

# QUOTES OF A GENERAL



SELECTED QUOTES OF  
**MAJOR GENERAL  
IBRAHIM BABANGIDA**

CHIEF OF ARMY STAFF (NIGERIA)

01 JAN 1984 — 27 AUGUST 1985

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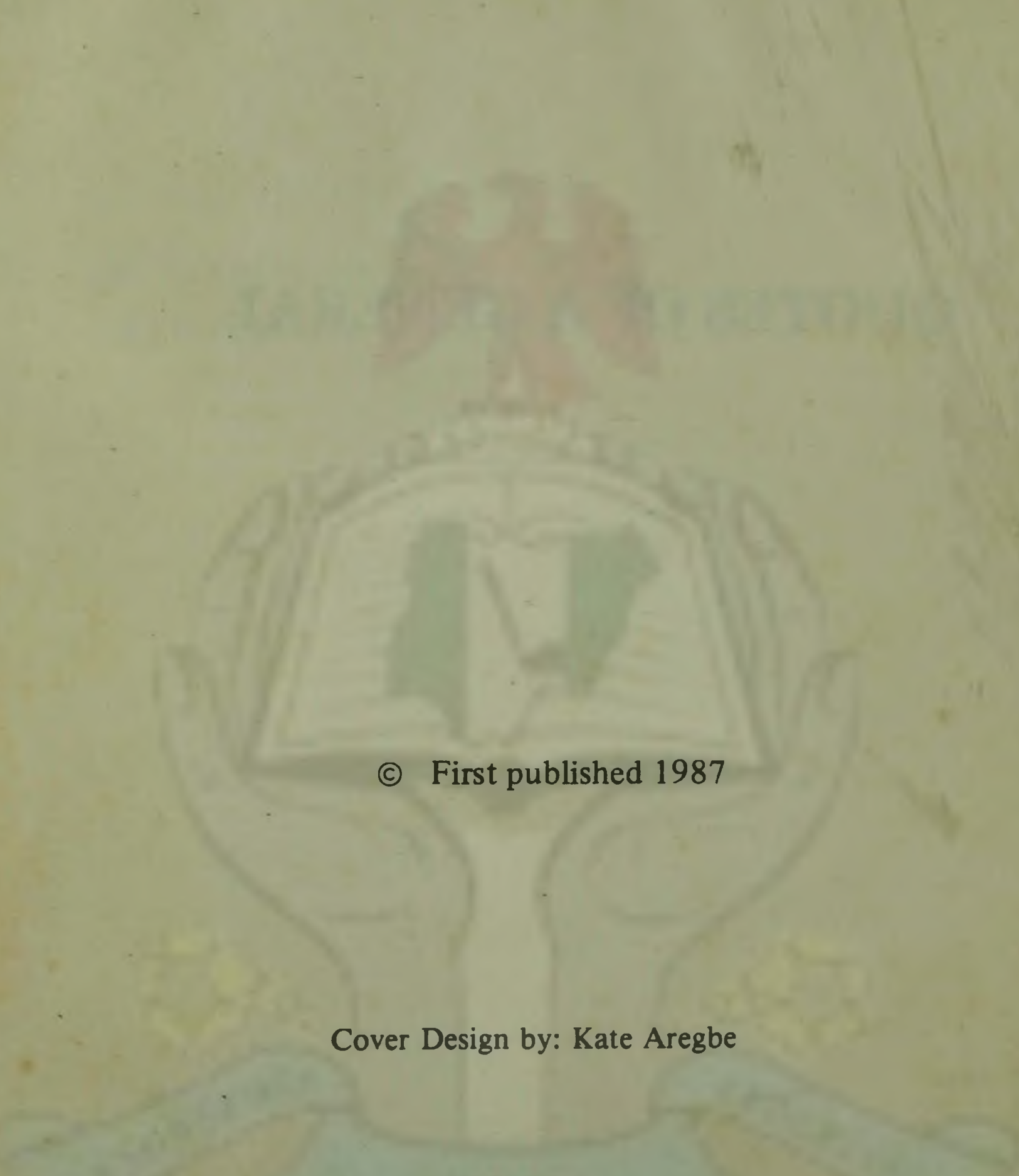
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**QUOTES OF A GENERAL**





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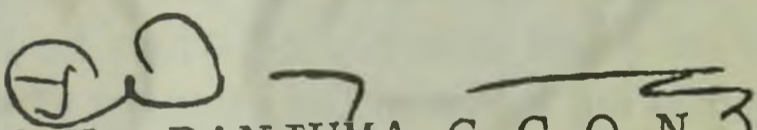
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# Foreword

There exists an art, which is fast developing into a science, by which one can determine the character of an individual through the analysis of his speeches and writings. Unfortunately, these Quotes are too short to lend themselves to such analysis. However, as someone who knew Ibrahim Babangida throughout the Nigerian Civil War, and for five additional years of peace, I tried to compare these Quotes with the person I knew fairly intimately for nearly a decade, and came to only one definite conclusion. These are undoubtedly the words of a thoroughly professional and knowledgeable soldier whose sole preoccupation, nay obsession, is with the excellence of the military profession. Bereft of the exotic language of the politician, Ibrahim Babangida's dexterity with the English Language has brought to the fore a hidden unassuming quality in scholarship and oratory.

I commend this book especially to the military, as well as to the general public.

  
(T Y DANJUMA G.C.O.N.)  
Lt Gen (Rtd)

## INTRODUCTION

When the then Lt Col IBRAHIM BADAMASI BABANGIDA stormed the Radio Nigeria premises in Lagos, braved all odds and almost single-handedly aborted the ill-fated coup that claimed the life of Nigeria's fourth Head of State, General Murtala Muhammed on 13 February 1976, his peers and military contemporaries did not marvel at the heroic adventure. Why? They almost agreed in unison that courage was one of those sterling qualities that marked him out as a natural leader during his youth.

As expected, that singular act of honour made the public crave to know more and they started probing into the background of that officer who had done his duty, discharged his burden of honour and resumed his routine without fanfare or any form of applause. Such enquiries, however, produced only second hand information from those who claimed to know him because the then Lt Col Babangida was not a man to blow his own trumpet.

The publicity-shy Commander of the Armoured Corps of the Nigerian Army remained elusive to the grateful Nigerian public which shouted itself hoarse, showering praises and paying glowing tributes to his dare-devilry. Although he chose to remain in the background, the "seen-and-not heard" approach to life of this crack but gentleman officer was to be often interrupted when he became a member of the highest policy-making body in the country at that time – The Supreme Military Council.

Ibrahim Babangida was a man of many virtues. To his mates at Government College, Bida in Niger State of Nigeria, he was their prefect, football captain and a leader whose strategy of persuasive leadership impressed everyone so much that they nearly idolised him. To his coursemates at the Nigerian Military Training College in the early 60's, he combined an image of the embodiment of discipline with genial conviviality towards everybody.

Professionally sharpened and politically wisened by the vagaries of Nigerian civil war and politics, by the time Babangida became a Brigadier, his traits of leadership had portrayed him to be a man of vision, a philosopher and thinker of no mean repute. It is therefore not surprising that these qualities earned him the respect and admiration of all officers and soldiers of the Nigerian Army. Imbued again with these values, he shouldered the burden of the Directorate of Army Staff Duties and Plans the vital organ which conceptualises the Army

establishment and role performance – and earned his promotion to the rank of Major-General on 1 March 1983.

There was no way Gen Babangida could continue to be elusive any longer. His image as the soldier and statesman became more glaring. In spite of his heavy work-load, the general sponsored and participated in various seminars and lectures on national and international issues while he contributed immensely to efforts to make every soldier in the Army acquire professionalism and national pride.

The mantle of command of the Nigerian Army fell on General Babangida on the 31 December, 1983. In the brief period of his command as Chief of Army Staff, General Babangida became closer and better known by officers and soldiers. He initiated plans and grappled with efforts to reorganise the Army into an effective fighting force. He also took steps to bridge the gap of ignorance by the public of the role and workings of the military establishment and was able to debunk the hitherto erroneous impression in his own words that “the Nigerian Army Officer was unintelligible, non-perceiving and uncommunicable.”

His impressive performance as a Military Commander, a social critic and a national leader have inspired the collection in this modest publication under the title “Quotes of a General”. It is an effort to document for posterity some of those inspiring and memorable remarks made by an Army Commander whose vision and performances have left indellible foot-prints on the sands of time.

General Ibrahim Babangida relinquished command of the Nigerian Army on the 27 August 1985 to assume higher responsibilities as President, Commander-in-Chief of the Armed Forces of Nigeria.

## ACKNOWLEDGEMENTS

I wish to thank all those who have in one way or the other contributed in nurturing this idea into fruition. I would like to express my profound gratitude to the Minister of Information, Prince Tony Momoh, the Director of Army Education, Colonel Funmi Odunaiya, the Managing Director of Heinemann Educational Books, Mr. Akin Thomas, Dr Tunji Olagunju, Majors EJB Nyan, MS Dasuki, M Santuraki and Captain Ayo Olaniyan for their assistance at all the stages. My sincere thanks also go to the National Library of Nigeria for making available in abundance their research materials, and last but in no way the least, my wife Bose for her cooperation and understanding while preparing this work during which I have had to be away from her and the family for long periods. Thank you all.

Major Debo Basorun  
Public Relations Officer  
to the then Chief of Army Staff  
31 Dec 83 – 27 Aug 85

## MEANINGS OF MILITARY TERMS & ABBREVIATIONS

NA	– Nigerian Army
COAS	– Chief of Army Staff
WASA	– Military term for festival
NDA	– Nigerian Defence Academy
Div	– Division
DIC	– Defence Industries Corporation
TRADOC	– Training and Doctrine Command
NAIC	– Nigerian Army Intelligence Corps
ORBAT	– Organisation of a Battalion
NAOC	– Nigerian Army Ordnance Corps
ADP	– Army Data Project
CISM	– International Military Sports Council
NIPSS	– National Institute of Policy and Strategic Studies
POL	– Petrol, Oil and Lubricants
DEME	– Directorate of Electrical and Mechanical Engineering
DASD/PLANS	– Directorate, Army Staff Duties and Plans
BODs	– Base Ordnance Depots
FMG	– Federal Military Government
AFIN	– Armed Forces Institute of Nigeria
NAOWA	– Nigerian Army Officers Wives Association
2nd Line Workshop	– A Mechanised Infantry Brigade Workshop
3rd Line Workshop	– A Mechanised Infantry Division Workshop
Bashas	– Makeshift huts that serve as temporary accommodation to soldiers.

## HEAR HIM...

No organisation can develop or achieve progress without some occasional radical changes . . . . .

The task of defending our great nation cannot be successfully achieved without the cooperation of all Nigerians . . . . .

A viable local defence industry is a pre-requisite for strategic leadership in Africa . . . . .

Never before in the history of this country has the nation looked up to the military for leadership . . . . .

We nurse a desire to build an effective and efficient Army for now and for posterity . . . . .

The purpose of the Army is to safeguard the nation's security . . . . .

It is saying the obvious that the bedrock of any Army is discipline. . . . .

An illiterate soldier is not only a burden to himself but to his immediate environment . . . . .

Defence is a sine qua non for any form of development . . . . .

A major neglect of welfare and administration could destroy the image of a unit and make impossible the accomplishment of an assigned mission . . . . .

The Nigerian Army was developed and organised on the principles of non-aggression. . . . .

The international security of Nigeria will continue to be influenced by the political, economic and social changes within the country . . . . .

Our focus now is the creation of a new army that will be a model for Africa . . . . .

Radicalism and unwarranted flamboyance in the Army are indications of ill-discipline. . . . .

The only certainty about military contingencies is that we are likely to face threats that one does not now foresee . . . . .

It is more important to be honourable than to be successful. . . . .

# Contents

## NATIONAL ISSUES

Strategic National Defence .....	1
National Consciousness, Unity and WAI .....	8
National Planning and Development .....	11
Education .....	16
Road Safety .....	18
Change .....	21
Information Dissemination .....	23

## NIGERIAN ARMY

Doctrine, Reorganisation and Modernisation of the Army .....	25
Training, Combat Readiness and Physical Fitness .....	33
Soldiers Welfare .....	40
Equipping and Maintaining the Army.....	44
Army Wives Association .....	48

## MILITARY ATTRIBUTES

Professional Competence .....	51
Military Discipline .....	55
Command Responsibility .....	59
Esprit De Corps .....	62
Military Image and Public Relations .....	65
Leadership, Loyalty and Honour .....	71

## INTERNATIONAL ISSUES

Foreign Armament, Training and Local Defence Industry .....	76
Nigeria's Foreign Policy .....	82
Threat .....	85
Military Strategy and WAR.....	89



*PUTTING HEADS TOGETHER: General Babangida is seen explaining a point to his Airforce counterpart, Air Vice Marshal Ibrahim Alfa during the execution stages of one of the several combined field exercises.*

# NATIONAL ISSUES

## Strategic National Defence

\* The purpose of the Army is to safeguard the nation's security. In times of war or other crises, the army's purpose is the restoration of peace with the defeat of our enemies. Our personnel, weapons and equipment must therefore be properly maintained.

*Speech delivered at the opening of 82 Div Training Week at Enugu on 26 March 1984.*

\* I would advocate a defence policy within our national planning frame work which gives prominence to proper management that could have a spill over effect on development in other sectors of the economy. This would lead to the creation of vital defence industries, far removed from the supply and demand intrigues of the East/West suppliers.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 1984.*

\* I will want you all to understand that the resources available to us are very meagre and must be utilized judiciously. As officers, you must be perceptive and imaginative in your understanding and appreciation of situations and strive always to succeed in your assigned missions. Improvisation is a key to successful management.

*Opening of the Training Week of Nigerian Army Ordnance Corps 13 Nov 1984 at Kaduna.*

\* I have had cause to reiterate in my pronouncements vital issues we need to address to ensure that the Nigerian Army continues to provide an efficient and well motivated manpower that will provide a continuous support for the government to safe-guard the peace and security of our country, I want to state that I am pleased and impressed by the amount of zeal and interest demonstrated so far to address the challenges I outlined.

