

RESTRICTED



# **JOINING INSTRUCTIONS**

**FOR**

**SENIOR COURSE 32/2009**

**ARMED FORCES COMMAND AND STAFF COLLEGE**  
**JOINING INSTRUCTIONS FOR SENIOR COURSE 32**

**INTRODUCTION**

1. The Commandant and staff of the Armed Forces Command and Staff College (AFCSC) congratulate you on your selection to attend the Senior Course 32. It is hoped that you will enjoy the many challenging features of the Course which we believe will be beneficial to your career development in the Armed Forces. We particularly welcome our international students and hope that they will find their stay in Nigeria very interesting and fruitful.

**LOCATION OF THE COLLEGE**

2. The Armed Forces Command and Staff College Nigeria is located in Jaji, a sedate town situated midway between the towns of Kaduna and Zaria, on the Kaduna – Zaria highway in the northern part of Nigeria.

**ORGANIZATION OF THE COLLEGE**

3. The AFCSC is a joint armed forces training institution under the Defence Headquarters. The College is administered by the College Board made up of the Minister of Defence as Chairman, the Chief of Defence Staff, the Chief of Army Staff, the Chief of the Naval Staff, the Chief of the Air Staff and the Commandant of the College as members, and the Permanent Secretary of the Ministry of Defence as Secretary. The Board meets at least once a year to take decisions on policy matters affecting the College. The Commandant of the College is responsible to the College Board for the administration and the conduct of training in the AFCSC.

**AIM OF THE COURSE**

4. The aim of the Senior Course is to prepare selected officers of the Armed Forces for higher responsibilities up to and including the ranks of Colonels and its equivalent in the other Services by developing their command, analytical and communication skills through broad understanding and knowledge of single Service, joint and combined operations and defence as a whole. As a result, its Curriculum lays greater emphasis on joint training amongst the Services and exercises are planned along this line.

**COURSE OBJECTIVE**

5. The Course objective is to produce officers who have developed a mind that is flexible, and able to appreciate and analyse military concepts in order to make timely and informed logical decisions and with the capacity to fulfill all types of subsequent appointments.

**SCOPE OF THE COURSE**

6. The Course is designed to give students:

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- a. An understanding of staff duties and knowledge of low intensity joint warfare operations such as Peace Support Operations and Counter Insurgency Operations.
- b. A knowledge of strategic and geo-political studies and introduction to management packages.
- c. A knowledge of the structure and role of the Nigerian Armed Forces and understanding of the processes of formulation of defence policies.
- d. A thorough understanding of the principles and techniques in the employment of the armed forces in all types of conventional military operations within Africa.
- e. A thorough understanding of the principles of command and staff techniques.
- f. A thorough understanding of the interaction of political, economic, strategic and social factors in shaping and constraining the national defence policy.
- g. A broad knowledge of national and world affairs and the role military forces play in them.
- h. Practical experience of working in teams under conditions that are desirable and practicable.
- i. An introduction to reading, researching and thinking widely on a broad and wide range of relevant subjects.
- j. The importance of keeping abreast of major developments in the armed forces of the world and Nigeria in particular.

### **COURSE MAIN EVENTS**

7. The duration of the course is one academic year sub-divided into 5 terms. The block programme for the 5 terms will be distributed to students on arrival. Below is the tentative outline of events:

- |    |                          |                                |
|----|--------------------------|--------------------------------|
| a. | Course Assembly Day.     | Wed, 29 Jul 09.                |
| b. | Course Inauguration Day. | Fri, 31 Jul 09.                |
| c. | Term 1.                  | Mon 31 Jul 09 – Fri 25 Sep 09. |
| d. | Term 2.                  | Mon 28 Oct 09 - Fri 11 Dec 09. |
| e. | AFCSC WASA.              | Sat, 12 Dec 09.                |
| f. | Christmas Break.         | Mon 14 Dec 09 – Fri 1 Jan 10.  |

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- g. Term 3. Mon 4 Jan 10 – Fri 6 Mar 10.
- h. Nigeria Study Tour. Mon 07 Sep - Sat 12 Sep 09.
- i. Term 4. Mon 9 Mar - Fri 1 May 10.
- j. Africa Study Tour. Mon 27 Apr – Fri 1 May 10.
- k. Break Mon 4 May – Fri 8 May 10
- l. Term 5. Mon 11 May – Fri 3 Jul 10.
- m. Graduation Day. Fri 3 Jul 10.

