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ORGANIZATION AND ROLES OF THE NAOC

INTRODUCTION

1. The roles of the Nigerian Army (NA) as stipulated in the Nigerian Constitution of 1999 are enormous. The NA is equipped and maintained to properly carry out these functions. One of the Logistics Corps of the NA that is responsible for maintaining the NA is the Nigerian Army Ordnance Corps and School (NAOCS). This is by providing the right quantity of stores to where they are needed at the right time and in the right condition. Therefore such responsibilities require some manuals for effectiveness and efficiency. The NAOC is guided by some publications and manuals in carrying out its roles to the NA in peace and war. These include the Commandant's Technical Instructions Nos 1-8, NA Ammunition and Explosives Management Procedures, Q Administrative Instructions 1981 amongst others.

2. In carrying out its responsibilities, the NAOCS explore all available modern management techniques that have been standardized and documented as NAOC functional procedures. The Corps is organized to carry out its roles at AHQ, divisional and brigade levels. However, the discharge of NAOCS functions has been hampered by some problems. These include non-adherence to policy guidelines, poor infrastructures, inadequate Materials Handling Equipment (MHE) and lack of understanding of Ordnance Procedures by the dependencies among others. The production of a compact logistics manual for the NAOCS for better understanding by all stakeholders is therefore necessary and timely.

AIM

3. The aim of this lecture is to acquaint you with the organization and roles of the NAOC.

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SCOPE

4. The paper will cover the following:
 - a. Organization of the NAOC.
 - b. Roles and responsibilities of NAOC.
 - c. The NAOC functional procedures.
 - d. Standard kitting for officers and soldiers.

ORGANIZATION OF NAOC

5. At present the NAOC is organized at various levels for carrying out its roles to the NA in peace and wartime. The Corps is strategically organized to discharge its roles at AHQ, divisions, and brigade's levels. However, the Corps does not operate at battalion level. NA ORBAT 1996 refers.

ORGANISATION OF NAOC AT AHQ LEVEL

6. There are 4 x Central Depots in place that hold stores and equipment for AHQ strategies reserve. The holdings of these Central Depots are, to a large extent controlled by AHQ. They serve as feeders for the Base Depots. The Central Depots are:

- a. **Central Ordnance Depot Yaba.** The Central Ordnance Depot Yaba (CODY) holds all types of clothing stores, general stores, and some technical stores like guns, radar, sets, mine detectors, generators etc.

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- b. **Central Ordnance Depot Odogbo.** Central Ordnance Depot Odogbo (CODO) holds Mechanical Transport Spares and Technical Stores. They include spares for all classes of vehicles, signal equipment, technical stores and other assemblies. This depot along with NAEME conducts primary provisioning of spares for the NA.
- c. **Central Ammunition Depot Kaduna.** Central Ammunition Depot Kaduna (CADK) is the NA strategic ammunition-holding unit. It is located in Kaduna but has been proposed to move Agunu near Kachia very soon.
- d. **Central Vehicle Depot.** Central Vehicle Depot (CVD) holds the reserve of vehicles for the NA. The term vehicle includes all categories of vehicles, except earth moving. Thus towed gun, boats, field kitchen and other equipment on wheels are all stored and maintained in CVD. The allocation of registration numbers to all NA Vehicles and necessary equipment are also carried out in CVD.

NAOC ORGANIZATION AT DIVISIONAL LEVEL

7. The Commanders, Divisional Ordnance Services (CDOS) coordinate NAOC activities in the divisions. Apart from the Central Vehicle Depot all other central depots directly support the BODs/BADs in the divisions. The implication of this in war is that CVD will need to deliver vehicles directly to units in the theater of war as there is no Base Vehicle Depot (BVD) established to support the divisions for now. However, efforts are on to establish BVDs.

8. **Base Ordnance Depots.** There are 6 Base Ordnance Depots allocated on a scale of one per division and one having responsibility to AHQ and affiliated units. BODs are not mobile. They hold the complete range of stores for which NAOC is responsible less vehicles and ammunition. BODs also conduct secondary provisioning for the

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requirements of the divisions they support. Each BOD has a combined military and civilian strength in a ratio of 80:20. In war, a BOD raises 2 x Ordnance Field Parks (OFPs), are per brigade. Each BOD has a tailoring factory to produce sewn uniforms for the division and provide textile-refitting services. Currently, BOD in Kaduna produces clothing accoutrement for the NA.