*Address to officers at the Regimental Dinner Night of NA Officers in Lagos on 17 May, 85.*

\* The unique role of the military in national defence and security calls for high standard of discipline for the accomplishment of its missions. It is saying the obvious that the bed-rock of any Army is discipline, and indeed history has shown that in war or any military operation, many armies have through discipline turned into victory what could have otherwise been a defeat. Conversely, some other armies lacking in similar quality had been subjugated even in the face of obvious victory.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 84.*

\* The Foreign and Defence policies of any nation are predicated on certain aspirations, values and perceptions, aimed at preserving national security interests. A sound defence policy must therefore be an integral part of the overall national policy. Thus the formulation of a sound defence policy is based on a careful assessment of the national objectives, interests and the nation's perception of both internal and external threats.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 August 1985.*

\* We have continued to give support to government in the maintenance of internal peace, law and order and in the protection of the lives and properties of citizens. This, of course, is one of our avowed responsibilities to the nation.

*Opening Address at the Nigerian Army Ordnance Corps Training Week at Kaduna on 13 Nov. 1984.*

\* Operationally, we have so far achieved considerable peace with our neighbours and have meritoriously met security of our borders responsibilities. The security of our borders has been given an unprecedented consideration. In this direction a contingency plan has been formulated to check incursions and to maintain and safeguard our territorial integrity. This plan will be formally launched during the forthcoming Chief of Army Staff's Conference. When hatched for implementation, our respective and collective responsibilities will be enlisted.

*Opening Address at the NAIC Seminar at Ibadan on 17 Sept 84.*

\* Our responsibilities whether we like it or not in the West African sub-region in particular and Africa as a whole will continue to grow. This means that more will be expected from us. Until our perceived threats and commitment/obligation in the international arena are reduced, less defence expenditure is not possible in the foreseeable future.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 1984.*

\* I am attracted to the discussion on air power as an instrument of national policy; and the technological advancement of the Third World armed forces. I should point out that our strategy to deal with the disparity should match quality to produce our weapons locally. Size alone is no guarantee of armed forces readiness to carry out wartime missions.

*Speech delivered at the Nigerian Air Force 21st Anniversary Celebrations in Lagos on 10 April 1985.*

\* Since the attainment of the nation's independence, the Nigerian Army has developed a reputation for acting with precision on matters affecting the preservation of our territorial integrity and internal cohesion. July 6 of every year has therefore, been set aside to remember the role we played in preventing the fragmentation of this country during the civil war. The significance of the Army Day Celebration therefore, lies in our continued ability to make sacrifices for the nation as well as being the bedrock of national unity.

*Message on the occasion of the NA Day on 6 July 84.*

\* The formulation of any country's defence policy is a political decision that is dependent on the national interest and the foreign policy stance of the nation.

*A lecture on a "Sound Defence Policy on the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 August, 1985.*

\* The issue of a National Defence Policy for Nigeria has continued to generate interest and has drawn divergent views from various sections of our society. In spite of this interest, very little is known about the Defence Policy of Nigeria. The non-articulation of this policy by succeeding administrations since independence, has raised doubts as to the existence of a Defence policy. It is not surprising therefore that most critics of defence related issues are either ignorant of our defence policy and its objectives or lack understanding of its full implications.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 August, 1985.*

\* The Nigerian Army has continued to contribute a lot to the maintenance of the territorial integrity of our nation. We shall strive to live peacefully with our neighbours. However, if the need arises we shall not hesitate to take decisive action in protecting our land and its citizens.

*Speech delivered at the First Combined Arms Exercise (Ex-Ruwan Zafi) 29 Oct 1984 at Kachia.*

\* The security of a nation is directly linked with the state of combat readiness of its Armed Forces. This in turn, demands a cohesive integration of men and equipment that go along to make up the combat force. In our national context, the Nigerian Army has been able, to a large extent, achieve this objective, thereby fulfilling its primary role.

*Speech delivered to mark the end of the Orientation Course for Senior Officers at NA School of Military Engineering Makurdi on 14 June, 1985.*

\* It is evident that the importance of discipline to a stable and virile army is indisputable. The realisation of this basic fact indicates that nothing is too much or great to achieve the much desired discipline, which is indispensable for an effective army.

*Closing Remarks at the Seminar on Military Courts (Special Powers) Decree No. 23 1984 at Ikeja on 5 July, 84.*

\* Properly used, intelligence is one of the most valuable elements of operation which has always contributed immensely towards winning wars.

*Closing Address delivered at the NAIC Seminar at Ibadan on 19 September, 1984.*

\* The task of defending our great nation cannot be successfully achieved without the cooperation of all Nigerians. I hereby implore you to develop a deeper interest in army activities such as the one we have just witnessed. It is by so doing that our collective goals as Nigerians could be realised.

*Speech delivered at the closing ceremony of the NA Corps of Artillery Sports Competition at Owerri on 13 July 1985.*

\* Nigeria is a Third World country, which cannot rely on its resources alone to develop technologically. Equipping the Army with all the required hardwares is therefore difficult.

*Speech delivered at an honour dinner held to mark the visit of Chief of Army Staff Republic of Korea, General HO Yong to Nigerian Army on 18 June 1985 in Lagos.*

\* It is a great challenge to all of us to try and develop within the country, an integrated system in terms of hardware and software that can satisfy our requirements. It must also be a system that will have the competence to operate, maintain, update, modify and upgrade with little or no assistance from abroad.

*Speech delivered at the Conference of Fabrication of Components for the Maintenance Systems of the NA at TRADOC Minna on 29 May 1985.*

\* Defence, commands a substantial part of most national expenditure because it is a sine qua non for any form of development.

*Lecture on 'Defence Policy Within Framework of National Planning' delivered in Lagos on 1 May, 1984.*





*CHEERS ALL THE WAY: Flanked by senior military officers, General Babangida shares jokes with them as they advance merrily towards an operational area.*

# National Consciousness, Unity and WAI

\* National consciousness is the total conviction of a greater percentage of the general populace by not just believing, but also supporting objectively, certain principles laid down by their country. They live by them and propagate them as true, even at the risk of their lives. On the other hand, mobilization is the act of involving the majority of the population, through public enlightenment and education to believe in these principles and objectives with a view to making the people united and self-reliant.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

\* Until we believe in the generally accepted principles and objectives of normal life such as selfless service to the nation, queuing habit, probity in all our dealings and public accountability to mention but a few, Nigerians will continue to put themselves first and the nation last. It is time for Nigerians to be proud of their country and be fully prepared to contribute their quota in the battle to rid the nation of the cankerworm – indiscipline – that has eaten deep into the fabrics of our society.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

\* The need arises now more than ever before to give our dearly beloved country a sense of direction and national consciousness. It is towards the realization of this that, the Minister of Information, Social Development, Youths, Sports and Culture has recently appointed a ministerial sub-committee to work out ways and means of establishing a national consciousness and public enlightenment programme.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

\* Your training week is taking place at a time when "War Against Indiscipline" (WAI) crusade is focussing attention on environmental sanitation. The emphasis of this phase of WAI is on health education which incidentally is the theme of your training week. The dramatic response by all Nigerians as experienced on 3 August 1984 demonstrated that environmental sanitation should start with each and every one of us. Implementation of imbibed health education should start with oneself, his family, one's immediate personal environment, the house and surroundings, the neighbourhood, the townships and so on.

*Speech delivered at the graduation ceremony of students of the Nigerian Army School of Medical Sciences, Lagos on 7 Dec. 84.*

\* It is very important not only to the nation, but also to the individuals that quality of life generally is improved and laudable social values restored through a combined effort of all.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

\* The cultivation of a disciplined culture, is imperative to the survival of our nation. Without discipline, all our efforts to build a prosperous nation will be in vain. It is in realisation of this fact that the current War Against Indiscipline (WAI) was launched. WAI is a concept that all soldiers must embrace. If soldiers and all Nigerians can actively propagate the virtues of WAI, it will be a matter of time for the concept to be elevated to the level of a philosophy in the society.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

\* I can assure you that we would endeavour to provide the necessary input required for the successful implementation of the War Against Indiscipline.

*Closing Address at the COAS Annual Conference in Lagos on 9 Nov 1984.*

\* Our own immediate neighbourhood and townships are our units and barrack locations. As custodian of the WAI culture, it devolves on the military personnel to set the pace by personal example.

*Speech delivered at the opening of the NA Medical Corps Training Week at Ibadan on 12 August, 1985.*

# National Planning and Development

\* Nigeria's national objectives can be summarised as the search for: a politically stable and united country, a socially integrated and just society and a self-reliant and prosperous nation.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for the Heads' of Nigeria's Diplomatic Missions at Kuru – Jos on 7 August, 1985.*

\* National Planning entails a deliberate attempt at harnessing national resources for the vital and urgent task of improving the welfare of the people of any given country. This is not to preclude other factors, such as perceived threats, external obligations commitments and maintenance of sovereignty.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 August, 1985.*

\* We should bear in mind that the economic growth of a nation depends largely on the productive capacity of her citizens. This is a phenomenon that is widely accepted the world over. It forms that basic consideration of our manpower development plan. The rapid transformation of this country is a task that should concern all of us, whatsoever our status in life.

*Speech delivered at the 11th Convocation Ceremony of Sokoto College of Education on 12 Jan 1985.*

\* The time has come when the business community should venture into big industrial concerns, rather than present contentment with being transporters and distributors of commodities.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 84.*

\* Care must be taken to ensure that whatever is being manufactured is not under licence, because it limits the freedom of the user country. Such partnership should as much as possible be with industries in third world countries that are not likely to attach undue strings to such partnership.

*Closing Address of 3 Armoured Div Training Week in Jos on 31 August, 1984.*

\* Let me at this juncture, call upon Nigerian engineers, technologists, technicians and allied practitioners to develop appropriate technology for Nigeria. We should have a good understanding of the technology of the systems and equipment especially their suitability to our environment. To do this will enable us adopt or modify the equipment to our own use. Once we do this, we are on the way to becoming a manufacturing nation.

*Speech delivered at the Conference on Fabrication of Components for the Maintenance Systems of the NA at TRADOC Minna on 29 May 1985.*

\* In the process of national development, we have to start the work of reconstruction right from the grassroot. We have to build a new social and economic order. We have to be determined to eradicate exploitation of man. We must be determined to make sacrifice with the hope that future generations will be availed with enough resources to sustain our national development.

*Speech delivered at the 11th Convocation Ceremony of Sokoto College of Education on 12 Jan 85.*

\* The nature of Nigeria's defence policy since independence has oscillated between the level of economic buoyancy and that of national commitment/obligations.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*

\* Bearing in mind the present economic position of the nation and the unemployment figures defence industries will provide more employment opportunities and improve the nation's foreign exchange earnings.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 84.*

\* One of the very serious problems plaguing this nation today is our nonchallant attitude towards maintenance. This unfortunate attitude has caused us a lot. It is for this reason that the present administration places very great emphasis on maintenance. I have during my numerous tours of formations on assumption of office, re-emphasized this point. Proper maintenance of any equipment, infrastructure, etc. is bound to prolong its life span. I wish therefore to state that this small but magnificent edifice will only continue to be admired and its facilities enjoyed if properly maintained.

*Speech marking the opening of the TRADOC Country Club Minna on 16 Jan 85.*

\* The defence sector of our national planning framework should be seen as being mutually inclusive and development generating, not as an entity to other sectors of our national development.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug. 1985.*

\* Our nation has limited resources and there are normally heavy and pressing demands upon these resources.

*Closing Address during COAS Annual Conference  
5 Nov 1984 in Lagos.*

\* Like most developing countries, Nigeria has certain peculiar problems. These problems have, at various times during our national development, affected the stability of the country.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* The decisive factors of training are cost and personnel economy. Through training, the segments of the national population which are not tied to the national economy should be absorbed. The economic utilization is guaranteed by means of specific training programmes; short, medium and long terms to provide sufficient number of qualitative training positions long in advance to avoid a feeling of disappointment within the establishment.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*



*EXCHANGE OF IDEAS: General Ho Yong, the Chief of Army Staff, Republic of Korea was in Nigeria to exchange ideas on world peace with his Nigerian opposite number. Here, the visitor smiles with a warm handshake with his host, General Babangida.*

# Education

\* From the various topics and lectures which have characterised various training weeks, officers now have the unique opportunity, barely at their door steps, of gaining knowledge and improving their lots in various fields other than in their specialised professional fields.

*Closing Remarks at the Seminar on Mass Literacy Campaign in Lagos on 2 July 1984.*

\* Education does not refer only to the process by which we acquire knowledge, skills, habits, values or attitude; its other facet will entail the application of such acquired values for the social, political, economic and spiritual development of the society. In view of this, our educational system needs to be functional. Functional in the sense that it must be geared towards national development. To successfully achieve this, it must evolve around our social values – in other words, our education must be localised. Pure imported education, will have the adverse effect of turning our people into cultural leppers. It will serve in creating a materially affluent society which is culturally crippled.

*Speech delivered at the 11th Convocation Ceremony of Sokoto College of Education on 12 Jan 85.*

\* I am delighted by the impressive response to the on-going literacy campaign. The reports of encouraging turn-out in the various mass literacy classes in all formations are sources of inspiration to me. As we all know, illiteracy is a serious cog in the wheel of progress. We should therefore join hands to make the campaign a complete success.

*Closing Remarks at the Seminar on Mass Literacy Campaign in Lagos on 2 July 1984.*

\* Our present educational system was evolved with the aim of producing a managerial manpower, that would replace the colonial administrators.

*Speech delivered at the 11th Convocation Ceremony of Sokoto College of Education on 12 Jan 85.*

An illiterate soldier is not only a burden to himself, but to the immediate environment. I will want you to take it as a great challenge to ensure that you embrace the crusade to enhance your chances and stay in the army and to fit into a rapidly developing society of nowadays. You should bear in mind at all times that there is no limit to learning, as those who can read and write still quest for more knowledge by trying to learn more.

