



HOPE

MAGAZINE

PUBLISHER

Nigerian Armed Forces
Resettlement Centre

MANAGEMENT TEAM

Chairman

Air Vice Marshal BR Mamman

MEMBERS

Maj Gen AO Oyelade
Brig Gen IO Olatunji
Brig Gen AM Inuwa
Cdre IP Udoudoh
Cdre OD Nnatu
Air Cdre IA Taiwo

SECRETARY

Gp Capt G Bappa

EDITORIAL BOARD

Editor-In-Chief

Cdre IP Udoudoh

Deputy Editor-In-Chief

Gp Capt GH Okoh

EDITOR

Cdr CP Ochei

ASSOCIATE EDITOR

Chiemelie Ezeobi

MEMBERS

Lt Col B Oladejo
Maj EC Opumie

STAFF WRITERS

Mariam Ayodeji
Taiwo Oguntimehin
Precious Agbeze
Godsgift Dada
Enobong Ekanem
Mustapha Seun
Ahmad Emekoma

CONTRIBUTORS

Brig Gen IO Olatunji
Brig Gen AM Inuwa
Cdre IP Udoudoh
Cdre OD Nnatu
Air Cdre IA Taiwo

PHOTOGRAPHERS

MWO Abioye SS
Sgt Inyang E
Sgt Abdullahi A
OS Adewunmi TE
Kefas Longtah
Paul Itodo
Michael Demebide

VISUAL/CREATIVE DESIGNER

Cpl Chukwudi
Samson Oluwapile

From The Editor-In-Chief



Commodore IP UDOUDOH

It is a privilege to welcome you to the world of hope. NAFRC is the hope for the Armed Forces personnel who are trying to get reconversion Course from the regimental nature back to the civil live they started their life with. For a man who had expended his youthful age in the military having the opportunity to go back

to a civil life is a HOPE for the personnel.

From the life of regimentation for over 34 years to retirement, the advice is that, there is hope for the retirees outside military life. The hope is that, I can also survive in civility. The hope is that the retired personnel will be given a level playing ground to do the needful as citizens. The Hope Magazine holds the search light that all who see it maybe assured of the fact that "there is life when there is hope."

The last published Hope Magazine was June 2021 edition with caption "NAFRC MANDATE STAYING ON COURSE." Also on the Front cover was the NAFRC making history with Air Marshal Amao being appointed Chief of Air Staff from the NAFRC as the first Commandant of NAFRC to get to the exalted office since inception.

The magazine is the voice of the Centre and is known as the "HOPE", and is to be the passage of the soon to be veterans. The magazine has said it all and it is also advisable to our participants that life outside the military is hopeful and encouraging. The life outside is peaceful and can contain all who behaves within the limits. So be hopeful and explore the world.

Please enjoy your magazine.

Opinions expressed in "Hope Magazine" are those of the writers and not the Nigerian Armed Forces Resettlement Centre or the Federal Government.

