLANS
Chief of the Naval Staff	CNS
Chief of Training and Operations	CTOPS
Chief Staff Officer	CSO
Command Education Officer	CEDO
Command Information and Communication Technology Officer	CITO
Command Logistics Officer	CLO
Command Materiel Officer	CMATO
Command Medical Officer	CMO
Command Operations Officer	COO
Commandant Nigerian Navy Secondary School	Comdt NNSS
Commander NNS BEECROFT	Comd BEECROFT
Commanding Officer NNS ... or FOB ... for example: NNS BURUTU	CO BURUTU
FOB IBAKA	CO IBAKA

RESTRICTED

Command Information Officer	CINFO
Command Intelligence Officer	CINTO
Command Technical Officer	CTO
Command Training Officer	CTRO
Commander Fleet Support Group	Comd FSG
Construction Manager	CONST MAN
Director of Combat Policy and Tactics	DCPT
Director of Communication and Information Technology	DCIT
Director of Medical Services	DMS
Director of Music	DOM
Director of Naval Education	DNED
Director of Naval Information	DINFO
Director of Naval Intelligence	DNI
Director of Operations	DOPS
Director of Training	DOT
Electrical Manager	ELECT MAN
Engineering Manager	ENG MAN
Executive Officer	XO
Explosive Accounting Officer	EAO
Flag Officer Commanding Central Naval Command	FOC CEN
Flag Officer Commanding Eastern Naval Command	FOC EAST
Flag Officer Commanding Naval Doctrine Command	FOC NAVDOC
Flag Officer Commanding Logistics Command	FOC LOG
Flag Officer Commanding Naval Training Command	FOC NAVTRAC
Flag Officer Commanding Western Naval Command	FOC WEST
Flag Officer Commanding	FOC

RESTRICTED

Fleet Commander	FC
Fleet Medical Officer	FMO
Fleet Operations Officer	FOO
Naval Armament Store Officer	NASO
Naval Provost Marshal	NPM
Navy Secretary	NAVSEC
Officer Conducting Exercise	OCE
Officer in Charge Fleet Support Unit	OIC FSU
Officer in Charge Motor Vehicle Maintenance Group	OIC MVMG
Officer in Charge Wireless Telegraphy Centre	OIC WT
Officer in Tactical Command	OTC
Ship Information and Communication Technology Officer	SCITO
Senior Officer Sea Training	SOST
Staff Officer Accounts	SO (Accts)
Staff Officer Air Arm	SO Air
Staff Officer Budget	SO (Budget)
Staff Officer Communication	SO (Comm)
Staff Officer Construction	SO (Const)
Staff Officer Electrical	SO (Elect)
Staff Officer Hydrography	SO (Hydro)
Staff Officer Movement	SO (Mov)
Staff Officer Stores	SO (S)
Staff Officer Torpedo and Anti-Submarine	SO (TAS)

AIR FORCE

34. **Ranks.**

Marshal of the Nigerian Air Force	MNAF
Air Chief Marshal	Air Chf Mshl
Air Marshal	Air Mshl
Air Vice Marshal	AVM

RESTRICTED

Air Commodore	Air Cdre
Group Captain	Gp Capt
Wing Commander	Wg Cdr
Squadron Leader	Sqn Ldr
Flight Lieutenant	Flt Lt
Flying Officer	Fg Offr
Pilot Officer	Plt Offr
Cadet	Cdt
Air Warrant Officer	AWO
Master Warrant Officer	MWO
Warrant Officer	WO
Flight Sergeant	FS
Sergeant	Sgt
Corporal	Cpl
Lance Corporal	LCpl
Aircraftman/Aircraftmen	ACM
Aircraftwoman/Aircraftwomen	ACW

35. **Appointments.**

Air Assistant	AA
Air Secretary	Air Sec
Assistant Director (HQ NAF level)	AD
Chief of Accounts and Budget	CAB
Chief of Administration	COA
Chief of Aircraft Engineering	CACe
Chief of Communications and Information Systems	CCIS
Chief of Logistics	CLOG
Chief of Medical Services	CMS
Chief of Policy and Plans	COPP
Chief of Staff	COS

RESTRICTED

Chief of Standards and Evaluation	COSE
Chief of the Air Staff	CAS
Chief of Training and Operations	CTOP
Commandant	Comdt
Commander	Comd
Director General	DG
Director of Administration	DOA
Director of Air Engineering	DAE
Director of Aircraft and Quality Assurance	DAQA
Director of Armament	DOARM
Director of Civil Military Relations	DCMR
Director of Clinical Services	DCS
Director of Evaluation	DOEVAL
Director of Finance	DOF
Director of Humanitarian Services	DHS
Director of Manuals	DOM
Director of Medical Services	DMS
Director of Nigerian Air Force Transformation	DNT
Director of Operation	DOO
Director of Personnel Management	DPM
Director of Plans	DOPLANS
Director of Policy	DOPOL
Director of Procurement	DPROC
Director of Recruitment, Resettlement and Reserve	DRRR
Director of Safety	DOSAF
Director of Training	DOT
Principal (in staff appts)	P
Principal Air Staff Officer	PASO
Principal Staff Officer	PSO
Project Implementation and Monitoring Team	

RESTRICTED

Coordinator	PIMT Coord
Provost Marshal	PM
Senior (in staff appts)	S
Senior Medical Officer	SMO
Station Commander	Stn Comd
Station Warrant Officer	SWO

36. **Branches.**

Accounts and Budget	A&B
Administration	Admin
Air Secretary	Air Sec
Aircraft Engineering	AcE
Communications and Information Systems	CIS
Logistics	Log
Medical Services	MS
Policy & Plans	Pol & Plans
Standards and Evaluation	Std & Eval
Training and Operations	Trg & Ops

37. **Trades.**

Administration/Personnel	Admin/Pers
Air Traffic Services	ATS
Aircraft Engineering	Ac Engr
Armament	Armt
Catering	Cat
Chaplain	Chap
Communications	Comms
Computer	Comp
Defence	Def
Dental	Dent
Electrical Engineering	Elect Engr
Fighter Control	FC

RESTRICTED

Fire Services	Fire Svcs
General Duties	GD
Ground Defence	Grd Def
Marine	Mar
Mechanical Engineering	Mech Engr
Nigerian Air Force Regiment	NAF Regt
Pilot	Plt
Works Services	WS

SECTION 3 - DISTINGUISHING LETTERS

38. The reference source of abbreviations for the names of States of Nigeria and countries of the world is the International Organization for Standardization (ISO) ISO 3166-1 alpha-2 country codes. The ISO 3166 code is used to define internationally recognised codes of letters used for referring to countries and their subdivisions.

39. **Nigerian States and Federal Capital Territory.**

Abia	AB
Adamawa	AD
Akwa Ibom	AK
Anambra	AN
Bauchi	BA
Bayelsa	BY
Benue	BE
Borno	BO
Cross River	CR
Delta	DE
Ebonyi	EB
Edo	ED
Ekiti	EK
Enugu	EN

RESTRICTED

Gombe	GO
Imo	IM
Jigawa	JI
Kaduna	KD
Kano	KN
Katsina	KT
Kebbi	KE
Kogi	KO
Kwara	KW
Lagos	LA
Nasarawa	NA
Niger	NI
Ogun	OG
Ondo	ON
Osun	OS
Oyo	OY
Plateau	PL
Rivers	RI
Sokoto	SO
Taraba	TA
Yobe	YO
Zamfara	ZA
Federal Capital Territory	FC

40. **African Countries.**

Algeria	DZ
Angola	AO
Benin	BJ
Botswana	BW
Burkina Faso	BF
Burundi	BI

RESTRICTED

Cameroon	CM
Cape Verde	CV
Central African Republic	CF
Chad	TD
Comoros	KM
Congo	CG
Democratic Republic of the Congo	CD
Cote d'Ivoire	CI
Djibouti	DJ
Egypt	EG
Equatorial Guinea	GQ
Eritrea	ER
Eswatini (Formally Swaziland)	SZ
Ethiopia	ET
Gabon	GA
Gambia	GM
Ghana	GH
Guinea	GN
Guinea-Bissau	GW
Kenya	KE
Lesotho	LS
Liberia	LR
Libya	LY
Madagascar	MG
Malawi	MW
Mali	ML
Mauritania	MR
Mauritius	MU
Morocco	MA
Mozambique	MZ
Namibia	NA

RESTRICTED

Niger	NE
Nigeria	NG
Rwanda	RW
Sao Tome and Principe	ST
Senegal	SN
Seychelles	SC
Sierra Leone	SL
Somalia	SO
South Africa	ZA
South Sudan	SS
Sudan	SD
Tanzania	TZ
Togo	TG
Tunisia	TN
Uganda	UG
Zambia	ZM
Zimbabwe	ZW