*Address on the occasion of WASA to mark the Army Day Celebrations in Lagos on 6 July 1984.*

\* With the involvement of the Armed Forces in government, it has become mandatory for you to improve your knowledge of geopolitical issues in addition to military subjects, so that you can meaningfully contribute to the overall efforts of the Federal Military Government.

*Opening Address at the 1 Mechanised Division Training Week on 10 September, 1984 in Kaduna.*

\* The NA has continued to acquire more sophisticated equipment. To operate these equipment, we need men who can understand their complexities. To this end, the NA launched its mass literacy campaign. Within the next few years, we hope to make all soldiers functionally literate. Therefore, in your dual capacities as junior leaders and supervisors of these equipment, you are expected to contribute effectively to the achievement of the goals of the literacy campaign. You must train your soldiers to also handle their equipment efficiently.

*Opening Address at the COAS Annual Conference in Lagos on 5 Nov 84.*

\* The volume of literature in the modern army and the sophistication of the battlefield, require a sharp intellect to contend with. The idea of an army based on brute-force is archaic. A combination of sound physical and intellectual force is the new order. You must therefore eschew intellectual laziness and embark in your new career on a war against mediocrity.

*Closing Remarks at the Seminar on Mass Literacy Campaign in Lagos on 2 July 1984.*

# Road Safety

\* The Road Safety Campaign week is an annual event whose landmarks and objectives are beneficial to the Nigerian Army and the entire citizens of this nation.

*Opening Address on the occasion of the NA Road Safety Campaign in Lagos on 14 Dec 84.*

\* The Nigerian Army being one of the organisations with the largest number of vehicles asset, embarked on a deep analysis of the causes of road accidents in the country. It was identified that alcoholism, drugs, ill health, fatigue, negligence, poor skill, and illiteracy were the prevalent factors responsible for about 80 percent, while state of vehicles and roads account for 20 percent of major accidents. Furthermore, the needs to prevent casualty of any type or degree to personnel, other road uses, vehicles and properties, are uppermost because transportation is the life-wire of the army's administration and logistic systems, both at peace and in war time.

*Opening Address on the occasion of the NA Road Safety Campaign in Lagos on 14 Dec 84.*

\* The root causes of accidents like alcoholism, drugs, fatigue and negligence through violation of traffic regulations have been well identified. It is your responsibility as officers and men to ensure that, accidents caused as a result of these flaws are totally eliminated.

*Closing Address on the occasion of the NA Road Safety Campaign in Lagos on 14 Dec. 84.*

\* The Nigerian Army launched its first ever Road Safety Campaign in 1974 to enhance safety on our roads. It is gratifying to note that these efforts have yielded positive results in all headquarters, units brigades, directorates and formations of the Army.

*Opening Address on the occasion of the NA Road Safety Campaign in Lagos on 14 Dec 84.*

\* The preservation of lives and properties through a carefully designed campaign of this type, is an important milestone in the development of the Nigerian Army and the nation at large. With the declining economic fortunes of our nation, colossal waste through reckless and malicious damages to vehicles and equipment will henceforth, attract severe disciplinary actions.

*Opening Address on the occasion of the NA Road Safety Campaign in Lagos on 14 Dec 84.*





*ARE WE SET?: General Babangida seems to ask the Flag Officer Commanding Western Naval Command, Commodore Murtala Nyako at the Tactical Headquarters of a field exercise. Other officers are Brigadier Yohanna Kure, the General Officer Commanding Eighty Second Division while Brigadier Mohammed Haladu, Commandant School of Infantry (backing camera) watches.*

# Change

\* The consequences of unwillingness to put one's neck on the line to stand up for principles are severe, often precluding innovative breakthrough and superior effectiveness, ideal that the Army stands for.

*Message to officers and soldiers on the occasion of NA Day – 6 July, 1985.*

\* No organisation can develop or achieve progress without some occasional radical changes. Our general attitude to innovations suggest a fear for changes. We therefore tend to personalize issues instead of advancing realistic criticisms.

*Closing Address at the COAS Annual Conference in Lagos on 9 Nov 1984.*

\* In the process of bringing about changes, there must first be a conceptual notion of what must be done to fight successfully in the battle environments of today and tomorrow.

*Closing Address at the 1984 NA Intelligence Corps Seminar on 19 September, 1984 at Ibadan.*

\* We must have analyzed the process and made some considerable progress towards arming ourselves with systematic mechanisms to permit change to take place. But that in no way ensures that either change will occur or that it will be an easy and orderly process.

*Opening Address at the Chief of Army Staff Annual Conference 5 November, 1984 in Lagos.*

\* There is a strong evidence that the generality of our countrymen and women desire a change in our general attitudes and behaviours. Their prompt and total support in the campaign against indiscipline have been continuous. It is therefore obvious that if we, as military men continue to be disciplined in all our actions, the rest of the country will follow quite willingly.

*Speech delivered at the Regimental Dinner Night of 82 Division on 30 July 84 at Enugu.*

\* We at the top must be willing to hear out arguments for change, agree to the need and become at least supporters, if not champions of the cause for changes.

*Opening Address at the Chief of Army Staff Annual Conference 5 November, 1984 in Lagos.*

# Information Dissemination

\* I must emphasize the importance of timely dissemination of information down the chain of command and the need to correctly interpret or explain policies or directives to subordinates and to the troops.

*Maiden Address to Officers of NA at Lagos on 3 Jan 84*

\* I have often repeated myself on the wide communication gap that exists in the Army. The need to know must be satisfied to allay fears or misconceptions and to stop rumour mongering. I have continually stressed the importance of timely dissemination of information from the top to the very bottom and vice-versa. I want to re-emphasize that we can best achieve improvement of the Nigerian Army when we:

- (a) Believe in our individual capability to effect an improvement.
- (b) Make our presence felt at all level of our various commands.
- (c) Develop a healthy spirit of competition in the improvement of our profession.
- (d) Speak out purposely when things are not going right.
- (e) Always believe that you can do certain things to effect constructive change.

*Closing Address at the COAS Annual Conference in Lagos on 9 Nov 1984.*

\* The net result of non-dissemination of information is that it breeds ignorance and general unawareness.

*Opening Address at Chief of Army Staff Annual Conference 5-9 November, 1984 Lagos.*



*ESPRIT DE CORPS: A "well-done" handshake from the leader for the logistics back-up given to troops by the Imo State Military Governor, Brigadier Ike Nwachukwu during one of the manouvres in the jungles of that state. Several other senior Army Officers surrounding General Babangida also watch with delight.*

# NIGERIAN ARMY

## Doctrine, Reorganisation and Modernisation of the Army

\* My major task as the Chief of Army Staff would centre around the development and modernization of the Army with greater emphasis on the welfare and professional development of all officers and men.

*Speech delivered at the Regimental Dinner given to mark his visit to 82 Div on 30 July, 1984 at Enugu.*

\* Today barely six months after my assumption of office as the COAS, I can confidently state that the necessary machinery has been put in motion to achieve the objectives I outlined. Indeed, some of the goals have already been achieved while others are still in progress inspite of glaring realities of our economic situation.

*Message on the occasion of NA Day – 6 July 1984.*

\* I am left with no doubt whatsoever in my mind of the commitment and sincerity of every one of you in joining hands to transform the Nigerian Army into a distinctive and deterrent force, worthy of the justification of the political role of Nigeria in Africa and her noble place and responsibilities in the international world.

*Closing Address at the 3 Armoured Div Training Week 31 August, 1984 in Jos.*

\* We nurse a desire to build an effective and efficient Nigerian Army for now and for posterity. Once we can achieve a good degree of equipment serviceability, then we are on the way to achieving that desire.

*Speech delivered at the Conference on Fabrication of Components for the Maintenance Systems of the NA at TRADOC Minna on 29 May 1985.*

\* The state of the nation's economy and the constraints it has placed on the military budget calls for a new thinking on how best we can utilise the resources allocated to defence to achieve maximum benefit at minimum cost.

*Opening Address at 1 Mechanised Division Training Week on 10 September 1984 in Kaduna.*

\* The Army will continue to control its force posture to reduce overhead costs in order to enable more money be available for research and development in the defence sector.

*Lecture on "Defence Policy Within Framework of National Planning" in Lagos on 1 May, 1984.*

\* We have identified the need for the Nigerian Army to acquire airborne and amphibious capabilities and efforts have been consistently directed towards the acquisition of these capabilities. In this direction, a suitable site has been acquired and is being developed in Jaji for the airborne school. Contract for the construction of training support facilities has been awarded and work is earnestly in progress as mapped out. An Army Jetty and harbour have been constructed at Calabar for the Amphibious School. Already, several assault and logistic crafts have been procured and delivered. It is our hope that by March next year, the two schools would have taken off.

*Opening Address at COAS Annual Conference at National Assembly Buildings on 5 Nov 1984 in Lagos.*

\* New equipment have been procured and added to our arsenal. Training on these equipment have been arranged and conducted to cover operations, storage, repairs and maintenance. A research and development cell is being established at the Ministry of Defence to look into the aspect of our equipment and weapon development. This cell will work closely with the Defence Industries Corporation in Kaduna, which is undergoing re-organisation in readiness for added responsibilities and greater expectations in future.

*Opening Address at COAS Annual Conference at National Assembly Buildings on 5 Nov 1984 in Lagos.*

\* Serious work and intensive studies have been embarked upon with a view to developing the Army for its present and future requirements. The end result of this exercise will create an avenue of conducive climate, in which each individual officer and soldier will find greater satisfaction for the fulfilment of the arduous task of soldiering

*Address on the occasion of WASA to mark the Army Day Celebrations in Lagos on 6 July 1984.*

\* The Nigerian Army of the 80s is designed to be highly mobile, versatile and possesses tremendous fire-power. For mobility, the Army is being fully mechanized while for fire-power, heavy calibre artillery guns, tanks and missile systems are being introduced. Versatility of the army envisions rapid development of special forces designed and equipped for specific combat operations.

*Opening Address at COAS Annual Conference at National Assembly Buildings on 5 Nov 1984 in Lagos.*

\* The NA is presently making a very modest demand on the nation during the next plan (5th National Development Plan 1986 – 1990). While the Government is determined to provide the necessary tools, it falls on us to treat the tools already in service with strict discipline and utmost care. We cannot afford to waste highly sophisticated and expensive equipment through neglect and inadequate maintenance.

*Address to officers at the Regimental Dinner Night of NA Officers in Lagos on 17 May 85.*

\* The redesignation and re-deployment of units are not to be seen as a punishment; rather it is to ensure that the NA is continually prepared to go to war.

*Closing Address delivered at the NAIC Seminar at Ibadan on 19 September, 1984.*

\* A research and development centre is being considered for the Armed Forces. The present DIC in Kaduna will be re-organised and modernised to step up its research and development efforts in cooperation with the Research, Development Test and Evaluation (RDTE) Directorate of TRADOC. With all hands on deck and God on our side, we hope to achieve our designed objectives.

*Opening Address at 1 Mechanised Division Training Week on 10 September 1984 in Kaduna.*

\* I appreciate the new measures taken so far by the Finance Corps to salvage itself. The entire Army is watching you and looking forward to when the computer service will be extended to the rest of the Army.

*Address at the Commissioning of the mechanization of 2 Mech Div Accounts at Ibadan on 22 Nov 1984.*

\* The committee on the development of the Army has nearly completed its assignment and the report is expected to be ready very soon. I am aware of the inputs made by officers to the committee during the visits to all NA formations. The eagerness with which officers made their contributions, and the maturity and level of understanding of our officers have facilitated the work of the committee. I can assure you that the report will be given prompt and serious attention, as it will no doubt reflect the desire and aspirations of the generality of the NA Officer Corps.

*Speech delivered at the Regimental Dinner given to mark his visit to 82 Div on 30 July, 1984 at Enugu.*

\* It is a deliberate policy of the Army to stop the engagement of foreign military officers – most of whom have become unproductive and over-paid in our establishments. Total Nigerianization of the Army is therefore a task that must be done. Excellence in service will be encouraged while mediocrity will have no place in the present set-up and indeed the future NA.

*Opening Address at the Nigerian Army Ordinance Corps Training Week at Kaduna on 13 Nov. 1984.*

\* Reorganization is a continuous process in the Army. Accordingly, our ORBAT will continue to be reviewed and modified periodically to meet the challenges and to ensure maximum effectiveness. A committee was set up early this year to review the ORBAT and to look into other areas of development of the NA. I am glad to inform you that this committee has nearly completed its work and the findings and recommendations will soon be presented for study and consideration. The eagerness with which officers and men responded to the committee's call for inputs is a true manifestation of the current state of professional awareness, dedication and general desire to attain higher standards in the Army. I wish to commend you all for a job well done.

*Address on the occasion of WASA to mark the Army Day Celebrations in Lagos on 6 July, 1984.*

\* During the course of my various addresses to you on different occasions, I emphasized the desire of the present administration to develop the Army through modernization, training and motivation. While the progress made towards achieving these primary objectives may not be apparent yet, I would like to assure you all that the government is fully committed to its pledge and had already set about implementing some of the programmes. You must however understand the state of our nation's economy and the efforts of the Federal Military Government to revive the economy through prudent and judicious management of our financial and other resources.

*Address on the occasion of WASA to mark the Army Day Celebrations in Lagos on 6 July 1984.*

\* You must re-orientate your training towards mechanization. Your determined efforts to put your accounts straight through regular stock-taking and reconciliation must be pursued with greater vigour in the years ahead to improve your technical efficiency.

*Opening Address on the occasion of the commissioning of the mechanization of Army Accounts at 2 Mech Div Ibadan on 22 Nov 1984.*

\* We are progressively changing from the traditional infantry role to that of mechanization. We are fairly far from acquiring the readiness and mobility required by our strategy.