NAFRC MANAGEMENT



Air Vice Marshal BR Mamman
Commandant



Commodore IP Udoudoh
Director of Coordination



Major General AO Oyelade
Deputy Commandant



Brigadier General IO Olatunji
Director of Training



Air Commodore IA Taiwo
Director of Administration



Brigadier General AM Inuwa
Director of Finance



Commodore OD Nnatu
Director of Logistics

TABLE OF CONTENTS

11	Air Vice Marshal BR Mamman takes over Command As The 41st Commandant NAFRC	81	NAFRC Sensitise Participants on the Dangers of Substance Abuse
12	Meet the 41st Commandant Nigerian Armed Forces Resettlement Centre	86	Graduation Ceremony Of Participants NAFRC Course 1/2025
18	From the Desk of the Director of Studies Major General AO Oyelade	92	Inauguration Ceremony of Participants NAFRC Course 2/2025
23	Nationalism and the Change in Nigeria	94	The Gains of Vocational Skills in a Rapidly Evolving World
31	Veteran Support and Engagement: A Panacea for Strengthening National Security	99	Commandant Holds Durbar With Participants: Prioritise Welfare
37	NAFRCOWA Nursery and Primary School Display Culture in Diversity	102	Difference Between Business Man and An Entrepreneur
39	Analysis of Training Impact at the Nigerian Armed Forces Resettlement Centre	106	Nigerian Armed Forces Resettlement Centre: Empowering Nigerian Military Personnel for Life After Service
44	Air Vice Marshal BR Mamman: Prioritising Training and Personnel Welfare	111	From Battlefield to Boardroom: Entrepreneurial Skills for Retired Military Personnel
49	NAFRC Community Sensitised on the Dangers of Domestic Violence	112	Fostering Mental Health in the work place. Strategies for Sustainable Employee Well-Being
53	Pareto Rule: The Nigerian Armed Forces Resettlement Centre Experience	116	NAFRCOWA Nursery and Primary School Holds 2025 Graduation and Prize-Giving Day Ceremony
55	Chief of Defence Staff Inaugurates Skill Acquisition Training for Nigerian Armed Forces Veteran Lagos.	118	Inauguration Ceremony of Senior and Mid Level Officers Entrepreneurship and Management Course 15/2025
57	Artificial Intelligence Security and Emerging Economies in Africa	122	Discipline makes you a Soldier
65	Act of Service: The Quiet Strength that Holds a Unit Together	123	Technical Education Teachers: the Unsung Architects of the Future
70	Counselling Needs of Nigerian Armed Forces Resettlement Centre Participants: the Role of Military Counsellors	126	Graduation Ceremony of Senior and Mid Level Officers Entrepreneurship and Management Course 15/2025
77	Commandant Nafrc pay Condolence Visit to Air Vice Marshal AH Amesinlola	129	Commandant Facilitate Ict Training BOOTH Camp for NAFRC Youth
80	Finding Purpose Beyond Service: Veterans' Journey to Meaningful Civil Life	131	Nigerian Armed Forces Resettlement Centre Conducts 2025 Annual Range Classification Exercise

GOODWILL MESSAGE FROM THE CHIEF OF DEFENCE STAFF GENERAL CG MUSA OFR FOR PUBLICATION IN THE FIRST EDITION OF 2025 NAFRC HOPE MAGAZINE

1. It is with great pleasure that I extend warm felicitation to the Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, on the publication of the First Edition of NAFRC 2025 “**Hope**” magazine. This important milestone reflects the Centre’s commitment to showcasing its wide-ranging activities, unique capabilities and notable achievements in support of our retiring servicemen and women especially through quality vocational education and entrepreneurial training.



General CG MUSA OFR
CHIEF OF DEFENCE STAFF
ARMED FORCES OF NIGERIA

2. I am glad to note that the “**Hope**” magazine rightly positions NAFRC as a beacon for post-service transition, projecting the image of a Centre that prepares veterans for a productive and dignified life in retirement. Pertinently, by highlighting structured training programmes, certification pathways and enterprise development initiatives, the magazine reinforces the vital role we play in ensuring that those who have served our nation are equipped with the skills, confidence and opportunities necessary to thrive in civilian life.

3. The Centre’s success stories, innovative practices and contemporary ideas to be captured within the forthcoming publication are especially heartening. They bear testimony to the resilience, creativity and entrepreneurial spirit of our retirees, and they offer practical models that can be replicated across the Armed Forces of Nigeria (AFN) and beyond. I encourage all readers to draw inspiration from these narratives and for trainers, policymakers and industry partners to adopt and amplify the best practices documented herein.

4. The Defence Headquarters remains steadfast in its support for NAFRC through the Veteran Affairs Department and I reaffirm our commitment to sustaining and expanding that support. May I therefore commend the Commandant and the entire staff of NAFRC Oshodi for their dedication and professionalism in implementing programmes that transform lives. Your efforts significantly contribute to the welfare of our veterans and to national development.