8. The Inauguration Ceremony for Senior Course 31 will commence at 0800 hours on 31 Jul 09 in Danjuma Hall. Students are to be seated by 0730 hours. Details of the activities for this day will be issued to students on a separate programme on arrival.

### **HOURS OF WORK**

9. Except during visits and certain exercises, the normal programmed working hours are:

- a. Monday to Thursday, 0830 - 1345 hours (6 periods).
- b. Friday, 0830 - 1300 hours (5 periods).

10. Students will be expected to do a considerable amount of study and research outside the programmed hours.

### **METHOD OF STUDY**

11. **Syndicates.** Student will be grouped into syndicates of between 6 and 10 officers of different Services and corps/specialisation. Each syndicate is controlled and directed by a Directing Staff (DS). Students will change syndicates at the end of each term and have different DS as well. This gives each student a fair chance of being assessed by not less than 5 different DS within the Course period.

12. **Instructional Pattern.** The accepted language of instruction is the English language. Most subjects in the syllabus are covered in the following pattern:

- a. Study of precis for background knowledge.
- b. Syndicate discussions to amplify precis studied and confirm knowledge gained.
- c. Presentations or demonstrations to consolidate the precis study.

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13. **Other Instructional Techniques.** In addition to the progression from background reading to presentations and discussions, students will attend or participate in the following:

- a. Central lectures by Service personnel or civilian speakers.
- b. Group studies and presentations.
- c. Indoor Command Post Exercises (CPX), Indoor Map Exercises (MAPEX) or telephone battles.
- d. Tactical Exercises Without Troops (TEWT) - for Army students.
- e. Oral presentations.
- f. Written exercises.
- g. Individual research projects.
- h. Study tours.

14. **Individual Work.** Students will be required to complete a number of written exercises outside scheduled working hours. Students' exercises are written in blue/blue black ink and corrected by the Syndicate DS in red ink. They are graded and generally called Red Ink Corrections (RIC). All students' corrected works are read by the students' divisional Chief Instructors and remarks made in black ink. Some selected papers are read by the Directors, Deputy Commandant and the Commandant before they are returned to the students. Every student's paper is forwarded to the Commandant at least once during the course. The selection, which follows a prescribed pattern, is to give the Commandant an overview of the general standard of performance of students on the course. The Commandant makes his remarks in green ink. Most RIC papers are written in the classrooms under supervision and pressure.

15. **College/Department Papers.** During the course, every student will be required to write 2 research papers on subjects of his/her choice. These are the major Service papers of the course and should be on topics of interest to the student and of value to the Nigerian Armed Forces or/and to students' respective countries armed forces. The best of the Service papers are forwarded to the authors' respective Service Headquarters. The authors of the best 3 papers receive awards which are presented to them during the graduation ceremony. Students are also encouraged to write articles while on course. The best articles are selected by a committee set up for this purpose and published in the College yearly magazine – The AFCSC Eagle Magazine.

### **BOOKS AND STATIONERY**

16. Student officers will be issued stationery and maps required for tutorial work throughout the course. Drawing materials and vu-foils may be issued for

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specific exercises and presentations. Students will need to bring fountain pens, blue/blue black ink, chinagraph markers, and any other personal aids that may assist them to produce high grade papers and presentations. Written work will not be done in biro/ball-point pen nor fibre-tipped pen but in fountain pen. Scarce and expendable items like chinagraph pencils may be available for specific exercises but will not be issued to students on permanent basis. When such items are issued, they will be retrieved at the end of the exercise.

17. Student are expected to come along with the latest Edition of the Concise Oxford Dictionary as this is the recommended dictionary for the College. Furthermore possession of personal computers is strongly advised as many course materials will be issued in electronic form. Students should endeavour to come along with their personal computers.

### **MAPS**

18. Army students will be issued maps with talc on arrival. These maps are not to be marked or defaced or mutilated in any way. The complete pack and talc must be returned before students are cleared to leave the College on graduation.

### **PRE-COURSE PREPARATION**

19. **Background Knowledge.** The syllabus of this course includes exercises involving map reading, map marking and radio procedures. Students are expected to have mastered these areas. Students are advised to revise these techniques before the commencement of the course.