*Opening Address of the Training Week of Nigerian Army Ordnance Corps 13 Nov 1984 at Kaduna.*

\* While showing our determination to develop the Army, a certain flexibility must be maintained as a consequence of our present economic situation. This readjustment does not mean admission that the validity of our goal could not be reached, but to prove that we identify with the other national competing interests.

*Opening Address at COAS Annual Conference at National Assembly Buildings on 5 Nov 1984 in Lagos.*

\* Every encouragement will be given to the 82 Div to ensure that more officers and men are trained in watermanship for amphibious operations. I am also delighted to inform you that airborne training will commence in the country some time in September this year or latest in October.

*Speech delivered at the Regimental Dinner to mark 82 Div COAS visit 30 July, 1984.*

\* The series of re-organisation witnessed by the Nigerian Army in the 70's were to some extent aimed at reducing the size of the NA, redeploying and redesignation of the units. It was apparent that the problems of the process of those reorganisation were not easily overcome.

*Opening Address at the COAS Annual Conference in Lagos on 5 Nov 84.*

\* By its size and structure, the Nigerian Army constitutes one of the biggest single organizations in the country. Concerned over this, the Nigerian Army sought means to improve on the effectiveness of its unorthodox pay-roll accounting. The idea to mechanize Army accounts was first put forward by the Finance Corps in 1979 as part of their package to improve their services. This idea although accepted, was delayed in favour of an army computerisation project which was to cover personnel records, Accounts, Artillery, Ordnance, Signals services, etc. Due to delays occasioned by unforeseen circumstances, the Finance Corps has to proceed with its original proposal to mechanise the army accounts. So what we are here today to commission is the outcome of a research aimed at improving the effectiveness of its accounting procedure.

*Opening Address on the occasion of the commissioning of the mechanisation of Army Accounts at 2 Mech Div Ibadan on the 22 Nov 1984.*

\* In the course of development, there will be need to redeploy officers and men where necessary to ensure effectiveness of command. I will certainly warn against the newly acquired practice of lobbying for appointments and postings. It is not in the interest of the Army and the nation to continue with this despicable practice.

*Maiden Address to Officers of NA at Lagos on 3 Jan 84*

\* The NA expects NAOC, to among other things:—

- (a) Develop the doctrine, ways and means of supporting a fast moving army on wheels and tracks.
- (b) Train personnel that can relate with better understanding with other arms and services in a technically oriented environment in peace and war.
- (c) Endeavour and reduce the frequency of malpractices in Ordnance Installations. All the virtues of WAI with regards to stores accountability and personal probity should be encouraged to permeate all the ranks of NAOC officers and soldiers.

*Opening of the Training Week of Nigerian Army Ordnance Corps 13 Nov 1984 at Kaduna*



*BEHIND EVERY SUCCESSFUL MAN.....: Mrs. Maryam Bahangida keeps company of her husband during one of their sports outings.*

# Training, Combat Readiness and Physical Fitness

\* Training is an essential element of a good Army, from which combat readiness and state of discipline could be assessed. It is therefore incumbent upon us to train, teach and guide our officers and soldiers with a view to increasing their capacity to plan and conduct combat operations efficiently.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 84.*

\* Constant training builds up the confidence and morale of men and also closes the communication gap which presently exists between officers and their men. This gap, arising from lack of understanding should not be allowed to grow further. It is not enough to address troops on parade or hold occasional durbars. Commanders must keep their men busy with realistic training geared towards personnel and unit achievement. Lack of training aids and equipment must not be the excuse. Rather, initiative and relentless determination to achieve results must be the norm.

*Speech delivered at the Regimental Dinner Night held to mark his visit to 82 Div on 30 July 1984 at Enugu.*

\* Training is not just studying and learning the contents of the relevant training pamphlets and other military publications. It must include a chance to practice what has been learnt from the books. This opportunity to practice must be encouraged by allowing subordinates to demonstrate their initiative and capabilities rather than being spoon-fed or guided at all times.

*Speech delivered at the Opening Ceremony of 82 Div Training Week at Enugu on 26 March 1984.*

\* Correct assignment of personnel is a command responsibility and an essential element in training.

*Speech delivered at the Opening Ceremony of 82 Div Training Week at Enugu on 26 March 1984.*

\* Training period such as this affords you the unique opportunity to examine, review and appraise your work methods, with a view to effecting improvement and changes to achieve your role to the Nigerian Army. I shall therefore expect that efforts should be geared at self analysis by being very honest and critical at this moment of greater expectations for better performance.

*Speech delivered at the Opening Ceremony of 82 Div Training Week at Enugu on 26 March 1984.*

\* Our Army's readiness objective lies in the provision of units capable of performing assigned missions in support of operational requirements. While we are yet to provide the necessary equipment to complement some of our units, training must not be allowed to suffer.

*Speech delivered at the Opening Ceremony of 82 Div Training Week at Enugu on 26 March 1984.*

\* You can have an Army with the most modern equipment, with no manpower or financial problems, with ideal ranges and training areas, in short, everything that we as professional soldiers could possibly yearn for, and yet that army would very easily be of little effectiveness if the training of the men was poorly planned, inconsistent or ignored.

*Opening Address at the Chief of Army Staff Annual Conference 5 November, 1984 in Lagos.*

\* Sound and adequate training of both officers and soldiers is absolutely necessary for better performance and development. Our present shortage of equipment, training aids and qualified instructors should not deter us from executing realistic training.

*Speech delivered at the Training Week of the NA Engineers at Onitsha on 27 June, 1985.*

\* Training, both individual and collective, must be given priority in time of peace. Individual training is the foundation on which unit effectiveness is built. It is the source of a soldier's confidence and trust in the Army. In all honesty, I shall hold commanders solely responsible for any lapse in their training exercises.

*Opening Address at Chief of Army Staff Annual Conference 5 November, 1984 in Lagos.*

\* By virtue of your deployment and the composite nature of your organisation, training in the 82 Division must be given primary consideration.

*Speech delivered at the Regimental Dinner Night of 82 Division on 30 July 84 in Enugu.*

\* As we are well aware, recreation is one of the requirements or needs of a normal healthy person. The need therefore, for this gathering can not be over-emphasised, in that, we deserve some form of merry making after a very hectic week of crowded activities.

*Address on the occasion of WASA to mark the Army Day Celebrations in Lagos on 6 July, 1984.*

\* The Nigerian Army attaches greater importance to the physical fitness programmes which apart from forming the basis for the spirit of competitions, are also great contributors to mental development.

*Speech delivered at the closing ceremony of the NA Corps of Artillery Sports Competition at Owerri on 13 July 1985.*

\* Physical fitness is a basic pre-requisite for an active soldier. In the past years most commanders had tended to grossly neglect the physical well-being of their soldiers. At best, they confined physical training to the annual physical exercise period. This practice has been found inadequate for our physical training requirements. It is in appreciation of the foregoing that we have made physical exercises a daily feature in the Nigerian Army. It is against this background that we have chosen jogging as the theme of this year's celebrations. All ranks are therefore warned, in their own interest, to take their physical exercise more seriously.

*Speech delivered at the closing ceremony of the NA Corps of Artillery Sports Competition at Owerri on 13 July 1985.*

\* I am aware of the lack of adequate and standard sporting facilities in most military locations. These shortcomings are being put right and with time they would all disappear when efforts being put up to provide these facilities start yielding fruits. As part of our programme for sports development, various clinics will be organised down to battalion level to stimulate the interest of officers and soldiers in various sporting events. It will also form an avenue for talent hunting of suitable sportsmen and women in order to bring them into limelight. Our newly commissioned officers and soldiers passing out of the NDA and the Depot will be encouraged and rewarded for high performance and achievements in sports. We can no longer afford to continue to drift indefinitely.

*Speech delivered at the closing ceremony of the NA Corps of Artillery Sports Competition at Owerri on 13 July 1985.*

\* In future, the Army Headquarters intends to review the system of Nigerian Army sports festivals in order to conserve funds for construction of facilities, purchase of equipment and realistic training in sports. It may therefore be necessary to scale down the level of fanfare and concentrate on meaningful sporting activities at various levels.

*Speech delivered at the closing ceremony of the NA Corps of Artillery Sports Competition at Owerri on 13 July 1985.*

\* There is a close relationship between discipline and excellence in sports, and a good sportsman must strive to maintain discipline both in and out of the pitch. The basic cause of our national malaise, can be attributed to indiscipline in all spheres of our societal life.

*Speech delivered to mark the Brigade of Guards Cross Country Race on 2 July, 1984 in Lagos.*

\* It was in realisation of the need for all officers and soldiers to keep physically fit at all times, that the theme "Jogging for life" was adopted for this year's Army Day celebrations. I will repeat my call as made at that occasion to the effect that "All ranks are warned in their own interest, to take physical exercises more seriously. Officers and soldiers must be seen as healthy and fit to cope with the rigours of our chosen profession, the Army".

*Speech delivered at the opening of the NA Medical Corps Training Week at Ibadan on 12 August, 1985.*

\* In a broad perspective, training weeks are designed to broaden the intellectual and professional base of our officers in particular and the soldiers in general. It also provides a forum for interaction not only with officers from other formations of the Nigerian Army, but also with officers from our sister services, the police and with distinguished gentlemen of the civil community.

*Opening Address at 1 Mechanised Division Training Week on 10 September 1984 in Kaduna.*

\* Training weeks count very highly in terms of responsibilities for our modernization process. The success or otherwise of a training week depends on the way you go about it and the enthusiasm and dedication you put into it. The Nigeria Army attaches so much importance to your appointment, that it has become pertinent to change the hitherto concept of Annual RSM gathering to Warrant Officers Training Week. To make it effective, the Army decided to decentralise the training week to the formations. This arrangement will thus offer you a good forum for exchange of ideas, collective and healthy assessment of your roles and responsibilities in the schools.

*Address delivered at the Warrant Officers Training Week held at TRADOC, Minna on 3 July 84.*

\* In my inaugural address to officers of the Nigerian Army, I called on those of us in the Army to rededicate ourselves to ensuring the realization of a constant state of preparedness. I also stressed the need for modernisation of the Army, with greater emphasis on the welfare and professional development of all officers and soldiers to achieve high combat capability. Your important role in getting the soldiers properly motivated to perform our assigned duties cannot therefore be over-emphasized. With the re-introduction of recruitment into the NA, your roles, your values and your vast experiences are more than ever now needed.

*Address delivered at the Warrant Officers Training Week held at TRADOC, Minna on 3 July 84.*

\* Rigorous and constant practice on the range should be encouraged by respective commanders to achieve higher goals and to improve weapons handling by the men.

*Speech marking the Handing Over of NA Electronic Range Jaji to the CISM (Nigeria) on 14 April 84.*

\* The ability to train continuously is a fundamental requirement of a virile and modern Army.

*Speech delivered at the opening of the NA Medical Corps Training Week at Ibadan on 12 August, 1985.*

\* As at the present stage of development, no magic wand has been found for effective performance of our roles, other than excellent training and acquisition of vital military skills.

*Speech delivered at the opening of 82 Div Training Week at Enugu on 26 March, 1984.*

\* We owe it a duty to the nation to be ready for action at all times and we can only do this in a condition of fitness.

*Address to troops in Lagos area on the occasion of the "Flag March" on 7 Dec 84.*



# Soldiers Welfare

\* I am convinced that if we aspire for greatness, the NA soldier must be given that level of protection, guidance and care mandatory for his self-actualisation. I therefore declare the theme of this year's warrant officers training week "THE YEAR OF WELFARE AND EFFICIENCY". It is with this theme in mind that I constituted a committee on the Future Development of the NA. The committee's report formed the bedrock of discussions during the last COAS annual conference. I have further directed the Divisions to examine the recommendations with a view to formulating the modalities for implementation.

*Address delivered at the Warrant Officers Training Week which was held at TRADOC, Minna on 3 July 85*

\* A lot of complaints and protest letters have been received from soldiers over the high rate of theft in the barracks/cantonments. Several factors are responsible for this, the principal being that those that have discharged and have received their gratuity still live with their dependants in the barracks. This practice not only denies the serving soldiers accommodation but harbours undesirable elements. The responsibility for ensuring that undesirable elements are not harboured in the barracks/cantonments is not only that of my headquarters and your officers, but yours as responsible members of the command echelon. Your knowledge of the soldiers in your units will assist the Army and your unit commanders to authenticate the identity of the discharged soldiers.

*Opening Address at the COAS Annual Conference in Lagos on 5 Nov. 84.*

\* As your Chief of Army Staff I made a promise that with the co-operation of all of you and within the consideration of the present Nigerian economy I will provide you with the basic and essential infrastructural base, adequate and necessary welfare incentives to enable you carry out your respective assignments. I am pleased to inform you that all efforts have been geared towards the manifestation of those promises. To start with, a committee has been set up to study

and make recommendations for the present and future development of the Nigerian Army. The reports are completed and will be thoroughly discussed during the forthcoming NA Annual Conference. New equipment have continued to be received in our inventory and arsenal. Airborne and amphibious capabilities have been identified and are being pursued with all consistency and sincerity.

*Speech delivered at the First Combined Arms  
(Ex-Ruwan Zafi) 29 Oct 1984 at Kachia.*

\* Sound and efficient administration of the unit with a good welfare programme for the soldiers, must all go along with training. Good administration will normally breed discipline and high morale among the troops. A major neglect of welfare and administration could destroy the image of a unit and make impossible the accomplishment of an assigned mission.

*Opening Address at the COAS Annual Conference in  
Lagos on 5 Nov. 84.*

\* It might interest you to learn that soldiers now earn as much as their counterparts in the private and public sectors, their rank and trade class notwithstanding. It is believed that this will stem the brain drain to other sectors.

*Speech delivered at the Training Week of the NA  
Engineers at Onitsha on 27 June 1985.*

\* Plan to phase out bashas in our barracks are being vigorously tackled. These bashas will soon be replaced with standard accommodation.