5. Finally, I congratulate the Editorial Board, contributors and all stakeholders involved in bringing this First Edition of **"Hope"** magazine to fruition. May this publication grow in reach and influence, continuing to celebrate success, stimulate innovation and strengthen the bonds between the AFN and the wider society. Best wishes for continued excellence and many more editions to come.



CG MUSA OFR

General

Chief of Defence Staff



**GOODWILL MESSAGE FROM LIEUTENANT GENERAL OO OLUYEDE NAM
CMH GSS psc mni FCM FCMH TSM GOM CCA CHIEF OF ARMY STAFF TO
THE NIGERIAN ARMED FORCES RESETTLEMENT CENTRE ON THE
PUBLICATION OF THE FIRST EDITION OF THE HOPE MAGAZINE**



LT GEN OO OLUYEDE GSS CMH FCM FCMH psc mni FTM BSc CCA
Ag CHIEF OF ARMY STAFF

It is with great pleasure that I extend this goodwill message on behalf of the officers and soldiers of the Nigerian Army to the Commandant and staff of the Nigerian Armed Forces Resettlement Centre (NAFRC) on the publication of the maiden edition of the NAFRC **"Hope Magazine"**. This Magazine, being the first edition would be a veritable tool for enlightenment on the innovative steps being taken by NAFRC to promote quality vocational education and entrepreneurial training for our retiring personnel. I therefore commend the Commandant and the entire Editorial Board for this bold initiative and encourage that the routine publication of the magazine be sustained.

Since its inception, the NAFRC has maintained its position as a beacon of transition, empowering our courageous personnel to move from active service to productive civil life with confidence, dignity and purpose. By equipping them with relevant skills, the Centre not only safeguards their post-service well-being but also contributes immensely to national development through the creation of a pool of skilled, disciplined and resourceful citizens. It has also given our personnel firsthand exposure to the latest trends in global entrepreneurship and management training. As we contend with an increasingly complex and unpredictable global economic landscape, I encourage the Centre to anticipate challenges, plan proactively and develop more innovative initiatives to place our personnel at a competitive edge in their post-service lives.

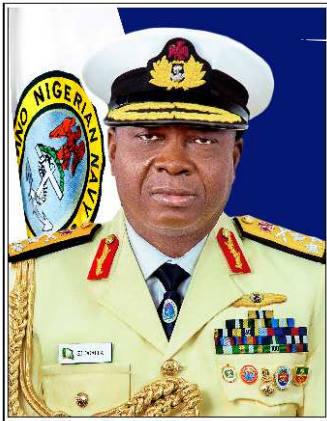
The Nigerian Army is blazing the trail in boosting the welfare of our personnel in line with my "Soldier First" advocacy and to this end, we have endeavoured to prioritize not only the preparation of our soldiers for the rigours of active service but also for the uncertainties that may follow in life after service. The Centre's work underscores our belief that service to the nation does not

end with retirement but evolves into new forms of value creation, leadership and impact to communities. I therefore applaud the Commandant and his team and urge them to sustain this trajectory, ensuring the Centre evolves into a world class training institution capable of equipping our personnel to successfully face post service life. To the readers, as you turn the pages of this inaugural edition of the Hope Magazine, may it serve as a reflection of a record of excellent service to humanity and a symbol of hope for all personnel of the Armed Forces of Nigeria who still bear the heavy weight of service.

On this note, I would like to once more congratulate the NAFRC on this laudable achievement of the first publication of the Hope Magazine. I once again, commend the Editorial Team for this enlightening and instructive edition of the Magazine. Keep up the good job and God bless.

14 Abuja
August 2025


OO OLUYEDE
Lieutenant General
Chief of Army Staff



Vice Admiral EI OGALLA AM GSS psc fdc (+) SSc MSc
CHIEF OF THE NAVAL STAFF

GOODWILL MESSAGE BY CHIEF OF THE NAVAL STAFF VICE ADMIRAL EI OGALLA AM GSS psc fdc (+) FOR THE FIRST EDITION OF 2025 NAFRC HOPE MAGAZINE

It is my pleasure to felicitate with the Nigerian Armed Forces Resettlement Centre (NAFRC) on the launch of the First Edition of the 2025 '**NAFRC Hope Magazine**'. This publication is not only a testament to the Centre's commitment to excellence but also a reflection of its evolving role in the transformation, empowerment and reintegration of personnel transitioning into civilian life.