20. **Pre-Course Reading.** Precis, College Standing Operating Procedure (SOP) and Disciplinary Standing Orders for Staff and Students will also be issued on arrival. Students should collect the following books and precis from the Distribution Centre in their various departments on resumption for the Course:

- a. Notes on Effective Writing.
- b. Staff Officers' Hand Book (SOHB).
- c. Joint Service Writing Manual (JSWM).
- d. Organization.
- e. English Revision Hand Book.
- f. Communication Skill Precis.
- g. Joint Studies Lecture Topics.
- h. Joint Standing Instructions for Students.

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21. **Past Students' Corrected Solutions.** You are not to bring past students' solutions for the course. Any reference made to such solutions during the course will attract severe disciplinary measures.
22. **Travel Documents.** In line with the College programme, students would be required to go on both local and foreign tours. Students are therefore to bring valid international passports and yellow cards and these should be registered with GSO1 DJS on arrival.
23. **Multiple Entry Visa.** Allied students are advised to obtain multiple entry visa when reporting for the Course in order to avoid the inconveniences that could be associated with renewal of visas.
24. **Home Country Brief.** Allied students will be required to present a one - hour brief, including questions and answers, on their home countries. The brief is to be presented on the country's national day. Whenever this is not feasible, the presentation would be done on a selected date. The student is free to present his country's brief in the way he wishes. However, as a guide, the brief should amongst other things cover:
- a. Political development.
  - b. Economy.
  - c. Defence.
  - d. Issues peculiar to the country.

### **ARRIVAL AND ACCOMMODATION**

25. Students are to report at the College on Wed 29 Jul 09. The reception centres are the Coord Office, Senior Course accommodation areas and the AFCSC Officers Mess, Jaji. On arrival, students should report to the GSO2 Coord for further guidance and to SO1 Log to receive instructions on their accommodation.
26. **Accommodation.**
- a. **Nigerian Officers.** The Nigerian student officers may not come to Jaji with their families. Details of accommodation will be given on arrival at the College.
  - b. **Allied Officers.** Allied officers are to indicate in the Proforma (which should reach AFCSC by 21 Jul 09) whether or not they wish to come to the College with their families. Accompanied officers may be allocated a suitable accommodation if information to that effect is received by the stipulated time.

### **PERSONAL ADMINISTRATION**

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27. The College has introduced free feeding for students of the Senior Course. Students will however be responsible for their personal administration. Allied officers are to liaise with their embassies or high commissions on matters of personal administration. Students are advised to make all necessary banking arrangements before resuming at Jaji. Allied officers are expected to make adequate arrangements with their respective missions in Nigeria.

28. **Messing.** The AFCSC Officers' Mess will only provide central feeding daily in September 26 Hostel Dining Hall and in the Mess during other programmed entertainment and functions. In addition, electric/gas cookers and filled gas cylinders may be provided by the College in the students' living quarters. Subsequent refilling of the cylinders will be the responsibility of students. All students are expected to settle their mess bills before they are cleared to leave the College.

29. **Servants.** Students may come along with one house help each. Extra allowance will not be paid for aides. Allied students will be assisted get suitable house helps on arrival but they will be required to pay for such services. All students must register their house helps at the College HQ within 48 hours of their arrival or engagement. Students are advised to keep the number of helps they bring to the barest minimum to avoid unnecessary problems. Students are to make personal arrangements for their helps' accommodation.

30. **Transport.** Students are not allowed to retain their official vehicles and drivers during the Course. Private cars could be brought to the College, but officers who wish to bring drivers will have to provide for them without assistance from the College. Allied students who can drive are advised to bring their international drivers licence, which should be current and not subject to renewal during the course. Any student (Nigerian or Allied) who must drive must be in possession of his/her current drivers licence.

### **SPONSOR**

31. There is a Foreign Liaison Officer (FLO) in the Dept of Joint Studies to assist all allied students. On arrival each allied student will be assigned a Nigerian officer/civilian as a sponsor by the Director of Coordination. The sponsor is to help the student to integrate smoothly into the Nigerian social life.

### **LEAVE**

32. Leave will be granted at weekends and between terms. However, students, who have exigencies during the Course, could be permitted to travel outside the College before the leave/break period. Students seeking for pass outside the break periods must be recommended by both Syndicate DS and the CIs and approval given by the Directors. All students must obtain the necessary Directorate of Military Intelligence (DMI) forms and proper military passes from the Admin Branch before they travel.