*Text of Message to officers and soldiers on the  
occasion of NA Day 6 July, 1985.*

\* My area of primary concern is the welfare of our soldiers. Although our soldiers receive their salaries, there are often complaints about other allowances. All allowances will be paid to those duly entitled to them.

*Maiden Address to Officers of NA at Lagos on 3 Jan.  
84.*

\* At this austere period, you should aim at establishing your own enterprises or business rather than looking for another salaried job from which you will have to retire again in future. You are to exploit all avenues which are abundant. The Federal Government's current policy on agriculture, especially food production, is a great opportunity for those who want to go into farming. You should therefore, make a judicious use of your gratuity and other allowances when you receive them at the end of your course.

*Address delivered to retiring soldiers at the Nigerian Armed Forces Resettlement Centre Oshodi on 16 April 1985.*

\* More efforts will be directed at ensuring that all existing barracks/cantonments are properly maintained. The lack of proper maintenance and non-provision of essential utility services, have thrown most of our barracks into deplorable conditions.

*Maiden Address to Officers of the Nigerian Army at Lagos on 3 Jan 1984.*

\* It is considered unfair to equate the Armed Forces pay scale to that of the police, since their roles and conditions of services are very different.

*Address at the Commissioning of the mechanization of 2 Mech Div Accounts at Ibadan on 22 Nov 1984.*

\* We shall continue in our efforts to make the Army a worthy profession and a place of pride for the officers and soldiers who exhibit sense of discipline, devotion to duty, loyalty and patriotism to the nation. Welfare of the troops will continue to occupy our top priority. A plan is underway to provide more recreational and sporting facilities to units in remote areas of the country. Adequate arrangement has also been made to improve on the distribution system of the AFIN so as to make its impact felt in every unit in the Army.

*Speech delivered at the first Combined Arms (Exercise Ruwan Zafi) at Kachia on 29 October, 1984.*

\* I am aware that problems are common to all Nigerian Army formations and I will like to assure you that solutions are being found to them to alleviate suffering and to improve living conditions and general welfare of the troops.

*Message on the occasion of the NA Day on 6 July, 84.*



# Equipping and Maintaining the Army

\* I express my dissatisfaction with the nonchallant attitude exhibited by some of you, towards the maintenance and well-being of our equipment, particularly vehicles. We still have the highest rate of peace time vehicle and equipment casualty when compared with other armies. The effect of this is that, the government would not be able to equip us to strength. You must live up to your responsibility by ensuring that you constantly check soldiers who fail to handle these equipment properly. Defaulting soldiers should be severely dealt with.

*Opening Address on the occasion of the NA Road  
Safety Campaign Week in Lagos, 14 Dec. 1984.*

\* With the declining economic fortunes of our nation, colossal waste through reckless and malicious damages to vehicles and equipment will henceforth attract severe disciplinary actions. It is your absolute responsibility both as officers and men to safely drive these vehicles and also carefully look after them through regular maintenance, servicing and curtailment of unauthorised journeys.

*Opening Address on the occasion of the NA Road  
Safety Campaign in Lagos on 14 Dec. 84.*

\* To conserve our meagre resources, it is expedient that only those units required early in support of contingency plans, should be equipped and maintained at the highest level of readiness. Other units should be assigned readiness goals, according to available resources. By resources here, I mean personnel, equipment, funds, time and facilities for training and maintaining equipment.

*Speech delivered at the opening of 82 Div. Training  
Week at Enugu on 26 March, 1984.*

\* The recent introduction of transportless day should not be seen as a punishment of soldiers. Rather, it is the restoration of an age long tradition of the Nigerian Army. The transportless day is intended to curtail spending on POL and to strengthen the life span of military vehicles through proper maintenance and servicing. In the light of the present economic problems of the country, it is hoped this exercise will contribute its quota, in assisting the Federal Military Government to revamp the economy of this nation.

*Closing Address at the COAS Annual Conference in Lagos on 9 Nov. 1984.*

\* The Nigerian Army is continuously being re-equipped with highly sophisticated defence equipment. Therefore, we cannot, at this austere time afford careless handling of these equipment since replacement is difficult and time consuming. Field commanders therefore have a very delicate job of ensuring that such equipment, are always maintained in serviceable condition.

*Speech delivered at the Training Week of Nigerian Army Corps of Engineers 27 June 85 at Onitsha.*

\* One outstanding problem that has plagued the Nigerian Army is that of maintenance of those equipment in our inventory. The reason behind this is easy to explain – reliance on foreign procurement.

*Speech delivered at the Conference on Fabrication of Component for the Maintenance Systems of the NA at TRADOC Minna on 29 May 1985.*

\* The mobile repair concept formulated by EME Directorate to speed up repair action is also a step in the right direction. Besides this, contract awards for the supply of repair parts directly to all 2nd and 3rd line workshops and divisional BODs have been concluded with reputable spare part contractors.

*Speech delivered at the Conference on Fabrication of Components for the Maintenance Systems of the NA at TRADOC Minna on 29 May 1985.*

\* The operational effectiveness of the NA depend to a large extent on the degree of effectiveness of the NAOC support to it. To this end, I have reprioritised NAOC functional needs in the overall plans for the NA development programme. I have approved the plans to build ideal storage depots, with all the related facilities to support the formations.

*Opening Address at the Nigerian Army Ordnance Corps Training Week at Kaduna on 13 Nov. 1984.*

\* Equipping the NA to scale, has been the most outstanding problem for successive governments. Our present economic situation has compounded this perennial problem. This notwithstanding, the FMG is fully committed to providing the Army with a greater percentage of its requirements. Accordingly, our equipment programme has been received and the priority areas have been determined. To date the NA Corps of Artillery has been equipped to nearly 70% of the latest weapons systems available in the market. The NA Engineers has also been given priority in terms of equipment by providing them with as much of their requirements as can be made available within our present resources.

*Speech delivered at the Regimental Dinner given to mark his visit to 82 Div. on 30 May, 1984 at Enugu.*

\* While the government is determined to provide the necessary defence tools, it falls on us to operate and maintain the tools already in service with strict discipline and utmost care. We cannot afford to waste highly sophisticated and expensive equipment through neglect and inadequate maintenance.

*Address to officers at the Regimental Dinner Night of NA Officers in Lagos on 17 May, 85.*

\* It is sad that our equipment are not maintained or serviced, spares are either misplaced or stores are not properly checked and accounted for. These lapses could impede the improvement of our state of preparedness. Our logistic system should of necessity be flexible and responsive to the exigencies of modern battlefield.

*Opening Address at Chief of Army Staff Annual Conference 5 November, 1984 in Lagos.*

\* The strategic location of units in the 82 Div, demands that all military equipment must be serviceable at all times. The rifle being the basic weapon of every soldier, must be properly maintained, or otherwise, it will not serve the soldier efficiently when he needs it most, especially during operations. The same goes for the handling of other arms and ammunition.

*Speech delivered at the opening of 82 Div Training Week at Enugu on 26 March, 1984.*

\* As we strive hard to provide you with decent accommodation, I will wish to remind you to pay greater attention to their care and maintenance when completed. A poorly maintained building will not last its normal life span. As military men, you should be at the fore front of the present administration's campaign towards environmental sanitation. It would be an unsavoury irony if you are found wanting in the very precepts that you preach.

*Remarks made at the ceremony marking the laying of the foundation stone of the NA School of Signals Apapa on 2 May, 85.*

# Army Wives Association

\* A great majority of our wives are today more aware of our professional and career matters than in the past. The job has become more challenging and highly competitive. In this situation, only the best can survive. The best can only be made through discipline both in the home and at work. Perhaps more than in any other profession, we in the Army believe that, an officer who cannot maintain discipline in his home, cannot successfully maintain discipline in his unit.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

As wives of Army/Military officers, you have the additional responsibility to set and live up to certain moral standards which will not only portray your individual virtues but will also reflect the standard of discipline and moral ethics within your respective homes. This will in turn reflect on your husbands. After all it is said that behind every successful man, there is a woman. The reverse is equally true – that behind every unsuccessful man there is also a woman.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

Our greatest consolation is the effect that a substantial number of the Nigerian Army officers are blessed with highly devoted, conscientious and dedicated housewives. Our wives have been contributing immensely to the success and well-being of the officers; which goes to confirm the old saying that behind every successful man, there is a woman. For this on behalf of all officers, I must express our appreciation and gratitude for all their efforts, and to go further to request them not to relent their strive to assist us, in maintaining a very high standard of performance.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

In the current efforts of the Federal Military Government to rid our society of all forms of indiscipline and malpractices, the role of women, and especially of you, the wives of Army officers, must assume greater proportion.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

While it is true that the up-bringing of the children is the duty of both parents, it is also a fact that the mother has the greater influence on the child straight from birth. The father's role here is supportive and complimentary. I can assure you that we the fathers, show as much concern for our children as you mothers; it is therefore important that, we create the necessary healthy environment within which to bring up our children.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*



*ALWAYS ON THE MOVE: Leadership by personal examples one would say. True to his preachings, General Babangida personally leads a combined services operation.*

# MILITARY ATTRIBUTES

## Professional Competence

\* The future will be very demanding of officers dedication, sense of commitment and self motivation. The present standard of most of us, I am afraid, is still not equal to the lofty ideas ahead. You must therefore strive hard to improve upon your present standard, if you must go along with all in this very trying time.

*Opening Address at the 1 Mechanised Division  
Training Week on 10 September, 1984 in Kaduna.*

\* Wherever officers are found wanting, such officers will be redeployed in the interest of the Army. Where an officer's performance falls so short of expectations as to make his redeployment impossible, the officer will be retired compulsorily and without hesitation.

*Regimental Dinner to mark 82 Div COAS visit  
30 July, 1984 at Enugu.*

\* In our effort to ensure effectiveness of command, officers will continue to be deployed purely on merit. Observed performances, job proficiency and effectiveness will not be sacrificed for rank seniority. It is therefore expedient that all officers who aspire to hold responsible positions must first prove their capability in their present appointments.

*Regimental Dinner to mark 82 Div COAS visit  
30 July, 1984 at Enugu.*

\* It is important for all soldiers to utilise the opportunity afforded by the Nigerian Army literacy campaign to eliminate ignorance and improve their technical know-how for future job enrichment and satisfaction.

*Opening Address at the 1 Mech Div Training Week on  
10 Sept 1984 at Kaduna.*

\* The future of the Army will demand a high standard of dedication, self motivation and commitment. There will be no place in the service for mediocrity. Success and excellence will merit reward as failures are bound to have detrimental effect on those concerned. You are therefore advised to gird your loins and be prepared for the task ahead to build an Army worthy to be proud of.

*Opening Address at the COAS Annual Training Conference in Lagos on 5 Nov 84.*

\* What I expect from the Finance Corps now and indeed at all times is efficient, honest and correct payment of monthly remunerations as and when due. I will not entertain payments/deductions that are forgotten or delayed. With regards to the overall army computerisation projects, you must be in continuous dialogue with the ADP to ensure that the system I am about to commission now, integrates easily into the proposed army-wide system. The ADP must come down and learn of the problems that have surfaced all through the implementation period of this pilot scheme.

*Address at the commissioning of the mechanization of 2 Mech Div Accounts at Ibadan on 22 Nov 1984.*

\* Our focus now is the creation of a new army that will be a model for Africa. It will be characterized by professional competence through the recognition of hardwork and merit to promote collective faith in the Army.

*Opening Address at the COAS Annual Training Conference in Lagos on 5 Nov 84.*

\* I will reiterate here that officers whose general performances fall short of expectation, will be redeployed without hesitation.

*Speech delivered at the Regimental Dinner given to mark his visit to 82 Div on 30 July, 1984 at Enugu.*

\* Soldiers of the Nigerian Army are some of the most dedicated when it comes to duty and appreciation of the importance of historic events, such as the ones marking the Army Day Celebrations. It is on this note that I am reassuring you once again, of the Army's concerted efforts to cater adequately for your welfare needs.

*Address on the occasion of WASA to mark the Army Day Celebrations in Lagos on 6 July, 1984.*

\* Recent Army policies on professionalism and efficiency is stifling and demanding of high individual intellectual base. Promotions and attendance at higher military institutions and academies will now be based on ability to perform and excellence in promotion and staff qualifying examinations. Attendance at the Command and Staff College will now be based strictly on merit. Self realization and motivation are the key words in the present concept. With effect from the last Staff Qualifying Examination cadre, no more cadres will be run for qualified candidates.

*Opening Address at the 1 Mech Div Training Week on 10 Sept 1984 at Kaduna.*

\* Career first behaviour by an officer who aspires to become a leader, is in conflict with commitment to mission effectiveness.

*Opening Address at the Nigerian Army Ordnance Corps Training Week at Kaduna on 13 Nov 1984.*

\* The life in the present Army is full of constant and everlasting struggles, in which only the fittest will survive. This fitness is assessed in terms of mental, spiritual and physical soundness. It is unlikely that counterfeit officers will survive the critical scrutiny inherent in the new system.

*Address to officers at the Regimental Dinner Night of NA Officers in Lagos on 17 May 85.*

\* To bridge the intellectual and professional gap between the Command and Staff College and the Nigerian Institute of Policy and Strategic Studies (NIPSS), an Institute of Defence Studies is being contemplated. More training areas have been acquired and surveyed. This, when completed and commissioned will provide a considerable and adequate opportunity for meaningful and practical training exercises.

*Opening Address at 1 Mech Div Training Week on  
10 Sept 1984 at Kaduna.*

\* National defence is in constant danger of being borne away by theory that it can lose sight of facts, historical experience, and simple commonsense. The formulation of defence policy at any one time, has to take cognizance of other competing sectors of the society.

*Lecture on "Defence Policy Within Framework of  
National Planning at Lagos on 1 May, 84.*

\* The Nigerian Army Engineers are no doubt aware that there has been criticisms over their approach in tackling issues of concern in the past. Such concern stems from experiences in the past where assignments were not properly executed. This is certainly not a situation one can jubilate about. I should therefore state very categorically that I will not tolerate idleness, lack of seriousness or insensitivity on your part.