The '**NAFRC Hope Magazine**' showcases the Centre as an institution for quality vocational education and entrepreneurship training for retiring Service men and women of the Armed Forces of Nigeria. This 2025 First Edition celebrates the immeasurable dedication and sacrifice of our retiring personnel in their service to our nation. It is my firm belief that the Magazine will continue to rekindle optimism and determination among our personnel, ensuring that they remain valuable assets to the nation even in retirement. I therefore commend the commitment of the Commandant and staff of NAFRC on their continued dedication to empowering our retirees with requisite skills and knowledge.

On behalf of officers, ratings and civilian staff of the Nigerian Navy, I congratulate the Commandant and the Editorial Board on the publication of the First Edition of 2025 NAFRC Hope Magazine. **Congratulations and Onward Together.**

EI OGALLA
Vice Admiral
Chief of the Naval Staff

20 August 2025



AIR MARSHAL
HB ABUBAKAR DfS GSS psc fdc FCMH FCM MIAD MNIM MCIPM FISPN
CHIEF OF THE AIR STAFF
NIGERIAN AIR FORCE

GOODWILL MESSAGE FROM THE CHIEF OF THE AIR STAFF, AIR MARSHAL HASAN BALA ABUBAKAR ON THE PUBLICATION OF THE FIRST EDITION OF 2025 'HOPE' MAGAZINE

1. I am delighted to extend my goodwill and congratulations to the Commandant, administrative faculty and participants of the Armed Forces Resettlement Centre (AFRC) on the successful relaunch of the 'HOPE' Magazine. This magazine reflects the efforts of the Commandant and his team to improve the outlook of the Centre and keep personnel of the 3 Services abreast with the activities and courses being run by the AFRC. This is indeed commendable and reflects the determination of the current management team of the Centre to build upon past successes and use them as a fulcrum to achieve new heights in resettlement training for personnel of the Armed Forces of Nigeria (AFN).

2. The reinvigoration of already existing courses and facilities at the AFRC and the recent introduction of new training packages for retiring personnel in Information and Communications Technology as well as Event Management workshops will no doubt provide our retiring personnel with a wider range of options as they prepare for a life after Service. These efforts also reflect the excellence demanded by the Services and the flexibility required to keep up with emerging global trends. It is my belief that with the renewed vigour and updated training

programmes and facilities, the Centre has become better positioned to bequeath modern technical and management skills to retiring personnel of the AFN.

3. I also applaud the Commandant and his team for sustaining the facilitation of Entrepreneurship and Management training courses for Senior and Middle Level officers of the AFN. It is hoped that the Centre can build upon these courses to establish a training curriculum that will help prepare these categories of personnel for retirement in the coming years. I also look forward to seeing the Centre diversifying its training programmes and courses to including concepts like Artificial Intelligence and automated processes to better prepare retiring personnel for emerging challenges.

4. Let me use this medium to commend the Commandant AFRC, the editorial team and all contributors for their dedication to ensure the publication of the 'HOPE' magazine is revived. I am hopeful that this publication will inspire critical thinking and encourage serving personnel to look forward positively to life after retirement. This showcase of the efforts by the AFRC to empower retiring personnel with skills and training to help them adjust adequately to life in retirement is commendable and should be sustained for posterity.

5. Once again, hearty congratulations to the Armed Forces Resettlement Centre on the relaunch of the 'HOPE' Magazine.



HB ABUBAKAR
Air Marshal
Chief of the Air Staff

AIR VICE MARSHAL BR MAMMAN TAKES OVER COMMAND AS THE 41ST COMMANDANT NAFRC



Air Vice Marshal (AVM) Bashir Rimi MAMMAN assumed office as the 41st Commandant of Nigeria Armed Forces Resettlement Centre (NAFRC) Oshodi on 9th September 2024 taking over from AVM AH Amesinlola.