### **DRESS AND EQUIPMENT**

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33. **Uniform.** Officers on Senior Course 32 will use uniform items as occasions demand:

a. **Special AFCSC Activities.** Students would normally be warned in advance and proper instructions would be issued on appropriate dresses for occasions. However during all special AFCSC activities such as the inauguration, graduation, etc, students would be in Service Dress.

b. **Classroom Work.** The working hours dress is No 4 or No 5, working rig or bush jacket or tunic. Army students are advised to wear their lanyards and unit belts for ease of identification. Jackets are worn to all Central Lecture Hall presentations.

c. **Tactical Exercises Without Troops and Demonstrations.** Unless otherwise stated, No 5 Dress or its equivalent in the Navy and Air Force would be worn for all TEWTs and demonstrations. Similarly, boots are not to be worn with No 4 Dress (jacket and trousers).

d. **Mess Functions.** Mess kits are to be worn for dinner nights.

e. **Visits.** For all visits and tours, No 4 Dress or Bush Jacket or Tunic will be worn. For Maritime and Air Warfare departments' visits, however, special instructions on dress would be issued.

34. **Civilian Clothes.** The weather is wet, cold, windy, warm and dry in Kaduna at various periods during the course. Students are advised to bring rain coats, warm clothing and summer dresses for use during the Course. Additionally, students are advised to bring at least one national dress or complete lounge suit for use during formal occasions where they may not have to wear uniform.

35. **Name Tags.** The College name tags will be issued to students on arrival. The name tags are to be worn throughout the duration of the course on all military dresses. They are controlled items and students would be expected to return them before they leave the College after graduation. A student would be charged ₦ 500.00 for a lost or damaged name tag.

36. **Equipment.** The College has only limited quantities of binoculars, compasses, map boards, map cases, and protractors. Students are therefore advised to bring any of the above items for their personal use.

37. **Arms and Ammunition.** Students are not allowed to bring arms and ammunition to the College.

**MEDICAL**

38. **First Line.** The Cantonment Medical Centre is located near the 7 Demo Bn barracks along Ibrahim Babangida Road. Sick parade is 0700 hours each morning. Officers who are declared unfit to attend instructions should inform their DS through the syndicate leader or by any convenient means. In

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addition, there is a Sick Bay within the College complex. It is located in front of Danjuma Hall to facilitate medical treatment particularly during working hours.

39. **Second Line.** Cases that cannot be treated in the Cantonment MRS will be referred to the Nigerian Army Reference Hospital, Kaduna (NARHK). There are other specialist hospitals in Kaduna and Zaria towns which can also render medical treatment to students promptly.

40. **Medical Certificate.** All officers are to undergo medical tests in accordance with the medical requirements contained in Annex B. The proforma in Annex B is to be completed by a Service doctor from any military hospital/medical centre. Any officer who fails to produce a duly completed medical form (Annex B) may not be taken on the course. Students will also undergo medical examination in College on arrival. Any medically unfit student will be withdrawn from the course.

41. **Sick Leave.** Officers who become sick whilst on leave should contact the nearest military or general hospital. In case of hospital admission, students should endeavour to inform the Director of Coordination by the fastest means.

42. **AIDS Free Certificate.** All allied students are required to conduct AIDS test in their countries and present the AIDS free certificates to the Coord Branch through the Foreign Liaison office on arrival.

**MAIL/TELEPHONE**

43. The postal addresses and telephone number of the College are:

a. Postal Address.

Armed Forces Command and Staff College  
PMB 2234  
Jaji - Kaduna  
Nigeria

An example of how a student could use this address is shown below:

Sqn Ldr LP Yahaya  
Department of Air Warfare  
Armed Forces Command and Staff College  
PMB 2234  
Jaji-Kaduna  
NIGERIA

b. E-mail Address. [info@nigerianafcsc.org](mailto:info@nigerianafcsc.org).

c. Telephone Number. +2348035050176 (GSO 1 COORD)

d. For more detailed information on the College visit the AFCSC

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Website at [www.nigerianafcsc.org](http://www.nigerianafcsc.org)

44. **Delivery.** Outgoing mail, correctly stamped, should be dropped into the department block post box. Air letter forms and envelopes are sold at the Jaji Post Office. Students are expected to confirm the current postage rates on arrival at the College.