*Laying of the Foundation Stone of Nigerian Army  
School of Signals, Lagos 2 May, 1985.*

# Military Discipline

\* I expect all officers particularly those charged with the administration of discipline to know and understand their responsibilities under the law. A situation where a commander deals with a case in his own way and in almost total disregard of the law and laid down procedure will not be tolerated.

*Closing remarks at the Seminar on Military Courts (Special Powers) Decree No 23 1984 at Ikeja on 5 July 1984.*

\* Let me correct the misconception that military discipline as administered under military law is devoid of justice. The converse is rather the case. Military discipline is administered mainly by a military court martial, which is an instrument of justice. And in fulfilling this function, it promotes discipline.

*Closing Remarks at the Seminar on Military Courts (Special Powers) Decree No 23 1984 at Ikeja on 5 July 1984.*

\* Discipline as you are aware is a command responsibility, in which the correction of individuals is always a requirement. In this direction, fairness or justice is indispensable and places a heavy burden and responsibility on officers, as administrators of discipline in their various commands.

*Closing Remarks at the Seminar on Military Courts (Special Powers) Decree No 23 1984 at Ikeja on 5 July 1984.*

\* Radicalism and unwarranted flamboyance in the Army will be checked. Officers mode of dressing and general turn out seem to be deteriorating and do not often conform to the norms and best traditions of the army as we know it. The cultivation of long hair, sideburns and uncultured whiskers, are indications of indiscipline in the service. So also are unguarded statements based purely on sentiments and with utter disregard to facts.

*Maiden Address to officers on NA at Lagos on 3 Jan 84.*

\* To the military officers present here this afternoon, particularly those whose offices oversee discipline, I must remind you that the failure or success of discipline in the Army rests squarely on you. I therefore implore you to put into practice all you have heard or learnt during this seminar when you finally get back to your various units/offices. It is also your duty to advise your commanders on various disciplinary actions to be taken on any reported case of indiscipline. It is equally important to share your knowledge by way of dissemination to all officers and men in your respective formations since in the strict sense of it, discipline is a collective responsibility.

*Closing Remarks at the Seminar on Military Courts (Special Powers) Decree No 23 1984 at Ibeja on 5 July 84.*

\* A soldier who fails to queue up is inviting disrespect to his profession. Your conduct should be exemplary, since your profession is based on discipline. Above all, make the code of conduct a true guide and lead by example.

*Opening Address at the Nigerian Army Ordnance Corps Training Week at Kaduna on 13 Nov. 1984.*

\* I would like to remind you that we have no choice than to be exemplary in our utterances and deed to demonstrate to the outside world, that we are capable of redeeming the lost glory of this great nation.

*Address on the occasion of WASA to mark the Army Day Celebrations in Lagos on 6 July, 1984.*

\* Commanders are under a duty to drive home to officers and soldiers why any act of indiscipline exhibited by them either in or out of uniform will be viewed with the strictest measures. You should always bear in mind that a disciplined army is not only a pride to a nation, but also goes into the battlefield and undertakes any task with absolute confidence and success.

*Speech marking the opening of the TRADOC Country Club Minna on 16 Jan. 85.*

\* Radicalism and unwarranted flamboyance in the Army are indications of indiscipline in the service. These acts should stop forthwith.

*Opening Address at the COAS Annual Conference in Lagos on 5 Nov. 84.*

\* Records so far indicate that the Nigerian Army has maintained a high standard of discipline both at local and international levels. But this is not to say that the Army, like any other organization, is spared of its own share of rotten eggs. The promulgation of the Military Courts (Special Powers) Decree, is directed exclusively at the military at a time when the Federal Military Government is waging a national War Against Indiscipline (WAI).

*Speech marking the opening of the TRADOC Country Club Minna on 16 Jan. 85.*

\* As the custodians of military discipline, I need to remind you that discipline is the foundation upon which all good organisations and especially the military organisation is built. In the Army, it is the most important factor that ensures the survival of the service. The Army and the nation as a whole expect from you and all of us absolute loyalty and a high degree of discipline.

*Address delivered at the Warrant Officers Training Week which was held at TRADOC, Minna on 3 July 84*

For a very long time, the Nigerian society has been plagued with indiscipline which has reared its head in various forms. Unfortunately, this national calamity has been regarded as a virtue rather than a vice which it is. While such a situation is condemnable in the society, it is intolerable in the Army. Consequently, I have resolved to apply the law to the letter in dealing with all acts of indiscipline.

*Closing Remarks at the Seminar on Military Courts (Special Powers) Decree No. 23 1984 at Ikeja on 5 July 84.*



*WHAT NEXT?: General Babangida could be seen consulting with his colleagues after conducting a successful battle exercise. To his immediate right is his Naval counterpart, Rear Admiral Augustus Aikhomu.*

# Command Responsibility

\* With the level of training and maturity of officers, it would be expected that Commanding Officers and Commanders would be resourceful enough and be logical in tackling their problems. Sadly, this has not been the case. Officers have continued to present a catalogue of problems, without any attempt at improvisation.

*Speech delivered at the Regimental Dinner Night held to mark his visit to 82 Div on 30 July 1984 at Enugu.*

\* The poor performance of a few officers can have detrimental effect on more dedicated officers and can also affect unity, morale and combat readiness. This must not be allowed, especially in this Division, whose strategic location is of vital importance in the national security system.

*Speech delivered at the Regimental Dinner Night held to mark his visit to 82 Div on 30 July 1984 at Enugu.*

\* Commanders must pursue training to reflect realism and ensure the attainment of a constant state of preparedness. More importantly officers must continuously improve on their professional standards and intellectual development.

*Closing Address at the COAS Annual Conference in Lagos on 9 Nov 1984.*

\* The lives of many, including perhaps your own lives, have one day got to be determined by how successfully you train and command your various formations.

*Opening Address at Chief of Army Staff Annual Conference 5 November, 1984 Lagos.*

\* Good leadership through personal examples, quick and fair dispensation of justice, genuine concern for the welfare of soldiers and their families and active and purposeful training are all essential to the maintenance of good order and military discipline.

*Closing remarks at the Seminar on Military Courts (Special Powers) Decree No. 23 1984 at Ikeja on 5 July 1984.*

\* You must maintain a closer relationship with your men without necessarily lowering the accepted standard of discipline. Our primary duty to the young soldiers is to make them functional, efficient and disciplined. You must also take into account their experience, strong and weak points in dealing with them as their superiors. They would need your encouragement in particular as you are closer to them. You owe it a duty to seek the improvement of their welfare and maintain their respect and confidence in your ability as their leaders. This requires the cultivation of close contact with your soldiers through games and training exercises, I can assure you that more results are achieved through close contacts.

*Opening Address at the COAS Annual Conference in Lagos on 5 Nov 84.*

\* I will want you to include in addition to the values you acquired at this Academy, loyalty to our military institution, loyalty to our nation and its heritage, loyalty to your various units or formations as your guiding principles. Your responsibility to superior officers and your subordinates are paramount. Strict compliance and vigorous execution of all legal orders, directives, regulations, policies and decisions received from superior officers are of paramount importance. If you are able to identify your personal and unit values you are on a sound track for developing personal philosophy for leadership.

*Address delivered at the Passing-Out Parade of the 30th Regular Course at the Nigeria Defence Academy on 19 June 1984.*

\* Our commitment must be complete if we expect dedication returned in kind. Though the present unhealthy economic situation in the

country makes this golden ambition complex, nevertheless, we are making definite and clear choices regarding our priorities which we hope to adhere to and support with more than mere words.

*Address on the occasion of WASA to mark the Army Day Celebrations in Lagos on 6 July, 1984.*

\* Commanders at all levels must educate their men that the more we concentrate on personal hygiene, environmental sanitation and planned parenthood, the less the necessity for medication; hence less demands for drugs and chemicals. Prevention is always better than cure and certainly much cheaper and most welcome at this time, when the nation is contending with less earning power.

*Speech delivered at the opening of the NA Medical Corps Training Week at Ibadan on 12 August, 1985.*

\* We must realise and accept the fact that levels for effective changes and improvement are dependent on our various characters and not official positions held by us as persons.

*Opening Address at COAS Annual Conference at National Assembly Buildings on 5 Nov 1984 in Lagos.*

\* With the cooperation of all of you and within the consideration of the present Nigerian economy, I would strive hard to provide you with the basic and essential infrastructural base, adequate and necessary welfare incentives, to enable you carry out your respective assignments.

*Opening Address at the 1 Mechanised Division Training Week on 10 September, 1984 in Kaduna.*

# Esprit De Corps

\* No arm of the Armed Forces is an island unto itself, in formulating or carrying out defence strategies. It was with this in mind that the last Tri-service field exercise "Operation Sea Dog" was organized. The exercise was a huge success to the extent that it afforded the three services, an opportunity to know their strong and weak points. As such, the Armed Forces is now better equipped to face real life situation if the need arises.

*Message to officers and soldiers on the occasion of NA Day – 6 July, 1985.*

\* The malady of careerism is readily detectable among junior army officers in their early years of service, where there is a trend away from concern for a group welfare in favour of personal well-being. The attitude can be described as me-first attitude. This is inconsistent with the institutional orientation, where the job is viewed as a calling.

*Opening Address at the Nigerian Army Ordnance Corps Training Week at Kaduna on 13 Nov 1984.*

\* The defence cooperation between India and Nigeria has long been primarily in the area of training. It is note worthy to mention that, the Indian Army has continued to provide vacancies in its training facilities for Nigerian Army personnel since 1962.

*Speech delivered at an honour dinner held to mark the visit of the Chief of Indian Army Staff, General AS Vaidya to the NA on 4 Jul 85 in Lagos.*

\* A functioning Nigerian Army requires bonds of trust, respect in its ranks, sacrifice and similar bonds of support and respect between the Nigerian Army and the Nigerian nation. The Nigerian Army of our aspiration must teach our soldiers how to adapt their plans and weapons to an uncertain environment and to make them believe that it is more important to be honourable than to be successful.

*Opening Address at COAS Annual Conference at National Assembly Buildings on 5 Nov 1984 in Lagos.*

\* Gentlemen, we are in this together, let us therefore, work together to build a strong nation and a just society for now and posterity.

*Address to troops in Lagos area on the occasion of the "Flag March" on 7 Dec 84.*

\* I visualise your visit to Nigeria as a moment of solidarity of the already cordial relationship between our peoples. It is a clear reflection of the value attached to our bond of friendship between the two countries and their Armies.

*Speech delivered at an honour dinner held to mark the visit of the Chief of Army Staff Republic of Korea, General HO Yong to Nigerian Army on 18 June 1985 in Lagos.*

\* In pursuit of world peace, Nigeria who is non-aligned, has contributed forces on the request of UNO in Lebanon and Zaire, and that of OAU in Chad. The country would always continue to honour such mutual agreements with friendly nations from time to time.

*Speech delivered at an honour dinner held to mark the visit of the Chief of Army Staff Republic of Korea, General HO Yong to Nigerian Army on 18 June 1985 in Lagos.*



*FACE TO FACE WITH A VETERAN: Octogenarian Chief of General Staff of the Chinese People's Liberation Army and a veteran of several wars, General Yang Dezhi welcomes General Babangida to China with a handshake.*

# Military Image and Public Relations

\* It is our desire and indeed, our responsibility to sustain the credibility, integrity and reputation of our profession always and at all costs. These are very compelling requirements that should never be compromised. As clearly manifested this evening, we can safely say that we can count on total backing of our wives to achieve this reality. We must not let them down. We have to show understanding of good conduct towards our fellow countrymen with all the moral competency required.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

\* Officers are expected to, and must give good leadership to their subordinates even in the face of difficulties. It is also your collective responsibility to improve on the present low standard of the Medical Corps, through esprit de corps, self sacrifice, sheer determination and better personal relationship between officers.

*Speech delivered at the graduation ceremony of students of the Nigerian Army School of Medical Sciences, Lagos on 7 Dec 1984.*

\* The dishonourable acts of one officer diminish the Officer Corps. The actions of the officer corps are only determined by the acts of its members and these actions must always be above reproach.

*Maiden Address to Officers of NA at Lagos on 3 Jan 84*

\* There is no need for re-emphasizing at this point, that the nation looks up to the military for exemplary leadership. This we can only justify through our transparently good example and obedience to the laws of the land but not by precept. Never before in the history of this country has the nation looked up to the military for leadership like in the present day.

*Opening Address at the COAS Annual Conference in Lagos on 5 Nov 84.*

\* The Army has cause to feel proud of its performances, having successfully redeemed its honour, image and prestige in a society characterized by maladministration, corruption, indiscipline and ineptitude.

*Message on the occasion of NA Day – 6 July 1984.*

\* Most military men today have little or no trouble in separating right from wrong or in conducting their personal affairs in an ethical manner. Where we do have problems is in looking ahead, for the ethical impact of our actions and directives on the subordinates who must carry out the directives.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

\* In the late 1960s and early 80s Nigerian Army sportsmen and women made names in the sports arena of this country. We also dominated the composition of the various national sports associations with our talented sportsmen. One remembers with great pride, stars like Ifeajuna, Jaiye Abidoeye, Agori, Saka and a host of others from the Nigerian Army, who represented this country at various levels of national and international competitions. I am at a loss to explain the lamentable position of the Nigerian Army today in national sporting activities. We are now more determined than ever, to go to any length to redeem our lost glory. Sports is politics, and the Nigerian Army will ensure a strong constituency capable of winning laurels at all times.

*Opening Address at the Nigerian Army Ordnance Corps Training Week at Kaduna on 13 Nov. 1984.*

\* The task of civil administration should not be regarded as a strange distraction from the normal professional military career. It is all part of the flexibility that is a vital principle in your war profession. Under the new circumstances, good understanding with civilians will be required more. It is how you interrelate that will determine how well you get reintegrated with them on retirement. If you insulate yourself totally you will simply become too maladjusted to fit back.