9. **Base Ammunition Depots.** Base Ammunition Depots (BADs) are similar to BODs and are allocated on a scale of one per division. However, there is one ammunition sub-depot (ASD) with zonal responsibility. It is located in Port Harcourt. BADs hold stocks of ammunition and conduct inspections, repairs, and disposal of unserviceable ammunition throughout the division Area of Responsibility (AOR) including its own stocks. BADs also have combined military and civilian strength. The civilian staffs are not trained to handle ammunition but their work is restricted to administrative areas.

NAOCS ORGANIZATION AT BRIGADE LEVEL

10. **Ordnance Field Parks.** OFPs are allocated on a scale of one per brigade with established strength of 3 x 21 soldiers. An OFP is fully mobile and does not have civilian personnel. It holds the following:

- a. Stocks of fast moving items of MT spares and technical stores for the repair of vehicles, weapons, radios, etc.
- b. Stock of selected fast moving items of general and clothing stores.
- c. A range of limited scale of controlled stores such as personal weapons and radio sets, mobile laundry and bathing facilities which are capable of providing each man in the brigade with a change of clothing and a shower respectively during relief.

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11. **NAEME Workshop Store Sections**. Each infantry and armoured brigade workshop has a Stores Section (SS) manned and controlled by NAOC personnel. The responsibility of this section is to hold and issues the spare parts including major assemblies required by the workshop in order to carry out its repairs.

12. **Brigade Ordnance Officer**. A Brigade Ordnance Officer is part of the brigade establishment. The Brigade Ordnance Officer (BOO) is responsible for inspection and accountability of stores at battalion level. He performs the following roles in peace and war.

- a. Advising units and brigade staff on ordnance matters.
- b. Inspection of unit QM stores and assisting in efficient stores management.
- c. Receiving, collection and processing of unit demands for clothing and important general stores in war.

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OTHER NAOC OUTFITS

13. The NAOC also has 1 x Ordnance Ancillary Services (OAS), and 2 Transit Depots directly under the control of HQ NAOCS.

14. **OAS**. The OAS is responsible for the printing and publication of NA working documents and some training directives. Examples are the Annual Performance Evaluation Reports (PERs), working forms, COAS or AHQ training manuals, military hospital record cards, etc. The unit is also responsible for sewing uniforms in support of NA. Ideally, soldiers' uniforms are supposed to be issued as sewn pairs. The Disposal Returned Stores Group (DRSG) has also been detached from CODY to the unit. OAS is the NAOC mini-factory.

15. **Transit Depots**. There are 2 transit depots; one is for ammunition and explosives while the other is for other classes of Ordnance stores. They are referred to as Ammunition Transit Depot (ATD) and Ordnance Transit Depot (OTD). There are both established for the purpose of handling in-coming and out-going Ordnance stores and ammo for the NA. at the beginning of ECOMOG operations, Logistics Base was established near Ikeja Airport to administer logistics stores in and out of the mission area. Ideally, this outfit is supposed to be closer to the mission area to reduce turn-around time. Meanwhile the unit is being manned by NAOC because of its store holding functions.

ROLES AND RESPONSIBILITIES OF NAOC

ROLES

16. The roles of NAOC are:

- a. Provisioning for stores in NAOC.

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- b. Receipt of stores, equipment, vehicles and ammunition.
- c. Issues of stores, equipment, vehicles and ammunition in support of military exercises and operations in peace and war.
- d. Stock taking and reconciliation.
- e. Maintenance of stores, equipment, vehicles and ammunition.
- f. Inspection and repair of stores and ammunition/explosives.
- g. Salvage of metal scraps.
- h. Disposal of ammunition and explosives ordnance of devices.
- i. Conduct of board of survey.
- j. Capable of supporting the civil society organization in times of disaster and humanitarian demands.
- h. Other ancillary services.

17. Today the roles of the NAOC are more clearly spelt out in the Comdt's Technical Instructions No 1 to 8 and NA Ammo Explosive Management Procedures. These could be summarized as the supply of stores ranging from officer pins to battle tanks at the right time, quantity and place to the NA.