### **JOINING PRO FORMA**

45. All students are to complete the joining proforma attached at Annex A to these instructions and return the completed forms to the Coordination Branch as soon as possible but not later than 7 Aug 09.

### **PHOTOGRAPH**

46. After the inauguration on 31 Jul 09, students would be required to snap passport photographs (by the College PRD photographers) in Service dress without cap and submit 10 copies to the Coordination Branch along with the completed joining proforma.

### **COLLEGE FACILITIES**

47. **Library.** The Armed Forces Command and Staff College has a modern, well-stocked library. It is run on the open shelf system, and facilities are available for copying subjects/articles required for study or for research papers. The College enjoys inter-library cooperation with Sir Kashim Ibrahim Library at Ahmadu Bello University (ABU) Zaria. The facilities of the ABU Library are therefore available to AFCSC students. The Librarian will issue cards to you on arrival to enable you borrow books from the libraries. The instructions on the use of AFCSC Library will be made available to you on arrival.

48. **AFCSC Bookshop.** There is an AFCSC bookshop to complement the services of the College Library. Reams of paper, pens, bottles of ink, file jackets, clips, card boards and a lot of other consumables can be purchased from the bookshop.

49. **Internet Facilities.** The College provides free Broadband Wireless Internet service at both the academic and residential areas of the College. Students are required to go the Dept of Info Tech at the College HQ for the configuration of their computer systems. Furthermore, a Reltel wireless Internet service is also available at the College on private arrangement.

50. **Cyber Café.** The AFCSC Cyber Café is also available to complement the service of the College Library. This affords staff and students without personal computers the opportunity to carry out research through the Internet.

51. **Games and Sports.** While academic pursuit takes first place, physical fitness is not ignored at the College. Games and sports have always played important parts in developing leadership qualities. Students will be appointed sports officers, who will be responsible for arranging competitions with units

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and organizations in and around Jaji. Students and staff are encouraged to participate in inter-syndicate and inter-division competitions. Students are therefore advised to bring their sports kits while coming to the College. Morning PTs at 0600 hours on Thursdays and evening games at 1630 hours on Tuesdays are compulsory for all students and other personnel of the College. Absence from such programmed events attracts disciplinary action. Students are expected to be dressed in white vests preferably with College logo on a suitable short or track-suit bottom.

52. **Sports Facilities.** In the Jaji Sports Complex, modern facilities exist for the following sports:

- a. Badminton.
- b. Basketball.
- c. Billiards and Snookers.
- d. Football.
- e. Golf.
- f. Hockey.
- g. Lawn Tennis.
- h. Squash Racket.
- i. Table Tennis.
- j. Volley Ball.
- k. Swimming.

53. **Banking.** There are 3 banks (Union, Diamond and Wema Banks) and a number of Automated Teller Machines (ATMs) in the Cantonment. There are also numerous banks in nearby towns of Kaduna and Zaria which students can use while on the Course. Students who come from outside Kaduna are advised to make necessary arrangements for cashing facilities with these banks before the Course begins.

54. **Shopping.** There are well-stocked super markets where purchases can be made in the Cantonment. There are also numerous shopping centres in Kaduna and Zaria where a variety of goods are sold.

### **PLACES OF INTEREST**

55. There are lots of places of interest and relaxation in both Kaduna and Zaria. These include:

- a. 1 Div Officers Mess and Sports Complex.

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- b. Ahmadu Bello Stadium Kaduna.
- c. Ahmadu Bello University Zaria.
- d. Hamdala Hotel Kaduna.
- e. Kaduna Golf Club.
- f. Kaduna State Museum.
- g. NDA Officers Mess, Kaduna.
- h. NTI Conference Centre.
- i. Zaria Military Museum (located at the Nigerian Military School Zaria).
- j. Kaduna and Zaria Polo Clubs.
- k. NAF Club Kaduna.
- l. TRAPCO Ranch and Resort (by Kaduna International Airport).
- m. Fifth Chukker Polo Centre (by Maraban Junction).

**MISCELLANEOUS**

56. **Cleanliness of Surroundings.** Students are required to keep their surroundings clean. Students are also advised to cultivate the habit of gardening and tending where possible.