41. **Dependencies and other Territories in Africa.**

Mayotte (France)	YT
Reunion (France)	RE
Saint Helena, Ascension and Tristan de Cuhna (UK)	SH
Western Sahara	EH

42. **Other Countries of the World.**

Afghanistan	AF
Albania	AL
American Samoa	AS
Andorra	AD
Anguilla	AI
Antarctica	AQ
Antigua and Barbuda	AG

RESTRICTED

Argentina	AR
Armenia	AM
Aruba	AW
Australia	AU
Austria	AT
Azerbaijan	AZ
Bahamas	BS
Bahrain	BH
Bangladesh	BD
Barbados	BB
Belarus	BY
Belgium	BE
Belize	BZ
Bermuda	BM
Bhutan	BT
Bolivia	BO
Bonaire	BQ
Bosnia and Herzegovina	BA
Bouvet Island	BV
Brazil	BR
British Indian Ocean Territory	IO
Brunei Darussalam	BN
Bulgaria	BG
Cambodia	KH
Canada	CA
Cayman Islands	KY
Chile	CL
China	CN
Christmas Island	CX
Cocos (Keeling) Islands	CC
Colombia	CO

RESTRICTED

Cook Islands	CK
Costa Rica	CR
Croatia	HR
Cuba	CU
Curacao	CW
Cyprus	CY
Czech Republic	CZ
Denmark	DK
Djibouti	DJ
Dominica	DM
Dominican Republic	DO
Ecuador	EC
El Salvador	SV
Estonia	EE
Falkland Islands (Malvinas)	FK
Faroe Islands	FO
Fiji	FJ
Finland	FI
France	FR
French Guiana	GF
French Polynesia	PF
French Southern Territories	TF
Georgia	GE
Germany	DE
Gibraltar	GI
Greece	GR
Greenland	GL
Grenada	GD
Guadeloupe	GP
Guam	GU
Guatemala	GT

RESTRICTED

Guernsey	GG
Guyana	GY
Haiti	HT
Heard Island and McDonald Islands	HM
Honduras	HN
Hong Kong	HK
Hungary	HU
Iceland	IS
India	IN
Indonesia	ID
Iran	IR
Iraq	IQ
Ireland	IE
Isle of Man	IM
Israel	IL
Italy	IT
Jamaica	JM
Japan	JP
Jersey	JE
Jordan	JO
Kazakhstan	KZ
Kiribati	KI
Democratic People's Republic of Korea	KP
Republic of Korea	KR
Kuwait	KW
Kyrgyzstan	KG
Lao	LA
Latvia	LV
Lebanon	LB
Liechtenstein	LI
Lithuania	LT

RESTRICTED

Luxembourg	LU
Macao	MO
Macedonia	MK
Malaysia	MY
Maldives	MV
Malta	MT
Marshall Islands	MH
Martinique	MQ
Mexico	MX
Micronesia	FM
Moldova	MD
Monaco	MC
Mongolia	MN
Montenegro	ME
Montserrat	MS
Myanmar	MM
Nauru	NR
Nepal	NP
Netherlands	NL
New Caledonia	NC
New Zealand	NZ
Nicaragua	NI
Niue	NU
Norfolk Island	NF
Northern Mariana Islands	MP
Norway	NO
Oman	OM
Pakistan	PK
Palau	PW
Palestine	PS
Panama	PA

RESTRICTED

Papua New Guinea	PG
Paraguay	PY
Peru	PE
Philippines	PH
Pitcairn	PN
Poland	PL
Portugal	PT
Puerto Rico	PR
Qatar	QA
Romania	RO
Russian Federation	RU
Saint Barthelemy	BL
Saint Kitts and Nevis	KN
Saint Lucia	LC
Saint Martin (French part)	MF
Saint Pierre and Miquelon	PM
Saint Vincent and the Grenadines	VC
Samoa	WS
San Marino	SM
Saudi Arabia	SA
Serbia	RS
Singapore	SG
Sint Maarten (Dutch part)	SX
Slovakia	SK
Slovenia	SI
Solomon Islands	SB
South Georgia and the South Sandwich Islands	GS
Spain	ES
Sri Lanka	LK
Suriname	SR
Svalbard and Jan Mayen	SJ

RESTRICTED

Sweden	SE
Switzerland	CH
Syria	SY
Taiwan	TW
Tajikistan	TJ
Thailand	TH
Timor-Leste	TL
Tokelau	TK
Tonga	TO
Trinidad and Tobago	TT
Turkey	TR
Turkmenistan	TM
Turks and Caicos Islands	TC
Tuvalu	TV
Ukraine	UA
United Arab Emirates	AE
United Kingdom	UK
United States	US
United States Minor Outlying Islands	UM
Uruguay	UY
Uzbekistan	UZ
Vanuatu	VU
Vatican City State (Holy See)	VA
Venezuela	VE
Viet Nam	VN
Virgin Islands (British)	VG
Virgin Islands (US)	VI
Wallis and Futuna	WF
Yemen	YE

RESTRICTED

SECTION 4 - GENERAL ABBREVIATIONS

43. Abbreviations.

Abbreviation	abbr
Above Named	A/N
Above Sea Level	asl
Above Water Warfare	AWW
Absent Without Leave	AWOL
Accommodation	accn
Accordingly	accdly
Account(s)(ing)Accountant	acct
Accounts and Budget	A & B
Acknowledge(d)(ment)	Ack
Acting (with abbreviated title)	Ag
Action Data Automation	ADA
Action Information Organisation	AIO
Actual Time of Arrival	ATA
Additional	addl
Address Indicator Group	AIG
Adjutant	Adjt
Adjutant General	AG
Adjutant General's Branch	A
Administration (Staff Branch)	G1
Administrative Area Control Centre	AACC
Administrative Order	Admin O
Administrative/Administration/Administrator	admin
Admiral	Adm
Admiral of the Fleet	AF
Admiralty Exchange Limited	AEL
Admiralty Marine Services Limited	AMSL
Admiralty Printing Press Limited	APPL

RESTRICTED

Admiralty Suites Kaduna	ASK
Admiralty University of Nigeria	ADUN
Admission	adm
Advance Inspection Exercise	AIE
Advance(d), Advancing	adv
Advanced Dressing Station	ADS
Adversary	Advy
Aeromedical Evacuation Unit	AEU
Aide-de-camp; Air Defence Commander	ADC
Air Adviser/Attache; Anti-Aircraft	AA
Air Commodore	Air Cdre
Air Component Commander	ACC
Air Contact Officer; Air Cash Office	ACO
Air Control Centre; Army Catering Corps	ACC
Air Control Team	ACT
Air Defence Area	ADA
Air Defence Artillery	ADA
Air Defence Artillery Command	ADAC
Air Defence Centre/Commander; Aide-de-Camp	ADC
Air Defence Control Centre	ADCC
Air Defence Control Unit	ADCU
Air Defence Exercise	ADEX
Air Defence Ground Environment	ADGE
Air Defence Identification Zone	ADIZ
Air Defence Notification Centre	ADNC
Air Defence Operation Centre	ADOC
Air Defence Unit	ADU
Air Defence/Despatch/Army Department	AD
Air Force Institute of Technology	AFIT
Air Intercept (radar)	AI
Air Liaison Net	ALN

RESTRICTED

Air Liaison Officer	ALO
Air Marshal	Air Mshl
Air Mobility Corridor	AMC
Air Mounting Centre	AMC
Air Observation Post	AOP
Air Officer Commanding	AOC
Air Officer in charge of Logistics	AOL
Air Officer in charge of Personnel	AOP
Air Publication/Armour Piercing	AP
Air Raid Reporting and Control Centre	ARRCC
Air Raid Reporting Net	ARRN
Air Raid Reporting Officer	ARRO
Air Reporting Net	ARN
Air Support Officer	ASO
Air Support Operations Centre	ASOC
Air to Air Guided Weapon	AAGW
Air to Air Missile	AAM
Air to Air Refuelling	AAR
Air to Surface Guided Weapon	ASGW
Air to Surface Missile; Artificer Sergeant Major	ASM
Air Traffic Control	ATC
Air Traffic Control Centre	ATCC
Air Transport and Movement Officer	ATMO
Air Transport Liaison (net)	ATL
Air Transport Liaison Officer	ATLO
Air Transport Movement Control Centre	ATMCC
Air Transport Operation Centre	ATOC
Air Transport Request Message	ATRM
Air Vice Marshal	AVM
Airborne	AB
Airborne Early Warning	AEW