*Speech delivered at the Regimental Dinner to mark 82 Div COAS visit 30 July, 1984.*

\* Soldiers are known the world over, for their high sense of patriotism and obedience to the laws of the land. Our training and traditions are oriented towards the attainment of these.

*Message on the occasion of NA Day 6 July, 1984.*

\* Army Day activities serve to promote better interaction between the army and the civilian population and to increase the knowledge and awareness of the population in our ability to undertake our assigned constitutional role of providing protection and defending the nation.

*Message on the occasion of the NA Day 1984 on 6 July 84.*

\* I have been very impressed with the cordial relations existing between soldiers and civil population in all the locations. Cases of indiscipline have been on the decline and I believe that with more education and training the relationship will continue to improve. The assistance given by the various Military Governors and State Governments to the formations in their states have been commendable and are deeply appreciated. This is as it should be and goes a long way to establish confidence and mutual cooperation between the civil government and the army.

*Speech delivered at the Regimental Dinner Night held to mark his visit to 82 Div on 30 July 1984 at Enugu.*

\* You will all agree with me that interaction among the peoples of a nation fosters understanding and invariably peace. By utilizing this club house to serve both officers and civilians who are golfers it is hoped that the much desired interaction between the military and the civilians will be enhanced.

*Speech marking the opening of the TRADOC Country Club Minna on 16 Jan 85.*

\* I urge you on this occasion, to live in harmony with your civilian brothers and sisters. You must however, remain vigilant in order to refuse to be used by those who may wish to cause confusion in the country.

*Test of Message to Officers and soldiers on the  
6 July 1985.*

\* Through seminars, we have in recent times redeemed the image of the Nigerian Army officer and the erroneous impression of his intellectual capability which hitherto was regarded as unintelligible, non-perceiving and uncommunicable. Today, many people are bewildered by the immense and diverse knowledge and capability of the army officer in almost every sphere of the intellectual world. Our international posture, not the least, has been identified, vindicated and acknowledged as well. I therefore call on all and sundry not to relent in your efforts, but to continue to strive to maintain and improve on the present standard for the greatest benefit of our Army in the future.

*Opening Address at COAS Annual Conference at  
National Assembly Buildings on 5 Nov 1984 in Lagos.*

\* The Army Officer is subject to civil law, like any other citizen and to military law which is peculiar to the nature of his profession. He is thus constantly under observation; his whole life is guided by rules and regulations which may not always be agreeable, but over which he has no control and therefore has to comply with. His profession demands a lot of sacrifice and dedication without which both the army and the nation will fail. It is thus highly desirable that he should live and work within an environment free from extra stress.

*Closing Remarks at the Seminar on Military Courts  
(Special Powers) Decree No. 23 at Ikeja on 5 July 84.*

\* As members of the armed forces, we are looked upon to provide leadership through example and exemplary conduct. Our behaviour both in and out of uniform, must be beyond reproach.

*Maiden Address to Officers of the Nigerian Army at  
Lagos on 3 Jan 1984.*

\* There were times when troops pay parade was a very fertile ground for making quick and colossal fortune. There were times also when money provided for troops salaries and allowances were diverted to pay contractors' bills while troops were left without salaries for up to 2 or 3 weeks or were short-paid. I must warn at this stage that all loopholes experienced in the past must be blocked. Machines in themselves will not produce ghost names if ghost names are not fed into them. I will hold unit commanders responsible for any wrong information fed into the machines about their soldiers, with intent to defraud the Nigerian Army.

*Address at the commissioning of the mechanization of 2 Mech Div at Ibadan on 22 Nov 1984.*

\* You should not relent in your efforts to enhance the Nigerian Army's image and our professional competence. Remember that everybody looks up to the present military leadership for the survival and well-being of the nation.

*Speech delivered at the graduation ceremony of students of the Nigerian Army School of Medical Sciences, Lagos on 7 Dec 1984.*

\* The Nigerian Army, like any other organization has its inherent problems and challenges. This is not to say they are insurmountable. Rather, we are collectively doing everything within our limited resources to methodically control them.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

\* In these days of invention of destructive weapons, human interaction through sports cannot be said to have forged absolute global peace. There are still frictions here and there. In the light of this, one could only imagine how catastrophic the world would be if a laudable organisation like the CISM were not in existence.

*Speech delivered at the Second West African Regional Boxing Championship of International Military Sports Council, Lagos 13 May, 1985.*

\* On 31 December 1983, the Armed Forces of this country volunteered out of a strong feeling of patriotism, to rescue the nation from the burden of maladministration by the last civil government. It is our firm resolve to lay strong foundation on which a self-sustaining and disciplined polity will be developed.

*Message on the occasion of NA Day – 6 July 1984.*

\* You are no doubt aware of the general image of NAOC before other arms and services in the past. This negative image of NAOC is easily traceable to faults emanating from within and outside the corps and the gross occurrence of malpractices in Ordnance Stores Installations. Another NAOC poor image contributor, is the unsatisfactory diligence sometimes exhibited by NAOC officers given independent commands. It is possible to reverse this negative image, through a genuine wholesome reappraisal of the Corps efforts and through purposeful training.

*Opening of the Training Week of Nigerian Army  
Ordnance Corps 13 Nov 1984 at Kaduna*

\* From reports reaching me and from my personal observations, I am very impressed by the cordial relations existing between soldiers and civilians and also between soldiers and the police. I will want you to continue to build up good and healthy relations with the public, so as to ensure their confidence in us and encourage maximum cooperation. I must repeat my earlier warning against radicalism, unguarded utterances and other forms of misconduct capable of bringing the Army to disrepute. All commanders are empowered to deal with such cases summarily and with maximum severity.

*Maiden Address to Officers of the Nigerian Army at  
Lagos on 3 Jan 1984.*

# Leadership, Loyalty and Honour

In any human interaction, trust in and respect for individuals are essential elements for a positive relationship. Persons who are held in contempt do not relate well with others. As members of the society, integrity and concept of personal honesty are very important parts of our credibility. These require that individuals act in strict accordance with self-stated code of moral conduct, candidly, openly and honestly. It is very important not only to the nation, but also to the individuals that quality of life generally is improved and laudable social values restored, through a combined effort of all.

*Address on the occasion of Nigerian Army Officers Wives Association (NAOWA) Launching of the "Intensive" War Against Indiscipline (WAI) campaign 29 May, 1984 in Lagos.*

I would like to assure the government and the nation that, given the necessary tools, the Nigerian Army is capable of fulfilling its roles and will live up to all expectations.

*Opening Address at Chief of Army Staff Annual Conference, 5 November 1984 in Lagos.*

The basic ethical concepts of honour include three ideas: truthfulness in every word and action, honesty in the use of funds and property and adherence to certain standards of fairplay. These three particular ideals must be considered core values by the officer because they are essential to the new Nigerian Army. An honourable person cherishes integrity and of course summons the moral courage to oppose unpopular orders and accept responsibility for his mistakes.

*Closing Remarks at the Seminar on Military Courts (Special Powers) Decree No. 23 1984 at Ikeja on 5 July 84.*

Our Army is fortunate to have soldiers whose willingness to serve and whose loyalty and dedication cannot be doubted. Effective leadership is most desirous at this period of our development to ensure and enhance motivation of our soldiers. With the right quality of officers, I have no doubt that our soldiers can be moulded into a most efficient fighting machine.

*Speech delivered at the Regimental Dinner given to mark his visit to 82 Div on 30 July, 1984 at Enugu.*

I am very familiar with most of the problems in the Army and all efforts are being made to find solutions to them. These efforts will be intensified to achieve results.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*

Defective leadership is often responsible for the potentially catastrophic trend toward military and scientific – technological inferiority. One significant manifestation of leadership deficiency is the career first orientation that may permeate the army officer corps. This attitude is reflected by excessive concern for selfless devotion to duty, and the courage to challenge difficult and controversial problems are subjugated to behaviours perceived as requisites for outstanding officer effectiveness report and necessary to create and maintain a promotable image.

*Opening Address at the Nigerian Army Ordnance Corps Training Week at Kaduna on 13 Nov 1984.*

The nation and the whole world are watching us. We cannot and must not fail them. As military leaders, let us together provide the example of national service, and the kind of leadership, which the great majority of our people will follow willingly.

*Maiden Address to Officers of NA at Lagos on 3 Jan 84.*

The basis of a stable and progressive government is to be founded on good purposeful government that implements policies which generate the spirit of patriotism and nationalism in the people.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

Under the present circumstance, where the military performs the dual role of governing the country as well as running the affairs of the Armed Forces, the Intelligence Corps has totally dedicated itself to the success of the present military administration in general and the Nigerian Army in particular.

*Closing Address at the 1984 NA Intelligence Corps on September 19, 1984 at Ibadan.*

The development of this Army is our collective responsibility. It therefore devolves on all of us to strive towards achieving our set objectives through dedication and the determination to succeed.

*Speech delivered at the Regimental Dinner given to mark his visit to 82 Div on 30 July, 1984 at Enugu.*

I am aware of the strength and weaknesses of NAOC. I wish to assure all of you that during my tenure of office as the COAS, I will endeavour to provide all the wherewithal within the available resources to make NAOC more efficient and effective. From you all, I will expect in return absolute dedication and loyalty. You must also allow the limited quantity of stores available to get down the line to their users.

*Opening of the Training Week of Nigerian Army Ordnance Corps 13 Nov. 1984 at Kaduna.*

\* The power of military authority, particularly under a military regime, has a unique ability to corrupt and destroy the reputation of its holder. Its temptations are many. The use of power for its own sake, for enhancing individual ego, for furthering one's self-interests, for personal advancement or for personal spite; all such corruption of your authority damage your honour as a leader and seriously weaken the military organ. The measure and proper use of this authority is an integral part of leadership.

*Opening Address at the Nigerian Army Ordnance Corps Training Week at Kaduna on 13 Nov 1984.*



***BRAIN AT WORK:** Here, General Babangida engages the French Chief of Army Staff, General IMBOT Rene in a heart-to-heart discussion when the latter paid him a visit in his Lagos office.*

# INTERNATIONAL ISSUES

## Foreign Armament, Training and Local Defence Industry

\* We have discovered that the time is now ripe for us to develop our weapons and equipment, if the much orchestrated self-reliance and sufficiency must become a reality, and if also, we must call off the bluff of our former colonial masters who give us little but demand more than their fair share.

*Opening Address at the 1 Mechanised Division Training Week on 10 September, 1984 in Kaduna.*

\* The Brazillian experiment has now afforded the country the expertise to manufacture armaments from semi-automatic rifles to armoured personnel carriers and xarante jet-fighters. An "arms-city" should be located in the hinterland of the country and must also be linked with railway line for easy access. Technology for this "city" could be obtained by borrowing, direct purchase or licence-building for the purpose of investigations and development. We could also indegenize as was the case with India.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*

\* Genuine efforts are being made to commence local production of sophisticated and modern military hardware through bilateral agreements with foreign manufacturers. Such arrangements are aimed at achieving self-reliance and self-sufficiency in military hardware.

*Speech delivered at the Conference of Fabrication of Components for the Maintenance Systems of the NA at TRADOC Minna on 29 May 1985.*

\* Self-sufficiency based on licenced manufacture of equipments may not produce the type of economic independence which we all desire. The answer ultimately lies in your determination as Electrical and Mechanical Engineers, to bring your knowledge to the rescue of this country in its quest for technological break-through.

*Speech delivered at the Conference on Fabrication of Components for the Maintenance Systems of the NA at TRADOC Minna on 29 May 1985.*

\* The development of a local defence industrial base will not only change and diversify the acquisition of the relevant technology but will also ensure a growing measure of political independence. A viable local defence industry is of strategic importance in our relationship with other African states. It is a pre-requisite for strategic leadership in Africa.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 84.*

\* In spite of the number of government pronouncements on the need for Nigeria to be self-sufficient in arms production amongst other things, Nigeria's Defence Industries Corporation (DIC) has suffered greatly due to paucity of funds and lack of recognition.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*

\* I have emphasised that the development of a Nigerian defence industry should not be dictated by threat to our national security alone. The type of operations that our armed forces may be called upon to perform in the international arena, dictate that we would send well trained and adequately equipped troops to such threats.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 84.*

\* Our national planners should aim at adopting the technology import approach as this approach would lay the foundation for future development and would invariably encourage the special focus approach later. Like many developing countries, technology transfer should be based mainly on licence production. As I have emphasised earlier, Nigeria can attain this within our present economic resources.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*

\* Without further hesitation therefore, Nigeria should evolve a strategy of technological development between the next 5 to 20 years, to meet our national desire and international force posture.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 1984.*

\* Our defence industry has not been able to complement the growth of the economy much, as is the case in many advanced and newly industrialized countries.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 1984.*

\* Bearing in mind the present economic position of the nation and the unemployment figures, defence industries will provide more employment opportunities and improve the nation's foreign exchange earnings.

*Lecture on "Defence Policy Within Framework of National Planning" at Lagos on 1 May, 84.*

\* A reappraisal of our military and civil courses needs has been made. A reverse from overseas training with an increased patronage of local institutions is thought, would provide the right atmosphere and local conditions necessary for meaningful and practical training in our peculiar circumstance. To this effect, new courses have been designed for our training schools while some which should obviously be run in the respective units have been scrapped.

*Speech marking the end of Orientation Course for senior officers at the Nigerian Army School of Military Engineering Makurdi on 14 June 1985.*

\* Over the years, the Nigerian Army has evolved from a colonial territorial force, through an unwieldy organization arising from civil war, into a relatively modern army. I have noted with admiration, the sharp perception of a growing number of our officers in restructuring the Army. This trend is encouraging to the modernization process.

*Opening Address at COAS Annual Conference at National Assembly Buildings on 5 Nov 1984 in Lagos.*

\* There is the need to step-up our overall technical management and logistic capabilities to ensure that we are not only capable of operating these modern equipment but also competent enough to understand modern acquisition systems and subsequent weapon development and maintenance. This is the only stepping stone that can deter the wastage and desolation we experienced in the past.