The handing and taking over ceremony took place at the NAFRC Headquarters. During the ceremony, the outgoing Commandant, AVM AH Amesinlola expressed his gratitude to the Almighty God for a successful career and fruitful tenure as the Commandant NAFRC, while appreciating the entire NAFRC Community for their support during his tenure as the

commandant. He urged them to extend the same cooperation to his successor, AVM Mamman.

Also speaking at the event, the incoming Commandant AVM Bashir Mamman described his appointment as a privilege to serve noting that his primary responsibility was toward the participant and staff development. He described his predecessor as a great and successful military officer, adding that he will continue where he stopped.

AVM Mamman said he was prepared to handle the responsibility through the guardians and mentorship of his predecessor.

Major activities during the ceremony includes, the signing of the handing and taking over note, decoration of the new Commandant with NAFRC insignia, lowering and Hoisting of flag which marked the end of a tenure and beginning of another tenure and lastly inspection of Quarter Guard among





MEET THE 41ST

COMMANDANT NIGERIAN ARMED
FORCES RESETTLEMENT CENTRE

Air Vice Marshal
BR Mamman

Air Vice Marshal BR MAMMAN GSS psc fdc MNIM BSc(Hons) MSc

Air Vice Marshal Bashir Rimi Mamman was born on 20 Dec 70 in Kaduna to the family of Alhaji Mamman Sani Rimi. He hails from Ungoggo Local Government Area of Kano State. He enlisted into the Nigerian Air Force as a Member of Nigerian Defence Academy (NDA) Regular Course 41 on 17 Sep 1989 and was commissioned Pilot Officer on 17 Sep 1994. He was promoted to the rank of Air Vice Marshal on 21 Dec 21.

Air Vice Marshal Mamman holds a Bachelor of Science degree in Political Science and Defence Studies from the Nigerian Defence Academy, Post Graduate Certificate in Business Admin and a Master of Science degree in Strategic Studies from the University of Ibadan.

The Senior Officer has attended several courses, some of which includes:

- a. Military Police Basic Officers' Course at Nigerian Army School of Military Police Zaria - Aug – Nov 95.
- b. Primary Flying and Basic Transport Training at 401 Flying Training School from 1999-2002.
- c. Basic Transport Flying Training at 401 Flying Training School from 2002 – 2006.
- d. Diamond Aircraft 42 Type Rating Course at Diamond Sensing Aircraft in Wiener Neustadt, Austria.

e. Beechcraft 350 Aircraft Type Rating Course at Wichita Kansas, USA.

f. Defence Attache Course at Geneva, Switzerland. Others are,

g. Peace Keeping Course at United Nations Peace Keeping School New Delhi, India.

h. Junior Staff Course, at the Ghana Armed Forces Command and Staff College in 2006.

i. Senior Staff Course at the Prestigious Armed Forces Command and Staff College Jaji from 2006 – 2007.

j. National Defence College Abuja, from 2017 – 2018.

k. Exchange Programme on Advance Digital Governance and E-Service Delivery at Dubai, United Arab Emirates - 2025.

l. Study Exchange Programme on Digital Transformation in Public Sector Auditing, Accounting, Procurement and Governance at United Kingdom - 2025.

m. Study Exchange Programme on Digital Transformation in Public Sector Auditing, Accounting, Procurement and Governance at Nairobi, Kenya – 2025.

Air Vice Marshall BR Mamman has held several appointments some of which are:

a. Provost Officer Shasha, at NAF Base Makurdi and Port Harcourt.

b. Sports officer at the Nigerian Air Force Base Shasha and NAF Base Makurdi.

c. Base Admin Officer NAF Base Shasha and NAF Base Makurdi.

d. Pilot, PICOMMS.

e. Defence Attache Paris Defence Section Nigerian Embassy in France with accreditation to 19 European Countries.

f. Staff Officer 1 Coordination HQ Nigerian Air Force Operations.

g. Staff Officer 1 Logistics 401 Flying Training School.

h. Group Training and Operations Officer at 307 Executive Airlift Group. Others are,

i. Commandant National Air Defence Corp, Lagos.

j. Command Operations and Evaluation Officer at HQ Tactical Air Command.

k. He was also the Air Component Commander and Dy Force Comd Operation Wild Stroke, Makurdi.

l. Chairman Air Expo and International Liaison Secretariat HQ NAF.

m. Chief Of Staff, HQ Ground Tactical Command.

n. Director of Operations, Defence HQ.