RESTRICTED

Airborne Force Liaison Officer	AFLO
Airborne Warning and Control System	AWACS
Aircraft	ac
Aircraft Maintenance Group (EME)	AMG
Aircraft on ground	AOG
Aircraft Servicing Platform	ASP
Aircraft State	ACSTAT
Aircraft Woman	ACW
Aircraftman	ACM
Airfield Damage Repair	ADR
Airhead Maintenance Area	AMA
Airmobile	Airmob
Airportable	airptbl
Airportable Brigade	APB
Airtrooper	Airtpt
Allocate(d)/allocating/allocation	alloc
Allotment	almt
Allowance	allce
All-up-weight	AUW
All-weather Fighter	AWF
Alternate/Alternative	altn
Ambulance	amb
Amendment	amdt
Ammunition	ammo
Ammunition Point; Armour Piercing; Air Publication	AP
Ammunition Technical Officer	ATO
Amphibious	amph
Amphibious Beach Unit	ABU
Amphibious Command Control and Communication Exercise	ACCCEX
Amphibious Forces Notes and Orders	AFNO

RESTRICTED

Amphibious Operations Officer	AOO
Amplitude Modulation	AM
Anti Personnel	A pers
Anti- Terrorist	Aterr
Anti-Air Warfare	AAW
Anti-Air Warfare Coordinator	AAWC
Anti-Aircraft	AA
Anti-Ballistic Missile	ABM
Anti-Radar	AR
Anti-Radiation Missile	ARM
Anti-Submarine Warfare	ASW
Anti-Submarine Warfare Air Control Ship	ASWACS
Anti-Surface Warfare	ASuW
Anti-Tank	atk
Anti-Tank Guided Weapon	ATGW
Anti-Tank Missiles	ATM
Anti-Terrorist	A terr
Appear	apr
Appendix	appx
Appoint(ed)(ing)(ment)	appt
Appreciation	appr
Apprentice	appce
Appropriate Superior Authority	ASA
Approximation	approx
Area of Influence	AOL
Area of Intelligence Interest	AOII
Area of Interest	AOI
Area of Responsibility	AOR
Area Transport and Movement Officer	ATMO
Armament Depot	AD
Armament/Armourer	Arm

RESTRICTED

Armed Forces Act	AFA
Armour	Armr
Armoured Command Vehicle	ACV
Armoured Fighting Vehicle	AFV
Armoured Personnel Carrier	APC
Armoured Piercing	AP
Armoured Piercing Discarding Sabot	APDS
Armoured Recovery Vehicle	ARV
Armoured Vehicle Launched Bridge	AVLB
Army Aviation	A Avn
Army Helicopter	AH
Artificer	art
Artillery	Arty
Artillery Manoeuvre Area	AMA
Artillery Reserved Area	ARA
As Soon As Possible	ASAP
Assault	asslt
Assembly	assy
Assign(ed)(ment)	asg
Assist(ant)(ance)(ed)	asst
Assistant (in title)	A
Asymmetric	assym
Attach(ed)(ment)	att
Attack(ing)(ed)	atrk
Attention	attn
Authority/Authorize(d)	Auth
Automatic Data Processing System	ADPS
Available	aval
Avenue of Approach	AA
Aviation	avn
Aviation Gasoline	AV GAS

RESTRICTED

Aviation Turbine Fuel	AV TUR
Axis of Advance/Angle of Attack	A of A
Azimuth	az
Back Loading Point	BLP
Ballistic Missiles	BM
Ballistic Missiles Early Warning System	BMEWS
Bandsman	Bdms
Barracks	Bks
Barracks Maintenance Unit	BMU
Base Vehicle Depot	BVD
Battalion	bn
Battery	by
Battery Captain	BK
Battery Commander	BC
Battery Commander Post	BCP
Battery Group	BG
Battery Quartermaster Sergeant	BQMS
Battery Sergeant Major	BSM
Battle Casualty Replacement	BCR
Battle Group	BG
Battlefield Area Evaluation	BAE
Beach Armoured Recovery Vehicle	BARV
Beach Master Net	BMN
Beach-Head	Bhd
Beyond Economic Repair	BER
Beyond Local Repair	BLR
Beyond Repair	BR
Biological Chemical Weapon Disposal	BCWD
Biological Warfare	BW
Block	blk
Blood Supply Unit	BSU

RESTRICTED

Bomb Disposal	BD
Bomb Line	BL
Bomb/Battle Damage Assessment	BDA
Bombardier	bdr
Bomber (Aircraft)	B
Bombing Navigation System	BNS
Bombing Report	BOMBREP
Book of Reference	BR
Bound	bd
Boundary	bdry
Bravo Zulu	BZ
Bridge; bridging	br
Briefing	bfg
Briefing and Liaison Team	BLT
Brigade	bde
Brigade Administrative Area	BAA
Brigade Air Support Operation Centre	BASOC
Brigade Maintenance Area	BMA
Brigade Support Group/Base Services Group	BSG
Brigadier	Brig
Bring Forward	BF
Bring Up	BU
British Military Advisory Training Team	BMATT
Bugler	Bug
Building	Bldg
Bulk Breaking point	BBP
Bulk Issue Store	BIS
Cadet	Cdt
Calculate(ing)(ion)	cal
Calibrate/Calibration: Calorie	cal
Camouflage (d)	cam

RESTRICTED

Cantonment	cant
Captain	Capt
Care and Maintenance	C & M
Carrier	Cair
Casualty	cas
Casualty Collecting Post	CCP
Casualty Evacuation	CASEVAC
Category	cat
Catering	cat
Cavalry	cav
Centimetre (s)	cm
Central	cen
Central Ammunition Depot	CAD
Central Line	CL
Central Medical Establishment	CME
Central Mess Party; Civilian Medical Practitioner	CMP
Central Ordnance Depot	COD
Central Vehicle Depot	CDV
Central Volunteer Headquarters	CVHQ
Centre of Gravity	CoG
Chairman	Chmn
Chaplain	Chap
Chemical Warfare	CW
Chemical, Chemistry	Chem
Chief	Ch
Chief Clerk	CC
Chief Engineer	CE
Chief of Army Staff	COAS
Chief of Defence Staff	CDS
Chief of Staff	COS
Chief of Staff Committee	COSC

RESTRICTED

Chief of Staff Secretariat	COSSEC
Chief of the Air Staff	CAS
Chief of the General Staff	CGS
Chief of the Naval Staff	CNS
Chief Petty Officer	CPO
Chief Signal (s) Officer; Chief Staff Officer	COS
Chief Technician	Ch Tech
Chief Transport and Movement Officer	CTMO
Circuit	cct
Circular Error Probable	CEP
Civil Affairs	CA
Civil Defence	CD
Civil Military Cooperation	CIMIC
Civil Police	Civpol
Civilian	Civ
Class classify (ied) classification	cl
Clerk	clk
Close Air Picture	CLAP
Close Air Supply Communications Exercise	CASCOMEX
Close Air Support	CAS
Close Protection	CP
Close Support	CS
Clothing and Stores Branch	CSB
Cluster Bomb Unit	CBU
Collective Protection	colpro
Colonel	Col
Colour Sergeant	CSgt
Column	colm
Combat	cbt
Combat Air Patrol/Company Aid Post	CAP
Combat Command	CC

RESTRICTED

Combat Engineer Tractor	CET
Combat Service Support	CSS
Combat Service Support Orders	CSSO
Combat Supplies	C Sups
Combat Support	CS
Combat Team	CT
Combat Vehicle Reconnaissance (Tracked)	CVR(T)
Combat Vehicle Reconnaissance (Wheeled)	CVR(W)
Combat Zone	Cbt Zn
Combine	comb
Combined Arms	CA
Command (er)(ing)(s)	Comd
Command Accountant	CA
Command and Control	C2
Command, Control and Communications	C3
Command, Control, Communications and Computers	C4
Command Finance Office	CFO
Command Post	CP
Command Post Exercise	CPX
Command Supply Officer (NAF)	C Sup O
Command, Control and Intelligence	C2I
Commandant	Comdt
Commander in Chief Fleet	CINCFLEET
Commander in Chief	C in C
Commanders in Chief	C in Cs
Commander Joint Task Force	CJTF
Commander Land Forces	CLF
Commander Mine Countermeasures Squadron	CMC...(No of Sqn)
Commander(Rank)	Cdr
Commander's Critical Information Requirement	CCIR
Commanding Officer	CO