RESPONSIBILITIES

18. The responsibilities of NAOC cover the supply of materiel, inspection and repairs and specialist services.

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19. **Supply of Materiel.** Materiel refers to all types of commodities required to sustain a force in the field. They include:

- a. Ordnance stores which are in 4 categories as follows:
 - (1) Technical stores like guns, radios, radar sets, etc.
 - (2) MT stores including spares and assemblies.
 - (3) Clothing.
 - (4) General stores including tentages, camp equipment and G1098 stores.
- b. Ammunition, Guided missiles and Free Flight Rockets.
- c. Vehicles (A, B, C, D, and E).

The NAOC is, however, not responsible for the supply of POL, ration, engineer stores and specialist medical and dental stores.

20. **Inspection and Repairs.** The services of inspection and repairs affects:

- a. Ammunition (including disposal of unserviceable ones).
- b. Clothing items.
- c. General stores like tents.

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21. **Specialist Services.** The specialist services of NAOC cover:
- a. Printing.
 - b. Laundry and bathing facilities by the OFP in operations.
 - c. Salvage of metals and stores.

PEACETIME ROLES

- a. Central Depots replenish the Base Depots.
- b. Training of manpower.
- c. Participating in IS operations.
- d. Contribution to National Disaster Management Plan.

WAR TIME ROLES

22. The roles of NAOC in war depend on the design of the supply system. It is based on the following:
- a. The BOD has the capacity of supporting the division regardless of where it is operating. It would be able to detach and deploy 2 x OFPs to support 2 brigades simultaneously. Each BOD has a tailoring factory that sews uniforms and accoutrements for the NA.
 - b. The BAD is capable of supporting a Div by a forward BAD in addition to establishing an Ammunition Point (AP) in support of each forward Brigade.

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- c. An OFP is located in the BAA where it will receive stores from the RP or BOD and issue same to units B or A echelon. It moves with and supports the brigade. It also provides bathing and laundry facilities to the brigade it supports.
 - d. The NAOC Stores Sections are attached to the NAEME as a sub-unit in the field. They are replenished from BODs and sometimes from CODO.
23. The supply of controlled stores and vehicles will be in response to demand by the staff after units have raised an equipment or vehicles casualty report. Usually the OFP is used as an RV for the collection of vehicle and equipments. Supply depends on the availability of the item. Divisional units deal directly with their headquarters and cannot pass directly their demands to AHQ or HQ NAOCS. However, supply of ammunition follows NA approved laid down procedure.

NAOCS FUNCTIONAL PROCEDURES

24. The NAOCS functional procedures spell out inventory management techniques. These are:
- a. Provisioning for Stores in NAOC.
 - b. Receipts procedure.
 - c. Issue procedure.
 - d. Stores maintenance procedure.
 - e. Store accounting procedure.
 - f. Stock taking and reconciliation procedure.

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- g. Dues in/out procedure.
- h. Discrepancy procedure.

Details on functional procedures are contained in Comdt' NAOCS Technical Instruction Nos 1-8.

ESSENTIALS OF ISSUE OF STORES

25. The following requirements are necessary in issue of stores:
- a. Authority for issue from HQ NAOCS based on approval of AHQ.
 - b. Authority for issue of stores and ammunition signed by authorized signatories.
 - c. Authority for collection from the units signed by the Commanding Officer (CO).
 - d. Security Clearance issued by the AHQ DAPP in case of arms and ammunition.
 - e. Use of appropriate serviceable vehicles.
 - f. Detailing of armed escorts.
 - g. Proper documentation by both the consignee and the consignor.

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h. Collection of the approved stores, arms and ammunition within the specified period. Authority for issue of stores and ammunition elapses after 3 months.

PROCEDURE ON THE ISSUE AND RECEIPT OF STORES

26. At the battalion level, the QM raises indents for issues of stores. It is backed up with a covering letter signed by the CO of the unit. The letter is sent to the BOD and the CDOS office copying the Bde HQ. Where the BOD is unable to meet up the demand of the Bn, HQ NAOCS is informed for approval for CODY to issue the stores to the BOD. The Bn is then informed to collect the store either directly from CODY or its base depot depending on the need to save time. On emergency situations or operational assignment, the collection of stores could be directly channeled to HQ NAOCS. After the stores have been approved by HQ NAOCS, the unit concerned will be informed through signal letters to arrange for collection. Meanwhile the unit will prepare a letter authorizing the QM to sign and collect the store on behalf of the unit.