*Speech to mark the End of Orientation Course for Senior Offrs at the Nigerian Army School of Military Engineering, Makurdi on 14 June 1985.*

\* Foreign procurement sources cannot be relied upon in formulating defence plans. Our experience during the civil war will continue to serve as a lesson to us. This was aptly demonstrated when during the civil war Britain (our traditional suppliers of arms) had to temporarily terminate the sale of essential hardware to the Government.

*Opening Address at Chief of Army Staff Annual Conference 5 November, 1984 in Lagos.*

\* Total Nigerianization of the Army will be pursued to stop the engagement of too many foreign military officers, most of whom have become unproductive and over paid. Where necessary, competent and qualified Nigerian graduates will be recruited into the service to fill the vacuum. To encourage such graduates, some incentives by way of remuneration and fringe benefits will be considered.

*Opening Address at the COAS Annual Training Conference in Lagos on 5 Nov 84.*

\* The NA spends large sums of money on training our personnel abroad. Some of the courses have been found not only wasteful but are irrelevant to NA needs. Consequently, all arms, and services are to consider the possibilities of conducting almost all of these courses locally.

*Address delivered at the Warrant Officers Training  
Week held at TRADOC, Minna on 3 July 1984.*





*MEETING OF TWO GREATS: You are very much welcome! General Babangida here welcomes to Nigeria with a handshake, the most decorated - ever Indian soldier and Chief of Army Staff, General AS Vaidya.*

# Nigeria's Foreign Policy

\* The only reason a nation raises an army is to defend the interests its policy defines. The only way to judge whether a military establishment is adequate is to ask whether it can sustain the commitments the nation has made. This demands clear identification and a realistic appraisal of all possible sources of threat to the nation. The formulation therefore, of any country's defence policy is a political decision of the government.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* Africa is the centre-piece of Nigeria's foreign policy with a concentric circles concept approach, whereby her national interests over-ride all other considerations, followed by her immediate neighbours, the ECOWAS sub-region, then the rest of the continent.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* We accepted the mantle of leadership in Africa as was clearly stated by Maj-Gen Garba (Rtd) in one of his pronouncements as the Federal Commissioner for External Affairs, that the aim of Nigeria's foreign policy was to defend the territorial integrity of all African States. This statement had more far reaching implications than the mere assertion of our leadership role in Africa. It meant that Nigeria would take up the responsibility of policing or protecting the entire African continent.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* The period 1960 to July 1975, was clearly characterised by extremely low-keyed foreign policy posture that could best be described as the conservative and withdrawn policy period. It was essentially during this period that we demonstrated many times to the outside world, that our incoherent foreign policy posture would not afford us the desired recognition, both within and outside the African sub-region. We clearly failed to realise and learn from the simple facts of international relations, that we live in a world of competing interests characterised by show of power; a world in which national interest and not morality or goodwill towards other nations determine national foreign policies. We therefore failed to play the leadership role that nature had entrusted upon us by geo-strategic location, human and natural resources.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* I am aware that criticism abound against the concept of concentric circles as an innovation in Nigeria's foreign policy formulation.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* You would have observed that the new approach to the pursuit of Nigeria's foreign policy objectives, is related to efforts made in the past to ensure that Africa remains the centre-piece of our foreign policy.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* We have imbibed ideas in policy formulation from well-meaning Nigerians, coupled with the desire for more assertive and realistic foreign policy posture.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* Nigeria in determining her foreign policy has evolved certain cardinal principles in her relationship with her neighbours. They are: the equality of independent African States without regard to size and population; respect for independence, sovereignty and territorial integrity of every African State; and non-interference in the internal affairs of other African States.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

\* Nigeria has for years developed and organised the Nigerian Army on the principles of non-aggression. Nigeria will continue to pursue world peace in general, and that of Africa in particular.

*Speech delivered at an honour dinner held to mark the visit of the Chief of Staff Republic of Korea, General HO Yong to Nigerian Army on 18 June 1985 in Lagos.*

\* The nation's foreign policy derives a clear perception of its interests from various perspectives.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

The military interregnum between 1975 and 1979, gave the foreign policy objectives of Nigeria a new impetus. In response to the yearnings and expectations of the citizens, well informed Nigerians became more assertive, injecting dynamism and style into our nation's image.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigerian Missions at Kuru on 7 Aug 1985.*

# Threat

\* In our context, anything that can undermine the security of our nation and constitute danger to her sovereignty, territorial integrity, socio-political and economic systems must be regarded as threat. For a realistic defence policy therefore, there is need to first analyse these perceived threats.

*A Lecture on a "Sound Defence Policy and Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru Jos on 7 Aug 1985.*

\* The geo-political and strategic atmosphere under which Nigeria operates, must be taken into consideration in the level of threat that could be experienced. For a sound defence policy therefore, there is need to first identify both internal and external threats.

*A Lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Diplomatic Missions at Kuru – Jos on 7 August 1985.*

\* It is an axiom that all states are potential enemies to themselves. Although, there appears to be no direct threat of substance to Nigeria's survival as a nation except the purported invasion by fugitives, our international activities within comity of nations, especially our commitment to the total liberation efforts in South Africa and our confrontational stance on a number of issues, may expose us to possible external aggression.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 Aug. 1985.*

\* The international security of Nigeria will continue to be influenced by the political, economic and social changes within the country.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 Aug. 1985.*

\* There is certainly no guarantee that South Africa or its allies in the west, will not wage a racial war against black Africa, in order to protect their economic and political interests. In this effort, they will not hesitate to undermine Nigeria's security by whatever means.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 Aug. 1985.*

\* While external threats are more predictable and manageable, internal threats are more dangerous to contend with, as they affect the basis and or the foundation of the nation's stability.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 Aug 1985.*

\* The causes of internal dissent are often easily identified but rarely corrected or disposed of in good time to prevent an explosion.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 Aug. 1985.*

\* The strategic position and the dominance of the oil sector in Nigeria's economic development is an economic threat, because the oil industry could be the main target of conspiracy and attack by countries that do not wish us well.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 Aug. 1985.*

\* The only certainty about military contingencies is that we are likely to face threats that one does not now foresee.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*

\* National stability can only be achieved by pre-empting threats to internal security.

*A lecture on a "Sound Defence Policy and the Pursuit of Nigeria's Foreign Policy Objectives" for Heads of Nigeria's Diplomatic Missions at Kuru – Jos on 7 Aug. 1985.*

\* Times are changing. Other countries in the world continue to improve on their strategic forces while others continue to strengthen their footholds. Coupled with a lot of internal and international disputes, areas of primary interest to us will continue to put heavy pressure on us to develop our military posture.

The development of army power through purposeful career planning will be pursued intensively.

*Opening Address at COAS Annual Conference at National Assembly Buildings on 5 Nov. 1984 in Lagos.*



*THE ALL ROUNDER: By General Babangida's definition, the Nigerian Army Officer is he who knows something about everything. Instead of theorising, the general himself tries his hands on one of the Nigerian Airforce war machines during an operation.*

# Military Strategy and WAR

\* There is a close link between intelligence and psychological operations. Psyops produce intelligence which is used in developing propaganda to achieve specific objectives. Intelligence and tactical operations are interdependent while tactical psyop is closely linked with tactical intelligence.

*Opening Address at the NAIC Seminar at Ibadan on 17 Sept 84.*

\* Defence policy is concerned with the protection of the state and its citizens from the military threats and actions of other states. It takes account of all relevant factors, issues, concerns, principles and strategies, best suited for ensuring the preservation of our nation's autonomy and its continued economic and socio-political development.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*

\* Intelligence Corps is as important today as it has always been in the past and will always be a critical and vital factor in the preparation for, and the waging of war.

*Opening Address at the NAIC Seminar at Ibadan on 17 Sept 84.*

\* Our defence industry is yet to have a great impact on the other sectors of our national economy, because it has been treated in subsequent national development plans as an exclusive variable.

*Lecture on "Defence Policy Within Framework of National Planning" delivered in Lagos on 1 May, 1984.*

\* Psyops is essentially offensive, employing propaganda and actions to achieve its objectives. It is usually consistent with national policies and integrate with strategy and tactics.

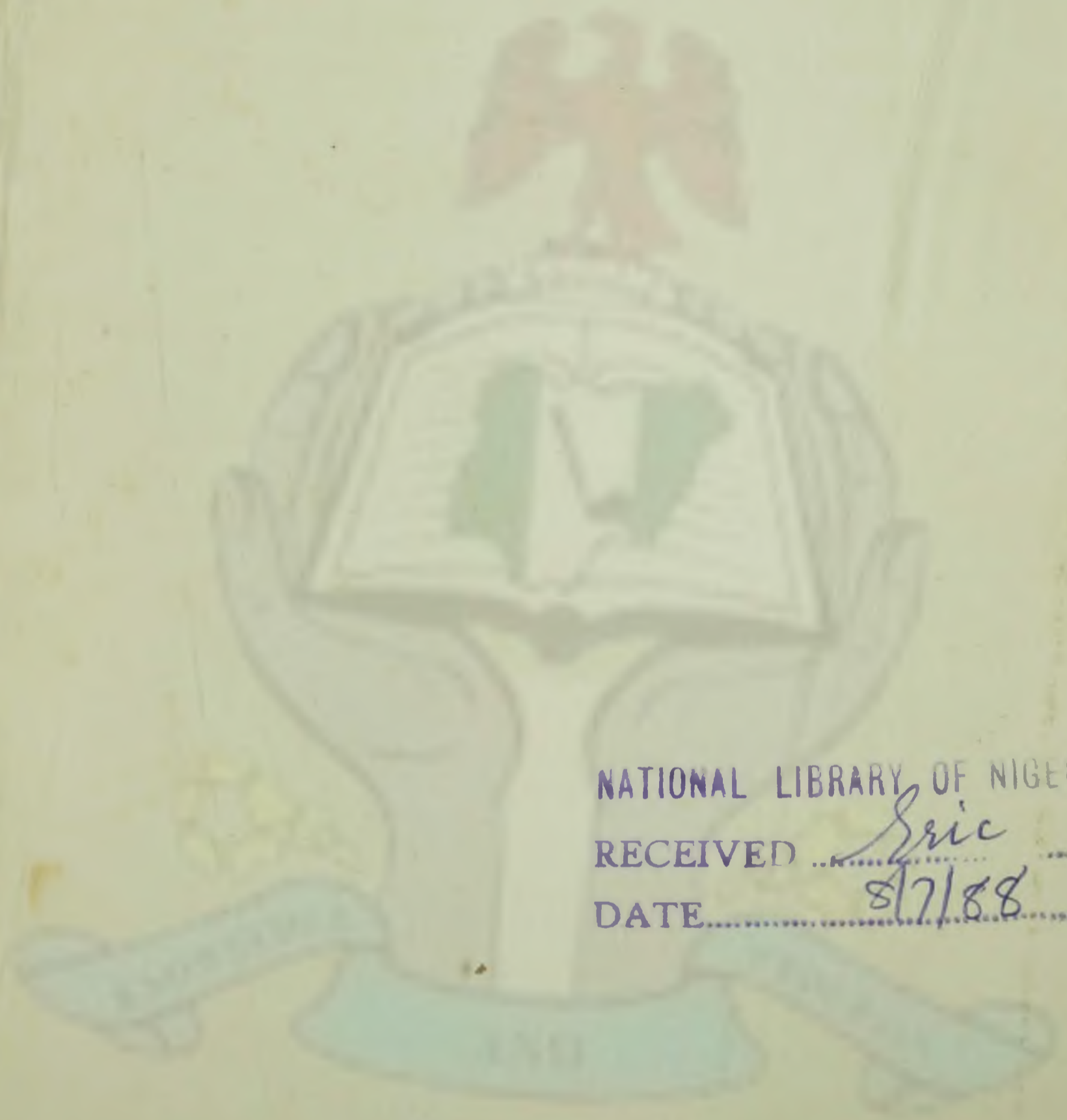
*Opening Address at the NAIC Seminar at Ibadan on 17 Sept 84.*

\* Although there is a logical explanation for the strength ceiling of an Army, such logic should not be at the expense of our national strategy, organizational concepts and role.

*Closing Address at the COAS Annual Conference in Lagos on 9 Nov 1984.*

\* Psyop is aimed at various targets which include groups of people, tribes, states, countries and organisations. The objectives vary from politics to economy, sociology, religion, culture, education and the military. Due to the earlier non-awareness of our being targets of foreign psychological operations, a lot of damage had been done to Nigeria.

*Opening Address at the NAIC Seminar at Ibadan on 17 Sept 84.*



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## Quotes of a General.....

One of the best ways to reach into the inner mind, and attempt a deep understanding of a leader, is to examine such a leader's utterances and analyse them.

'Quotes of a General', selected from speeches delivered by Major General Ibrahim Babangida during his tenure as Chief of Army Staff of the Federal Republic of Nigeria, offer an invaluable insight into the mind of a "thoroughly professional and knowledgeable soldier whose sole preoccupation, nay obsession, is with the excellence of the military profession", as stated by Lt-General T.Y. Danjuma in his foreword to this collection.

This selection of quotes was put together by Major Dele Basorun, Press and Public Affairs Officer to the President, Command-in-Chief. Major Basorun had served as the Public Relations Officer to General Babangida during his tenure as Chief of Army Staff.

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*Gen BABANGIDA has a special knack for precise description of events in a unique way which makes it difficult for anyone to ignore his utterances.*

*Daily Times*

*Highly reflective of the general and intellectually selected to expose his philosophy and ideas. This book is considered a compendium for all patriotic Nigerians whether in uniform or not.*

*National Concord*

*The collection is of immense value to all, especially researchers.*

*The Punch*

*The most sincerely visible agent of the transformation of our society is certainly General Babangida. The evidence is all here in these quotes.*

*Daily Sketch*