RESTRICTED

Commando	cdo
Committee	ctee
Commodore	Cdre
Common Tactical Grid	CTG
Communicate/Communication	Comm
Communication (used in appointment)	C
Communication Centre	COMMCEN
Communication Electronic Instruction	CEI
Communication Head	COMMHD
Communication Intelligence	COMMINT
Communication Plan	COMMPLAN
Communication Security	COMSY
Communication Zone	Comm Z
Communications and Information System	CIS
Communications and Information System (Staff Branch)	G6
Communications Control Centre	CCC
Company	coy
Company Quartermaster Sergeant	CQMS
Company Sergeant Major	CSM
Complete Equipment Schedule	CES
Composite	Comp
Composite Maintenance Group	CMG
Composite rations	compo rat
Composition	composn
Computer Assisted Action Information System	CAAIS
Concentrate (d) concentration	conc
Concept of Operations	CONOPS
Conference	Conf
Confidential	Confid
Confirm (ed) (ing) (ation) Confirmatory	cfm

RESTRICTED

Construct (ed) (ion) (or)	const
Contingency Rear link	CRL
Continue (d) Continuing/Continuation	cont
Control (led) (ler) (ling) (s)	con
Control and Reporting Centre	CRC
Control Engineer (ships); Chief Engineer	CE
Controller Aircraft	CA
Convalesce (nt)	conv
Conventional Munition Disposal	CMD
Coordinate (d) Coordinating/Coordinator	Coord
Corona Virus Disease	COVID
Corporal	Cpl
Corporate(d) Cooperating/Cooperation	coop
Counter (when used with another word eg C attack)	C
Counter Battery Fire	CB
Counter	ctr
Counter Countermeasure	CCM
Counter Insurgency	COIN
Counter Intelligence	CI
Counter Measure	CM
Counter Revolutionary Warfare	CRW
Counter Terrorism	CT
Country	ctry
Course	Cse
Course Made Good	CMG
Course of Action	CoA
Course to Steer	CTS
Coxswain	coxn
Craftman	Cfn
Crime Prevention	c prev
Critical Information Requirement	CIR

RESTRICTED

Cross Road	XR
Cross(ing) (applied to river, roads etc)	X
Crude Oil Theft	COT
Crypto Centre	CRYPCEN
Curriculum Vitae	CV
Daily Ammunition Expenditure Rate	DAER
Daily Combat Supply Rate	DCSR
Daily Maintenance Pack	DMP
Daily Tour Allowance	DTA
Date of Birth	DOB
Date Time Group	DTG
Dated	dtd
Decision Point	DP
Decontaminate/decontamination	decon
Defence Adviser/Attache	DA
Defence/defend(ed)(ing)/defensive	def
Defensive Fire	DF
Degrade	Degr
Degree of Assurance	DA
Deliver Indicator Group	DIG
Deliver(ed)(ing)(s)(y)	del
Delivery Indicator System	DIS
Delivery Indicator Group	DIG
Demi-official	DO
Demobilisation/Demobilise	demob
Demolish(ed)/demolition	dml
Demonstrate/demonstration	demo
Department(al)	Dept
Deploy(ment)(ed)(ing)	Depl
Depot	dep
Deputy	Dy

RESTRICTED

Deputy Director	DD
Designate(d) designation	des
Desired Ground Zero	DGZ
Desired Main Point of Impact	DMPI
Destination	Dest
Destroy(ed)(ing)/Destruction	Destr
Detach(ed)(ment)	det
Develop(ed)/(ment)	dev
Diesel Oil	dieso
Direct Regular Commission/Course	DRC
Direct Reporting Unit	DRU
Direct Short Service Commission/Course	DSSC
Direct Support	DS
Direct(ed)(s) direction	dir
Directing Staff	DS
Direction Findng	DF
Director (in Titles)(also Deputy)	D
Director General (in titles)	DG
Discussion	disc
Dislocate	disl
Dismounted	dismtd
Dispatch Rider	DR
Display Controller	DC
Disrupt	disr
Distance	dist
Distribute/distribution	distr
Distribution Authority	DA
Distribution Point	DP
District Court-Martial	DCM
Division(al)	div
Divisional Administrative Area	DAA

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Divisional Maintenance Area	DMA
Divisional Supply Area	DSA
Divisional Support Group	DSG
Dockyard Assisted Maintenance Period	DAMP
Document(s)(ary)(ation)	docus
Dressing Station	DS
Driver(s)/Driving	dvr
Driving and Maintenance	D & M
Drop Zone	DZ
Drummer	dmr
Duty Tour Allowance	DTA
Early Warning; Electronic Warfare	EW
East	E
Echelon	ech
Edit (ed) edition	ed
Education	edn
Effective (ness)	eff
Effective Sonar Range	ESR
Eg Deputy Director Public Relation	DDPR
Electric Magnetic Pulse	EMP
Electrical and Mechanical Engineers	EME
Electronic Counter Counter Measure	ECCM
Electronic Counter Measure	ECM
Electronic Emission Control	EMCON
Electronic Emission Policy	EEP
Electronic Intelligence	ELINT
Electronic Security	ELSEC
Electronic Support Measures	ESM
Electronic Warfare Control Ship/Station	EWCS
Electronic/Electrical	elect
Element	elm

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RESTRICTED

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Embark(ation)(ed)	emb
Emergency Defence Plan	EDP
Emergency Off-take Point	EOP
Emission Control	EMCON
Emplace(d)(ment)/ Employ	emp
Enclosed/enclosure	encl
Enemy	en
Engagement Area	EA
Engine Change Unit	ECU
Engineer Stores	ES
Engineer Support Group	ESG
Engineer Works Organisation	EWO
Engineer(ing)	Engr
Equipment	eqpt
Equipment Collecting Point	ECP
Equivalent Full Charges	EFC
Essential Elements of Information	EEI
Essential Elements of Friendly Information	EEFI
Establish(ed)(ment)	estb
Estimate(s)(d)/estimation	est
Estimated Time of Arrival	ETA
Estimated Time of Completion	ETC
Estimated Time of Departure	ETD
Estimated Time of Return	ETR
Et cetera	etc
Evacuate(d)(ing)/evacuation	evac
Example	eg
Exchange Point	XP
Exclude (d)/Excluding/Exclusive	excl
Exclusive Economic Zone	EEZ
Execute(s)(d)/Execution/Executive	exec

RESTRICTED

Exercise	Ex
Exercise Planning Staff	EPS
Expedite	expd
Explosive	Expl
Explosive Ordnance Disposal	EOD
Explosive Store House	ESH
Extend Life Raft	ELR
Extend(ed)(ing)/extension	ext
Extra Regimental Employment	ERE
Extra Wide Bailey Bridge	EWDB
Facsimile	fax
Fast Control Systems	FCS
Fast Patrol Boat	FPB
Federal Lighter Terminal	FLT
Federal Ocean Terminal	FOT
Field	fd
Field General Court Martial	FGCM
Field Marshal	FM
Field of Fire	F of F
Field Post Office	FPO
Field Protective Fire	FPF
Field Storage Location	FSL
Field Surgical Term	FST
Field Transfusion Team	FTT
Fighter (aircraft)	F
Fighter all Weather	FAW
Fighter Control/Controller	FC
Fighter Ground Attack	FGA
Fighter Reconnaissance	FR
Figure	fig
Final Assault Position	FAP

RESTRICTED

Final Protective Fire	FPF
Finance/Financial	fin
Financial Adviser	FA
Fire Base	FB
Fire Direction Centre	FDC
Fire Support Cell	FSC
Fire Support Coordination Centre	FSCC
Fire Support Coordination Line	FSCL
Fire Support Group	FSG
First Aid Mechanical Transport Outfit	FAMTO
First Aid Technical Store Outfit	FATSO
First Lieutenant	1st Lt
Fitted For Radio	FFR
Fitter	Fitt
Fix and Destroy	F & D
Flag Officer Commanding	FOC
Flag Officer Sea Training	FOST
Fleet (in title, examples below)	F
Fleet Chief Petty Officer	FCPO
Fleet Clearance Diving Group	FCDG
Flight	flt
Flight Desk Officer	FDO
Flight Level	FL
Flight Lieutenant	Flt Lt
Flight Safety/Sergeant	FS
Flying	fg
Flying Officer	Fg Offr
Flying Training School	FTS
Follow (ed)(ing)(s)	fol
For Your Information	FYI
Force Maintenance Area	FMA