DEPOWA PRESIDENT VISITS NAFRC- ADVOCATES FOR WOMEN AND YOUTH EMPOWERMENT

The President of the Defence and Police Officers' Wives Association (DEPOWA), Mrs Oghogho Musa, has reaffirmed the importance of empowering women and youths through skill acquisition and community development. She made this statement during a courtesy visit to the Commandant Nigerian Armed Forces Resettlement Centre (NAFRC) in Oshodi, Lagos, on Wednesday, 11 December 2024.

Accompanied by the Coordinator, Nigerian Armed Forces Resettlement Centre Officers' Wives Association (NAFCOWA) Mrs Rukaya Mamman and selected members, Mrs Musa expressed gratitude to the NAFRC Commandant, Air Vice Marshal Rimi Mamman, for his unwavering support of DEPOWA's initiatives. Speaking at the event, Mrs Musa recalled a DEPOWA-organised workshop held eight months ago, focusing on personal visioning and planning, which trained women to balance work, family, and personal interests effectively. She commended the recently



concluded training session at the DEPOWA Skills Acquisition Centre, where over 111 students graduated in various disciplines, including culinary arts, tailoring, bag making, hairdressing, and household product manufacturing.

"Despite limited resources, DEPOWA provided stipends, transportation support, and free meals to participants. We also supplied starter packs to graduates, enabling them to become self-reliant and support their families," Mrs Musa stated.

She further revealed plans to expand the training curriculum with additional courses, such as basic catering, modern farming techniques, and driving,

starting in January 2025, while calling for continued support to sustain these initiatives.

In response, Air Vice Marshal Mamman praised the collaborative efforts of DEPOWA, NAFRCOWA, and NAFRC in promoting community development. He highlighted the Centre's self-sustaining initiatives, such as bread production, water processing, tailoring, and agricultural projects, which benefit both the Centre and the surrounding community. The Commandant also noted the inclusivity of NAFRC's programmes, announcing plans to establish a training centre for the blind and deaf by 2025. He acknowledged the significant role women

play in societal progress and advised vigilance regarding the impact of social media on family values.

Further discussing youth development, Air Vice Marshal Mammann outlined plans to promote sports by equipping a volleyball team and

organising activities to positively engage young people, emphasising that “an idle mind is the devil's workshop.”

The visit concluded with a tour of NAFRC's facilities, showcasing ongoing projects. The Commandant expressed appreciation for

DEPOWA's contributions and assured the delegation of continued collaboration to empower society. While pledging that the Centre remains steadfast in equipping personnel and other individuals with skills and resources to improve livelihoods and foster national development.



NIGERIAN ARMED FORCES RESETTLEMENT CENTRE CONDUCT ROUTE MARCH



As part of efforts to enhance the physical fitness and mental alertness of personnel at the Nigerian Armed Forces Resettlement Centre (NAFRC), conducted a route march on Saturday, 22 February 2025. This exercise was the first of its kind and witnessed the impressive turn-out of over 500 personnel, including senior officers, soldiers, corps members, and members of the NAFRC community.

The primary objectives of the route march were to

promote physical fitness and endurance among personnel, foster esprit de corps and high morale within the NAFRC community. It was also geared towards maintaining a combat-ready mind set, ensuring personnel remain physically and mentally prepared for possible deployment and to reinforce discipline and resilience as part of military training.