57. **Airport and Railway Stations.** There is an international airport in Kaduna and a landing strip at the School of Aviation in Zaria. There are also railway stations in Kaduna, Riga Chikun, Jaji (Wusono) and Zaria. There is an Aviation Club at the School of Aviation Zaria and at Kaduna to which students could become members, on application.

58. **Trips Outside the College.** Students are advised in their own interest to drive with care on Kaduna - Jaji - Zaria Road. The traffic on this road is very heavy and accidents are common. The College has lost some officers on this road in the past. Students are advised to avoid late nights and unnecessary trips on this highway.

59. **Religious Worship.** Worship centres comprising the Catholic and the Protestant Churches and the Mosque are located within the Cantonment. There are regular church services on Sundays and Muslim prayers on Fridays.

60. **Family Portrait.** Students are each to come along with one 5x7 family portrait which will be submitted to Coord Branch not later than 7 Aug 09. The photographs should be clear and on Service dress.

**DISCIPLINE**

61. All officers attending the course are warned of the consequences of cheating and examination malpractice of any kind in the College. Any officer caught cheating will be immediately withdrawn from the course and referred to his/her Service for appropriate further disciplinary action. Students are therefore, advised to work towards self-improvement and not aim at scoring high grades at all costs.

62. All officers are expected to participate actively during syndicate, sub syndicate and extra mural activities. A student may be withdrawn from training at any stage of the course if he or she is unable to maintain a high standard of personal and professional discipline.

63. The contravention of any of the above instructions will attract sanctions as provided for in the Armed Forces Act A20 LFN 2004.

**CONCLUSION**

64. An attempt has been made in this brief to give you the fundamental requirements that would facilitate your settling down quickly at the AFCSC for the work ahead. You will continue to receive briefs/instructions as required throughout the period of the course. Your one year in Jaji will be very challenging and we hope you will derive maximum benefits from the course. We wish you the best of luck.

Jul 2009

**PE EFEDUE**  
Cdr  
for Comdt

Annexes:

- A. Senior Course 31 Joining Proforma.
- B. AFCSC Medical Examination Form.

ANNEX A TO  
SC32 JOINING INSTRUCTIONS  
DATED JUL 09

TO: Coordination Branch  
Armed Forces Command and Staff College  
PMB 2234  
JAJI

\_\_\_\_\_  
Photo In Svc Dress  
(No Cap)  
\_\_\_\_\_

**SENIOR COURSE JOINING PROFORMA**

1. NO.....Rank.....Surname.....
- Other Names (Underline that by which you wish to be called during  
the course).....
2. Date of Birth.....
3. Qualification: Military.....
4. Qualification: Civil.....
5. Svc/Arm.....
6. Nationality (Foreign Students Only).....
7. Last Unit.....Last Appointment.....
8. Next of Kin.....Relationship.....
9. Address.....
10. Mobile Phone Number.....E-mail Address.....
11. Religion.....State of Origin.....
12. Sports or Interests.....
13. Career Details. Please give details of all appointments held and courses attended since  
commission:

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Serial	Appt	Unit/Fmn	Courses	Duration	Remarks
(a)	(b)	(c)	(d)	(e)	(f)

14. Autobiography.

ANNEX B TO  
SC31 JOINING INSTRUCTIONS  
DATED JUL 09

**AFSC MEDICAL EXAMINATION FORM**

1. Particulars Of Student

- a. Name:.....
- b. Rank:.....
- c. Service No:.....
- d. Age:.....
- e. Unit/Formation:.....

2. Physical Examination

- a. Physique (Good, Overweight, Debilitated):.....  
.....
- b. BP:.....
- c. Does Officer have any Medical History of Note? (Specify):  
.....  
.....

3. Investigation

- a. Blood Hb/Pcv:..... Wbc:.....
- b. Blood Sugar:.....  
(Random Blood Sugar)
- c. Hiv Status:.....  
(For Foreign Students Only)
- d. Urinalysis:.....
- e. Stool Microscopy:.....
- f. Chest X-Ray:.....

Students to come with their X-Ray Films and reports on all investigations done.

SIGNATURE OF MEDICAL OFFICER

NAME:.....

RANK:.....

SVC No:.....

DATE:.....

UNIT/FORMATION:.....