RESTRICTED

Force Protection	FP
Forces Service Star	FSS
Foreman of Signals	F of S
Fork Lift Truck	FLT
Form Up Place	FUP
Formation	fmn
Formation Training Exercise	FTX
Formation/unit(Aircraft) Loading Table	F/ULT
Forward (ed) (ing)	fwd
Forward Air Base	FAB
Forward Air Controller	FAC
Forward Air Refuelling Point	FARP
Forward Air Support Operations Centre	FASOC
Forward Air Transport Support (net)	FATS
Forward Airfield Supply Organisation	FASO
Forward Airhead Maintenance Area	FAMA
Forward Ammunition Depot	FAD
Forward Control Post	FCP
Forward Edge of Battle Area	FEBA
Forward Line Own Troops	FLOT
Forward Looking Infra Red	FLIR
Forward Maintenance Area	FMA
Forward Medical Equipment Depot	FMED
Forward Mounting Base	FMB
Forward Observation Officer	FOO
Forward Observation Unit	FOU
Forward Operating Base	FOB
Forward Ordnance Team	FOT
Forward Repair Group (NAEME)	FRG
Forward Repair Section	FRS
Forward Repair Team	FRT

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Forward Passage of Line	FPL
Fraction/Fracture	Frac
Fragmentary Order	FragO
Future Plans (Staff Branch)	G5
General Officer Commanding	GOC
General Operations Plot	GOP
General Purpose Machine Gun	GPMG
General Purpose Machine Gun (Sustained Fire)	GPMG(SF)
General Staff	G
General Support	GS
General Transport	GT
Geographical Reference System	GEOREF
Global System for Mobile Communication	GSM
Government	Govt
Grenade	gren
Grid Reference	GR
Ground	grd
Ground Attack	GA
Ground Controlled Approach	GCA
Ground Controlled Interception	GCI
Ground Defence	GD
Ground Defence Area	GDA
Ground Liaison Officer	GLO
Ground Liaison Section	GL Sect
Ground Radar Environment	GRE
Ground Zero	GZ
Group Captain	Gp Capt
Group(ed) (ing)	gp
Guard (ed) (ing)	gd
Guardsmen	Gdsm
Guided Missile	GM

RESTRICTED

Guided Weapon	GW
Guided Weapon System	GWS
Gun Controller	GC
Gun Fire Area	GFA
Gunner	gnr
Gunnery	Gnry
Hanger/Helicopter Control Office	HCO
Harassing Fire	HF
Harbour	har
Hard Standing	HS
Harmonized Terms and Conditions of Service	HTACOS
Headquarters	HQ
Health Safety and Environment	HSE
Heavy	hy
Heavy Anti-Tank Weapon	HAW
Heavy Stressed Platform	HSP
Height	ht
Helicopter	hel
Helicopter Armed Action	HELARM
Helicopter Direction Centre	HDC
Helicopter Operations Net	HON
Hertz	hz
High Explosive	HE
High Explosive Anti-Tank	HEAT
High Explosive Squash Head	HESH
High Frequency	HF
High Level Air Defence	HLAD
High Low Low High	HLLH
High Mobility Load Carrier	HMLC
High Pay-off Target	HPT
High Pay-off Target List	HPTL

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High Power	HP
High Tension	HT
High Value Target	HVT
High Value Target List	HVTL
High Value Unit	HVU
Hollow Charge	HC
Horse Power	HP
Hospital	hosp
Hour (ly)	hr
Hovercraft	hov
Howitzer	how
Human Borne Improvised Explosive Device	HBIED
Hygiene	hyg
Identification Friend or Foe	IFF
Identification/Identify/Identity	ident
Illegal Refinery Sites	IRS
Illuminate(ed) (s) illuminating	illum
Image Intensification/Intensifier	II
Immediate Photographic Interpretation Report	IPIR
Immediate Replenishment Group	IRG
Immediate(ly)	imm
Important (ance)	impt
Improvised Explosive Device	IED
Improvised Explosive Device Disposal	IEDD
In Accordance With	iaw
In Charge	IC
In Favour Of	ifo
In Order To	iot
In Respect Of	iro
Inch	in
Include (d)/Inclusive	incl

RESTRICTED

Independent	indep
Individual Reinforcement	IR
Individual Weapon	IW
Individual Weapon Sight	IWS
Inertia Navigation Attack System	INAS
Infantry	inf
Inform(ed) (ing) (action)	info
Infra-Red	IR
Infra-Red Line Scan	IRLS
Initial Point	IP
Inshore Patrol Craft	OPC
Inspect(ed) (ing) (ion) (or)	insp
Installation	instl
Instruct (ed) (ion) (or)	instr
Instructional Techniques	IT
Instructor in Gunnery	IG
Instrument Flight Rules	IFR
Instrument Meteorological Condition	IMC
Insurgency/insurgent	insurg
Intelligence	int
Intelligence Officer	IO
Intelligence Preparation of Battlefield	IPB
Intelligence Report	INTREP
Intelligence Summary	INTSUM
Intelligent Computer-Aided Design	ICAD
Intensification Safety Range	ISR
Intercommunication	intercom
Intercontinental Ballistic Missile	ICBM
Intermediate	intmed
Intermediate Range Ballistic Missile	IRBM
Internal Combustion	IC

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Internal Security	IS
Internal Standard Atmosphere	ISA
Internally Displaced Person	IDP
International	Intl
Interpretation	interp
Interrogation	intg
Jamming Report	JAMREP
Joint	jt
Joint Air Attack Team	JAAT
Joint Airborne Task Force	JATFOR
Joint Cryptographic	JCG
Joint Force Headquarters	JHQ
Joint Maritime Security Training Center	JMSTC
Joint Operations Area	JOA
Joint Operations Centre	JOC
Joint Planning Staff	JPS
Joint Prioritized Target List	JPTL
Joint Service Explosive Ordnance Disposal	JSEOD
Joint Service Liaison Officer	JSLO
Joint Service Publication	JSP
Joint Service Writing Manual	JSWM
Joint Signal Staff	JSS
Joint Task Force	JTF
Joint Target List	JTL
Joint Warfare Committee	JWC
Joint Warfare Liaison Officer	JWLO
Joint Warfare Staff	JWS
Joint Warfare Tactical Doctrine Committee	JWTDC
Junction	junc
Junior	jnr
Junior Assistant	JA

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Junior Course	JC
Keep In View	KIV
Kerosene	Kero
Key Point	KP
Killed in action	KIA
Kilogram	kg
Kilometre	km
Kiloton	kt
Kinetic Energy	KE
Kingsman	Kgsm
Knot(s) (aeronautical navigation)	knot
Knot(s) (Maritime Navigation)	Kn
Laboratory Labour	lab
Lance Bombardier	LBdr
Lance Corporal	LCpl
Land Component Commander	LCC
Landing Craft Control Officer	LCCO
Landing Craft Logistics	LCL
Landing Craft Mechanized/Medium	LCM
Landing Craft Tank	LCT
Landing Craft Vehicles and Personnel	LCVP
Landing Ground	LG
Landing Point	LP
Landing Pontoon Vehicle	LPV
Landing Ship Marshalling Team	LSMT
Landing Ship Tank	LST
Landing Ship Tank (Helicopter)	LST (H)
Landing Site	LS
Landing Vehicle Tracked	LVT
Landing Zone	LZ
Landing Zone Marshalling Team	LZMT

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Laser Guided Bomb	LGB
Laser Range Finder	LRF
Latitude	Lat
Launch Control Post	LCP
Law of Armed Conflict	LOAC
Leader	ldr
Leading Rate (Naval Rating)	L (+ Specialisation)
Leading Seaman	LS
Letter	ltr
Liaison Officer	LO
Lieutenant	Lt
Lieutenant Colonel	Lt Col
Lieutenant Commander	Lt Cdr
Lieutenant General	Lt Gen
Light	li
Light Aid Detachment	LAD
Light Amplification by Simulated Emission of Radiation	LASER
Light Anti-Aircraft	LAA
Light Line	LL
Light Machine Gun	LMG
Light Wheeled Tractor	LWT
Limited	ltd
Limiting Danger Line	LDL
Limiting Line of Approach	LLoA
Line of Departure	LD
Line Telegraphy	LT
Lines of Communication	L of C
Liquid Oxygen	LOX
Litre	l
Load Classification Number	LCN

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Local Air Defence (Net)	LAD
Local Operations Plot	LOP
Local Travel and Tours	LT&T
Locally Engaged Civilian	LEC
Locally Enlisted Personnel	LEP
Locate (d) (s)/locating/locality/location	loc
Location State	LOCSTAT
Logistic Preparation of Battlefield	LPB
Logistics (Staff Branch)	G4
Logistics Command	LC
Logistics Exercise	LOGEX
Logistics Order	Log O
Logistics State	LOGSTAT
Logistics Support Group	LSG
Logistics, Logistical	log
Long Range	LR
Long Range Anti-Tank Guided Weapon	LRATGW
Long Range Maritime Reconnaissance	LRMR
Longitude	long
Low Frequency	LF
Low Intensity Conflict	LIC
Low Level Air Defence	LLAD
Low Mobility Load Carrier	LMLC
Low Power	LP
Low Tension, Line Telegraphy	LT
Lower Side Band	LSB
Lubrication/lubricate	lub
Machine Gun	MG
Magnetic Variation	MV
Magnetic/magazine	mag
Main Battle Tank	MBT