The route march commenced at about 0600 hours from the NAFRC Sports Complex, proceeding through the

back gate, through the second gate, and concluding with a full circle around the centre. The march lasted approximately two hours, covering a significant distance suitable for assessing the physical endurance of personnel. The route march saw enthusiastic participation from all categories of



personnel. Morale among participants was notably high, with officers and soldiers demonstrating commitment and teamwork. There was no medical emergencies or injuries recorded, indicating adequate preparation and fitness levels among personnel. The exercise provided a unique bonding experience and was well received by the NAFRC community.

According to the Commandant Nigerian Armed Forces Resettlement Centre, Air Vice Marshal BR Mamman, future route marches will

be conducted biannually to reinforce the culture of fitness within the NAFRC community. He said plans are also in place to extend the route and introduce additional elements such as motivational sessions. Consequently, a structured pre-exercise training will be introduced to further enhance the endurance of participants. Complementary activities such as range classifications will be scheduled to ensure a holistic approach to fitness and combat readiness.

Speaking further, the Commandant noted that

the successful conduct of the route march on Saturday 22 February 2025 highlights the importance of physical fitness and mental alertness for military personnel. The exercise has set a precedent for future fitness initiatives at NAFRC and has strengthened the collective morale of all participants. Moving forward, the Centre remains committed to maintaining high standards of training, discipline, and physical readiness in alignment with the vision of the CDS for the Armed Forces of Nigeria. The exercise was hitch free without any casualty.



FROM THE DESK OF THE DIRECTOR OF STUDIES

Major General AO Oyelade mni



EVOLUTION OF TRAINING ACTIVITIES AND EMPOWERMENT OF PARTICIPANTS IN NIGERIAN ARMED FORCES RESETTLEMENT CENTRE

The Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, traces its roots to the post-World War II period, when the British Colonial government, under the West African Frontier Force model, established a vocational resettlement centre in Nigeria to support ex-servicemen from West African forces. With the end of the Nigerian Civil War and the need to reintegrate demobilised soldiers, many of whom were disabled, the institution's mandate expanded. It was upgraded and renamed the Nigerian

Army Rehabilitation Centre to reflect its rehabilitation-focused mission. By the early 1980s, widespread rehabilitation needs had been addressed, prompting the government to redefine the Centre's role.

In the aftermath of the Nigerian Civil War, the immediate challenge was to rehabilitate and reintegrate large numbers of demobilised soldiers, many of whom were disabled. Initial training focused mainly on basic agricultural practices and elementary trades such as

carpentry and tailoring. However, as the size and complexity of the Armed Forces grew, it became clear that a more structured and comprehensive system was required to prepare personnel for post-service life. In 1982, it was officially redesignated as the NAFRC, signalling a shift from rehabilitation to structured vocational and entrepreneurial training, serving discharging personnel from the Nigerian Army, Navy, and Air Force. This evolution was driven by historical necessity, institutional reforms, and deliberate

investment in both human and material resources.

Following the 1982 mandate, NAFRC introduced standardised training programmes focused on vocational trades, entrepreneurship, industrial attachments, and fixed course durations. This transition laid the foundation for systematic resettlement training, moving away from ad hoc vocational support toward structured programming. From the 1990s, the Centre

aligned NAFRC's programmes with modern socio-economic realities and the needs of the labour market.

Under the coordination of Defence Headquarters, NAFRC consolidated these reforms and investments, evolving into a well-coordinated institution of national importance. Today, it operates thirty-three (33) specialised workshops and training wings that reflect the breadth of its mandate. Through this framework,

Occupational Security, Health Safety, and Environmental Management. NAFRC broadened beyond classic trades into entrepreneurship, digital skills and community outreach. Recent strategic partnerships, for example, with the Digital Bridge Institute for digital empowerment and the National Innovation Diploma programs, demonstrate a push toward technology and upskilling for modern labour markets. The key trends and drivers in the Centre range from rehabilitation to skills & entrepreneurship and a digital/innovation mix. Currently, the Centre is increasingly engaging in public-private partnerships to modernise curricula and link training to certificated programmes such as National Innovation Diplomas. This is partly because the Centre now trains mid-level career officers of the Armed Forces of Nigeria. The Centre is also engaging in community outreach by making training increasingly open to non-military youths in host communities for widening social impact.