27. At the Ordnance level, HQ NAOCS sends approval to the issuing depot for issue of the stores. The commander of the depot will authorize issue process on the authority letter. The letter of demand now passes to PC & A. At the P C & A, the account man checks and clarifies the stock balance in his account card and then passes the letter to Control Section for preparation of vouchers such as AFG982E. The vouchers are then passed to the SPO for his perusal and approval. Thereafter, they are passed to the SSO for clearance to make sure that the stores are available in the storehouse.

28. The vouchers are then passed to the Traffic out section that is responsible for supervising the issue of stores. The traffic out section confirms the receipt of the authority letter and proceeds with the issue process with the OIC of the said stores. After issues have been made, the 982E, which is always in 5 copies are distributed accordingly.

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29. In the case of stationery stores, the voucher used for issue is AFG1033; it is also raised by the control section of the PC & A.

30. The approval for collection of control stores will be passed to the HQ NAOCS for Comdt's approval who in turn has the authority to effect issues on stores. The cases of issues of arms, ammunition and vehicles follow the same process. The arms and ammunition are approved by AHQ DAPP while that of vehicles is DOAL.

ISSUE OF AMMUNITION

31. The process involved in the issue of ammunition is as follows:

- a. Authority for issue from AHQ DAPP to HQ NAOCS signed by designated signatory.
- b. Comdt NAOCS approves the issue of the ammo and passed the letter to the Directorate of Ammunition (DOA).
- c. DOA checks the stock balance in all the ammunition depots to determine the appropriate depot vis-à-vis proximity to the demanding unit.
- d. Authority for issue is sent to the appropriate depot specifying the quantity of ammo based on the stock position.
- e. Unit to collect will process security clearance from AHQ DAPP.
- f. The security clearance will spell out the particulars of the officer collecting on behalf of the unit, the quantity of ammunition the route and the time frame within which the ammunition must be collected.
- g. The officer is also issued with authority for collection from his unit.

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The processing of voucher (AFG982E) is the same as that of stores.

STANDARD KITTING FOR OFFICERS/SOLDIERS

STORES

32. The scale of clothing to be issued to officers and soldiers on commission or enlistment into the NA are well stated in 'Q' Admin Instruction No 7 1981. The implementation of the Instructions has been hindered by the low level of stock presently being held in the NAOCS depots. The wastage rates of all categories of stores to be issued to officers and soldiers were also laid down. The details are contained as follows:

- a. Soldiers clothing scale – see Annex A to 'Q' Admin Instruction No 7.
- b. State of Ceremonial Dress Officers – see Annex B to 'Q' Admin Instruction No 7.
- c. Ceremonial Dress – NA nursing service – Annex C.
- d. Ceremonial Dress Soldiers – Annex D.
- e. Wastage rates per month – Annex E.
- f. Wastage rates of Ceremonial Uniforms officers and soldiers – Annex F.
- g. Scale of clothing issued to Officer Cadets and Soldiers proceeding on duty to a foreign country – Annex G.
- h. Wardens Service clothing scale – Annex H.

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33. The economic reality in our Nation today makes it difficult if not impossible to attain the standards stated in 'Q' Admin Instruction 1981. The NAOC therefore believes that the 'Q' Admin Instructions need to be reviewed in line with our present situation. This will enable the NAOC strive to achieve the new standard kitting that would be adopted.

WEAPONS

34. All officers are to be issued with a serviceable Pistol Browning while soldiers are to be issued their personal weapons. The soldiers are to be issued with either AK 47 or FN rifles. The rifles are to be issued in the soldiers' names and documented. Every soldier is to zero his/her personal weapon. Individual soldiers will use his/her personal weapon for range classification exercise/operation.

CONCLUSION

35. The NAOC as a logistics corps is responsible for provision of ordnance stores towards maintaining the NA in peace and war. The tasks and procedure of carrying out its functions have been highlighted.

36. Basic necessities in issue and receipt of stores, ammunition and other control items were spelt out for better dealings with the NAOC dependencies. It is hoped that the information in this manual will serve as a guide for better performance of the Corps in support of the NA.