RESTRICTED

Main Dressing Station	MDS
Main Effort	ME
Main Repair Group	MRG
Main Signal Office	MSO
Main Supply Route	MSR
Maintain(ed)(ing)s maintenance	maint
Maintenance Area	MA
Major	Maj
Major General	Maj Gen
Manage (d)(r)(ment)	mge/mgr/mgt
Manning and Record Office	MRO
Manning Branch	M
Manoeuvre	mnvr
Manoeuvrist Approach to Warfare	MAW
Manpower Planning Branch	MPB
Manpower Planning Target	MPT
Map Reading	MR
Map Supply Point	MAPSP
Marine	mne
Maritime Component Commander	MCC
Maritime Exclusive Zone	MEZ
Maritime Headquarters	MHQ
Maritime or Master (title etc)	M
Maritime Reconnaissance	MR
Mark(ed) (ing)	MK
Master Warrant Officer	MWO
Master Warrant Officer	MWO
Master/Missile Controller	MC
Material Handling Equipment	MHE
Material/Materiel	mat
Maximum	max

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Mean Line of Advance	MLA
Mechanic (al)/mechanization/mechanized	mech
Mechanic Handling Equipment	MHE
Mechanical Infantry Combat Vehicle	MICV
Mechanical Transport Gasoline (Commercial Grade)	MTGAS
Mechanical/Motor Transport Officer	MTO
Mechanical/motor Transport	MT
Mechanised Combat Vehicle	MCV
Medical Evacuation	MEDEVAC
Medical Inspection (Room)	MI(R)
Medical Officer	MO
Medical Reception Station	MRS
Medical Service	MS
Medical Supply Section	MSS
Medical/medicine	med
Medium	med
Medium Anti-Tank Weapon	MAW
Medium Frequency	MF
Medium Girder Bridge	MGB
Medium Mobility Load Carrier	MMLC
Medium Range	MR
Medium Range Ballistic Missile	MRBM
Medium Stressed Platform	MSP
Meeting	mtg
Meeting Point	MP
Megaton	MT
Memorandum	memo
Message	msg
Meteorological/Meteorologist/Meteorology	met
Metre	m
Midshipman	Mid

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Military	mil
Military Adviser/Assistant/Attache	MA
Military Grid Reference System	MGRS
Military Intelligence Liaison Officer	MILO
Military Intelligence Officer	MIO
Military Liaison Officer	MLO
Military Load Classification	MLC
Military Operations other than War	MOOTW
Military Police	MP
Military Route Reconnaissance Service/Staff	MRRS
Military Secretary	MS
Military Support Team	MST
Millimetre(s)	mm
Mine Counter Measure	MCM
Mine Counter Measure Vessel	MCMV
Mine Counter Measure Vessels	MCMV
Mine Warfare and Clearance Diving	MCD
Minimum/Minute	min
Ministry of Defence	MOD
Miscellaneous	misc
Missile	msl
Missile Engagement Zone	MEZ
Missing in Action	MIA
Mission	msn
Mission Report	MISREP
Mobile/Mobility/Mobilize (ation)	mob
Mobile Air Movement Staff	MAMS
Mobile Air Operations Team	MAOT
Mobility Corridor/Mobility Command	MC
Mobilization Centre	mob C
Modification/Modify	mod

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Modified Combined Obstacle Overlay	MCOO
Momentum	mmtum
Month	mth
Mortar	mor
Mortar Bombing Report	MORTREP
Mortar Fire Controller	MFC
Motorcycle	MC
Motor Launch	ML
Motor Rifle	MR
Motor Torpedo Boat	MTB
Motor/Mechanical Transport Officer	MTO
Motor/Mechanical Transport/Megaton	MT
Mounted	mtd
Move (ing)(ment)	mov
Movement Control	MC
Movement Control Check Point	MCCP
Movement Control Officer	MCO
Movement Order	Mov O
Moving Target Indicator	MTI
Much Regrets Unable	MRU
Multi-National Joint Task Force	MNJTF
Multiple Rocket Launcher	MRL
Musician	Musn
Named Area Interest	NAI
National Assembly Question	NAQ
Nautical Mile	nm
Naval Air Command	NAC
Naval Base Lake Chad	NBLC
Naval Base OGUTA	NBOG
Naval Building and Construction Company Limited	NBCCL
Naval Dockyard Apprentice School	NDAS

RESTRICTED

Naval Doctrine Command	NAVDOC
Naval Engineering Services Limited	NESL
Naval Gunfire Operations Centre	NGOC
Naval Gunfire Support Forward Observer	NGSFO
Naval Gunfire Support Liaison Officer	NGSLO
Naval Headquarters	NHQ
Naval Holding Limited	NHL
Naval Hotel and Suited	NHSL
Naval Liaison Officer	NLO
Naval Out Post	NOP
Naval Security Station	NSS
Naval War College of Nigeria	NWCN
Navigate/navigation/navigator	nav
Navigational Aids	NAVAIDS
Navy Travel and Tour Limited	NTTL
Necessary	nec
Net Identification Sign	NIS
Next of Kin	NOK
Nigerian Naval Ship	NNS
Nigerian Navy Basic Training School	NNBTS
Nigerian Navy Center for Educational and Training Technology	NNCETT
Nigerian Navy College of Account and Finance	NNCAF
Nigerian Navy Garment Factory	NNGF
Nigerian Navy Micro Finance Bank Limited	NNMFBL
Nigerian Navy Military School	NNMS
Nigerian Navy Multipurpose Cooperative Society Limited	NNMCSL
Nigerian Navy Primary School	NNPS
Nigerian Navy Secondary School	NNSS
Nigerian Navy Simulation Center	NNSC

RESTRICTED

Nigerian Navy Special Boat Service	NNSBS
Night	ni
Night Visibility Plan	NVP
No Further Action	NFA
No Move Before (Time/Date)	NMB
No Strike List	NSL
Nomination	Nom
Non-Commissioned Officer	NCO
Noncombatant Evacuation Operations	NEO
Nongovernmental Organization	NGO
Normal Vetting	NV
North	N
Not later than	NLT
Not to all addresses	NOTAL
Nothing to Report	NTR
Notice to Airmen	NOTAM
Notice to Move	NTM
Nuclear	nuc
Nuclear Biological and Chemical	NBC
Nuclear Killing Zone	NKZ
Nuclear Weapon Disposal	NWD
Number	no
Objective	obj
Observation Post	OP
Observation/Observe/Observer	obsn
Obstacle (s)	obs
Ocean Marine Solutions	OMS
Offensive Support	OS
Office of the National Security Adviser	ONSA
Officer	offr
Officer in Charge	OIC

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Officer in Tactical Command	OTC
Officer of the Day	OOD
Offshore Patrol Vessel	OPV
On the Scene Commander	OSC
Open Source Intelligence	OSINT
Operate (ed)/operational/operator/operation /operating	op
Operational Command	OPCOM
Operational Control	OPCON
Operational Demands	OPDEMS
Operational Readiness Platform	ORP
Operational Requirement	OR
Operational Security	OPSEC
Operations	Ops
Operations (Staff Branch)	G3
Operations Order	OpO
Operations Other Than War	OOTW
Operation Plan	OPLAN
Oral Order	OO
Order (When used in conjunction with other words)	O
Order of Battle	ORBAT
Order of March	OOM
Orderly Sergeant	OS
Ordnance	Ord
Ordnance Field Park	OFFP
Organisation and Development	O & D
Organisation and Methods	O & M
Organized (d) (s) Organisation	org
Original Equipment Manufacturer	OEM
Over Target Requirement	OTR
Over the Horizon Targeting	OTHT

RESTRICTED

Overtaken by event	OBE
Parachute, paragraph	para
Park	pk
Passed Junior Staff Course	pjsc
Passed Staff Course	psc
Passed Staff Course (dagger)	psc(+)
Passenger(s)	pax
Passive Defence	PD
Patrol	ptl
Paymaster	Pmr
Peace Establishment	PE
Penetrate (d) (s)/Penetrating/Penetration	pen
Period	Pd
Personal Assistant	PA
Person-Borne Improvised Explosive Device	PBIED
Personnel	pers
Personnel Radio Communication	PRC
Personnel Service Branch	PSB
Personnel Services	PS
Petroleum depot	pet dep
Petroleum Oil and Lubricants	POL
Petroleum Pipehead	PPH
Petroleum Point	PP
Petty Officer	PO
Phase	ph
Phase Line Pipeline	PLP
Phase Line/Pipe Line	PL
Photograph(er) (ic) (y)	photo
Photographic Interpretation/Interpreter	PI
Photographic Reconnaissance	PR
Physical Education	PE

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Physical Training	PT
Physical Training Instructor	PTI
Physical Training Officer	PTO
Pilot	plt
Pilot Officer	Plt Offr
Pioneer and Labour	P & L
Planning	plg
Planning and Logistics	Plan & Logs
Plastic Explosive	PE
Platoon	pl
Please	pse
Point	pt
Police	Pol
Policy	pcy
Population	pop
Port Defence Area	PDA
Port Headquarters	PJQ
Portable	ptbl
Position(ed)(al)(ing)	posn
Position, Course and Speed	PCS
Positive Vetting	PV
Possible/possibility	poss
Postal and courier	PC
Postal and Courier Service	PCS
Pound	Lb
Practice	prac
Preliminary	prelim
Preparation/preparatory/prepare (d)(s)	prep
Prestocked Unit Equipment	PUE
Prevention/-Preventive	prev
Principal Medical Officer	PMO

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Principal Staff Officer	PSO
Priority	pri
Priority Information Requirements	PIR
Prioritized Target List	PTL
Prisoner of War	PW
Private	Pte
Produce/Production	Prod
Prohibited Area/Public Address	PA
Projectile	proj
Protective Security	PS
Provost	Prov
Provost Marshal	PM
Psychological Operations	Psyop
Psychology	psy
Public Information	P info
Public Relation	PR
Public Relation Officer	PRO
PULHEEM Employment Standard	PES
Quantity	qty
Quartering Service Branch	QS
Quartermaster	QM
Quartermaster General	QMG
Quartermaster Sergeant Instructor	QMSI
Quick Reaction Force	QRF
Quick Reaction Group	QRG
Quick Reaction Squad	QRS
Radiation Hazard	RADHAZ
Radio Active	rad A
Radio Direction Finder	RDF
Radio Link Shelter	RLS
Radio Relay	RR

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Radio Telephone/Telegraphy	RT
Radio Telephone Telegraph	RTT
Railhead	rhd
Railway	rly
Railway Traffic/Transport Officer	RTO
Range(R)(ring)	rge
Rapid Demolition Device	RDD
Rapid Runway Repair	RR
Rating	Rtg
Ration	rat
Ration Cash Allowance	RCA
Ration Point	rat pt
Ready to Move	RTM
Rear Admiral	R Adm
Rear Combat Zone	RCZ
Rear Maintenance Area	RMA
Rearward Passage of Line	RPL
Rebroadcast	rebro
Reconnaissance/reconnoitre	recce
Recover(ed)(s)(y)	rec
Recruiting and Liaison	R & L
Reference	ref
Regiment(al)	regt
Regimental Aid Post	RAP
Regimental Command Post	RCP
Regimental Headquarters	RHQ
Regimental Pay Office	RPO
Regimental Quartermaster Sergeant	RQMS
Regimental Sergeant Major	RSM
Regimental Signal Officer	RSO
Region	Rgn

RESTRICTED

Regular Combatant/Course	RC
Regular, regulate(d)(ing)(s) regulation	reg
Reinforcement	rft
Reinforcement Drafting Unit	RDU
Release(d)(s) relief/relieve (d)(s)/relieving	rel
Remain at Sea Overnight	RASON
Remain on Board	ROB
Remark(s)	Rmk(s)
Rendezvous	RV
Repair and Salvage Unit	RSU
Replenish(ed)(es)(ing)(ment)	replen
Replenishment at Sea	RAS
Replenishment Park	RP
Report	Rpt
Representative/Represent/Representation	Rep
Reproduce(d)(s)/reproducing/reproduction	repro
Reproduction and Distribution Centre	RDC
Request(ed)(ing)(s)	req
Request for Information	RFI
Required	Reqd
Requirement(s)	reqt
Requisition	rqn
Rescue Coordination Centre	RCC
Research and Development	R & D
Reserve(d)(s)	res
Restricted	rstd
Restricted Fire Area	RFA
Restricted Fire Line	RFL
Restricted Target List	RTL
Retired	rtd
Return	rtn

RESTRICTED

Return to Harbour on Completion	RHOC
Return to Unit	RTU
Revolt/Revolution	rev
Rifleman	Rfn
Rigid Hulled Inflatable Boat	RHIB
Rigid Inflatable Boat	RIB
Road	rd
Road Traffic Accident	RTA
Rocket	rkt
Rocket Launcher	RL
Roles of Engagement	ROE
Round	rnd
Rounds per gun (per minute)	r/g(min)
Rounds per mortar (per min)	r/mor(min)
Routine Order	RO
Rules of Engagement	ROE
Runway	rw
Sapper	Spr
Scheme of Manoeuvre	SOM
School	schl
Sea Lines of Communications	SLoC
Seaport of Debarkation	SPOD
Seaport of Embarkation	SPOE
Search and Attack Unit	SAU
Search and Clear	S & C
Search and Rescue	SAR
Seaward Defence Boat	SDB
Second	sec
Second in Command	2iC
Second Lieutenant	2Lt
Secretarial/secretariat/secretary	sec

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Section/Sector	sect
Sector Operations Centre	SOC
Security	sy
Security Intelligence	SI
Self Loading Rifle	SLR
Self Propelled	SP
Senior	snr
Senior Course	SC
Senior Non-Commissioned Officer	SNCO
Senior Officer Present Afloat	SOPA
Sergeant	Sgt
Serial	ser
Service(d)/Servicing	svc
Shallow Dive Bombing	SDB
Shelling Report	SHELREP
Ship Communications Officer	SCO
Ships Taken Up From Trade	STUFT
Short Range	SR
Short Take-Off and Landing	STOL
Short Tow	ST
Sick in Quarters	SIQ
Sick on Leave	SOL
Sideways Looking Airborne Radar	SLAR
Signal (ler)	sig
Signal Branch	Sigs
Signal Dispatch Service	SDS
Signal Intelligence	SIGINT
Signal Operation Instructions	SOI
Signalman	Sigm
Simple Alert	SA
Single Shot Probability	SSP

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Single Side Band	SSB
Situate/Situation	sit
Situation Report	SITREP
SLIDEX, Call Signs, Address Groups Net Identification	SCANTLIST
Small Arms Ammunition	SAA
Small Arms	SA
Small Arms and Light Weapons	SALW
Smoke	smk
Soldier	sldr
Sound ranging	srg
South	S
Special Boat Detachment	SBD
Special Boat Section/Service	SBS
Special Branch	SB
Special Dispatch Rider	SDR
Special Investigation Bureau	SIB
Squadron	Sqn
Squadron Quartermaster Sergeant	SQMS
Squadron/Sergeant Major	SSM
Staff Duties	SD
Staff Message Control	SMC
Staff Officer	SO
Staff Officer Air	SO(Air)
Staff Officer in charge of Administration	SOA
Staff Officer in charge of Engineering	SO Engr
Staff Officers' Handbook	SOHB
Staff Operation Officer	SOO
Staff Sergeant	SSgt
Stand(ing) Standard	std
Standard Distribution List	SDL

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Standing Operation Procedure	SOP
Start Line	SL
Start Point	SP
Station	stn
Station Duty Officer	SDO
Station Headquarters	SHQ
Station Routine Order	SRO
Station Staff Officer	SSO
Station Warrant Officer	SWO
Statistics	stats
Stereoscope/Stereoscopic	stereo
Store Sub-Depot	SSD
Strategic	strat
Street	St
Strength	str
Stretcher Bearer	SB
Sub High Frequency	SHF
Sub Lieutenant	SLt
Sub Marine Gun	SMG
Subject	subj
Submarines	SM
Summation/summary/summarize (d)	sum
Superintendent of Works	Supt Wks
Supervising	Supv
Supplementary Intelligence Report	SUPINTREP
Supply	sup
Supply and Secretariat	S & S
Supply and Transport	S & T
Support Helicopter	SH
Support(ed)(ing)(s)	sp
Supporting Arms Coordinating Centre	SACC

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Superintend(ed)(ent)(ing)	Supt
Surface Action Group	SAG
Surface to Air Guided Weapon/Missile	SAGW/M
Surface to Air Missile	SAM
Surface to Surface Guided Weapon/Missile	SSGW/M
Surgeon/Surgery	sur
Surveillance	surv
Surveillance and Target Acquisition	STA
Surveillance and Target Acquisition Plan	STAP
Survey	svy
Sustained Fire	SF
Switchboard	swbd
System	Sys
Table of Organisation and Equipment	TOE
Tabulate(ed)(ing) tabulation	tab
Tactic(al)(s)	tac
Tactics, Techniques and Procedures	TTP
Tactical Air Command(net)	TAC
Tactical Air Control Party	TACP
Tactical Air Direction(net)	TAD
Tactical Air Request(net)	TAR
Tactical Air Support for Maritime Operations	TASMO
Tactical Air Traffic Control(net)	TATC
Tactical Command	TACOM
Tactical Control	TACON
Tactical Doctrine	TD
Tactical Exercise Without Troops	TEWT
Tactical Transport Command (net)	TTC
Tactical Transport(Aircraft)(Medium/Short Range)	TACT(MR/SR)
Take Necessary Action	TNA
Tank	tk

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Tank Laser Sight	TLS
Tank Transporter Fuel	TTF
Target	tgt
Target Area of Interest	TAI
Target Illuminating Rader	TIR
Task Element	TE
Task Force	TF
Task Group	TG
Task Unit	TU
Technical Maintenance	TM
Technical Quartermaster Sergeant	TQMS
Technical Store Depot	TSD
Technical/Technician	tech (Rank/Appt T)
Telegram, Telegraph(ic)(ist)(y)	tg
Telegraph Automatic Switching System	TASS
Telephone Conversation	Telecom
Telephone/Telephonist/telephony	tel
Teleprinter	telep
Television	TV
Temporary/Temporarily	temp (Rank T)
Terrorist/terrorism	terr
That is	ie
Thermal Image (ry/imaging)	TI
Time of Dispatch	TOD
Time of Flight	TOF
Time of Receipt	TOR
Time on Target (Artillery)	TOT
Time over Target (Aircraft)	TOT
To Be Notified	TBN
Ton/tonne	t
Top Secret	TOPSEC

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Topographic/topography	topo
Torpedo Anti-Submarine	TAS
Torpedo Anti-Submarine Instructor	TASI
Torpedo Anti-Submarine Officer	TASO
Toward	twd
Toxic Incident Report	TOSREP
Track	tr
Tractor	tcr
Traffic	tfc
Traffic Accident Analysis System	TAAS
Traffic Control Post	TCP
Traffic Point	TP
Trailer	tlr
Training	trg
Train the Trainer	T3
Training Camp/Centre, Traffic Control	TC
Training (Staff Branch)	G7
Transport	tpt
Transport Control Officer	TCO
Transport Support Unit	TSU
Transportation	tn
Transported	tptd
Transporter	tptr
Trigonometrical (ly)/Trigonometry	trig
Troop	tp
Troop Carrying Vehicle	TCP
Trooper	Tpr
Truck Tanker Fuel	TTF
Turn-In-Point	TIP
Ultra High Frequency	UHF
Ultra Low Frequency	ULF

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Unclassified	UNCLASS
Under Construction	UC
Under Training Officer	UTO
Under Water Warfare	UWW
Unexploded Bomb	UXB
Unexploded Explosive Ordnance	UXO
Unit Education/Embarkation/Explaining Officer	UEO
Unit Equipment Table	UET
Unit Finance Officer	UFO
Unit Landing Officer	ULO
Unit Routine Officer	URO
Universal Transverse Mercator	UTM
Unmanned Aerial Vehicle	UAV
Unserviceable	U/S
Urban Guerilla	UG
Utility	ut
Variable Time	VT
Vehicle	veh
Vehicle (s) Off the Road	VOR
Vehicle Borne Improvised Explosive Device	VBIED
Vehicle Collection Point; Vehicle Check Point	VCP
Vehicle Loading Officer	VLO
Vehicle on Mobilization Plan	VMP
Vehicle Per Kilometre	V/Km
Vehicle Radio Communication	VRC
Vehicle Sub-Depot	VSD
Vertical Replenishment	VERTREP
Vertical Take-off and Landing	VTOL
Very High Frequency	VHF
Very Important Person	VIP
Very Low Frequency	VLf

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Very Many Thanks	VMT
Very Seriously ill	VSI
Very Short Take-off and Landing	VSTOL
Vessel Boarding Search and Seizure	VBSS
Veterinary	Vet
Vice	V (titles)
Vice Admiral	V Adm
Village	Vill
Violent Non State Actors	VNSA
Visibility/Visible; Visual	vis
Visual Display Unit	VDU
Visual Flight Rules	VFR
Visual Identification	visdent
Visual Metrological Conditions	VMC
Volunteer (in titles only)	V
Vulnerable Point	VP
War Establishment	WE
Wardroom	WR
Warning	wng
Warning Order	WngO
Warrant Officer	WO
Watch Keeping Duty	WKD
Watching Keeping Officer	WKO
Water Point	WP
Weapon	wpn
Weapon Holding Area	WHA
Weapon Training	WT
Weapon Training Officer	WTO
Weather	wx
Week	wk
Weight	wt

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West	W
Wheel (ed)(ing)	wh
White Phosphorous	WP
Wing	wg
Wing Commander	Wg Cdr
Wireless Telegraph (y)/Transmission	WT
With Effect From	WEF
With Immediate Effect	WIE
Withdraw (s)(al)(ing)	wdr
Works	Wks
Workshop	Wksp
Wounded in Action	WIA
Year	yr
Yeoman of Signals	Y of S
Zonal Headquarters	ZHQ
Zonal Military Commander	ZMC
Zone	Z

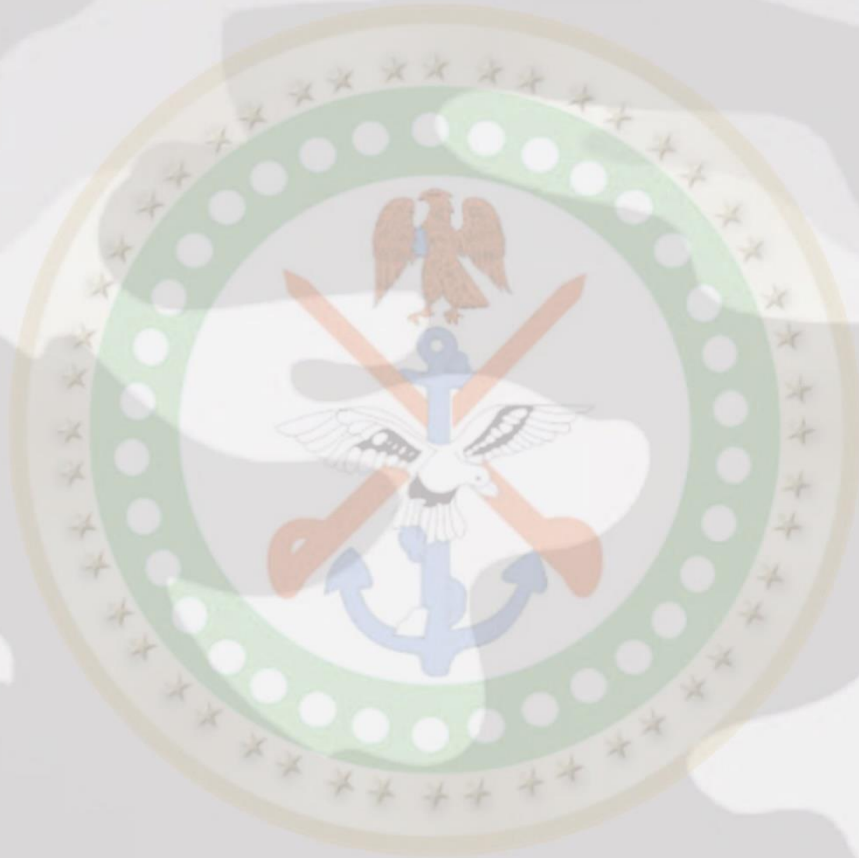
SECTION 5

44. Common Units of Measurements.

Centigrade	C
Chinese Yen	¥
Degree (angle)	°
Degree (temperature)	°
Fahrenheit	F
Foot	ft
Gram	g
Horsepower	hp
Inch	in
Kelvin	K

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Mil (angle)	m
Mile	m
Millibar	mb
Minute (angle)	'
Naira	₦
Nautical Mile	nm
Ounce	oz
Pound (Weight)	lb
Pound Sterling	£
Second (angle)	"
United States Dollars	\$
Yard	yd



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