experienced major infrastructural development and diversification of its training programmes. Workshops and classrooms were expanded, and new areas of instruction were introduced, ranging from mechanical engineering, electronics, fabrication, welding, and building technology to information and communication technology, food and beverages, cosmetics, management, and fine arts. These developments

the Centre continues to equip retiring servicemen and women with relevant vocational and entrepreneurial skills, enabling their seamless reintegration into civilian life and enhancing their capacity to contribute meaningfully to Nigeria's socio-economic development.

The Centre also partners with Yaba College of Technology (Consult) to train students and award Advanced Diplomas and Graduate Specialisations in

The main challenges encountered by trainees include market linkage & finance (access to capital, markets, and mentorship), quality alignment, ensuring trades and digital courses align with certification and employer needs. Also is the issue of monitoring & tracer systems which need stronger longitudinal



tracking of trainee outcomes to measure long-term effectiveness. Accordingly, efforts are being put in place to get information and knowledge available to the participants on how to overcome these challenges. In this regard, resource persons from financial institutions such as banks, insurance and the CAC are brought in to educate and enlighten the participants on the many opportunities that abound with low risks. The Office of the Director of Studies at the Centre oversee and coordinates all training programmes designed for retiring servicemen and women. Accordingly, I, as Director of Studies, ensure that the curricula remain relevant, practical, and aligned with the demands of civilian life, while preparing participants for self-reliance, entrepreneurship, and community service. My

responsibilities also include supervising the instructors, maintaining academic standards, and creating a learning environment that fosters confidence, discipline, and adaptability. Beyond skills, we aim to equip our retiring personnel with the right mindset to face life after service with dignity and a sense of productivity.

Our responsibility at NAFRC is to honour the sacrifices of our gallant men and women by equipping them with the tools for a successful transition to civilian life. All these are undertaken in conjunction with the Director of Training and other directors, whose collaborative efforts ensure that the programmes remain holistic, balanced, and tailored to meet the diverse needs of our personnel. This synergy enables us to blend academic, vocational, and entrepreneurial training

with essential mindset reorientation. Together with my team, I remain committed to this mission, ensuring that every retiring serviceman and woman departs NAFRC not only with practical skills but also with renewed confidence, dignity, and readiness to thrive in their new phases of life.

It is in line with the Centre's mandate, mission statement and the vision of its establishment that training has been continuous, evolving and shaping service delivery for discharging Armed Forces of Nigeria personnel as well as middle-level and senior-level personnel in meeting contemporary economic opportunities. This mandate will remain the focus of the Centre and will be reviewed as time evolves to ensure it meets the designed and expected outcomes to the benefit of our dear Nation.



FROM LIKES TO LEGACY: THE SOCIAL MEDIA GLOW-UP OF YOUNG NIGERIANS

Itebiye Favour Osieahumeh

As dawn breaks over Lagos, the hum of the city mixes with the glow of ring lights across countless bedrooms. For Chidinma, a young content creator, the day begins not with breakfast but with a video shoot. Her phone, carefully balanced on a stack of books, records her every move as she lip-syncs to a trending sound. To the casual observer, it might look like fun. To her, it is far more serious: she is building a brand.

For thousands of young Nigerians like Chidinma, social media has become more than just a place for entertainment. It is a stage, a portfolio, and for some, a lifeline. In a country where youth unemployment hovers around 37 percent, the “glow-up” is not only about looking good online it is about transformation, influence, and survival. The past decade has seen

Nigeria's social media landscape explode. What began in the early 2010s with Facebook dominance has since expanded to Instagram, TikTok, and X (formerly Twitter). These platforms have given ordinary young Nigerians the chance to create extraordinary stories. A teenager in Enugu with nothing more than a cheap Android phone can start a dance challenge that circles the globe. Creators have grown into influencers, brand ambassadors, and in some cases, full-fledged CEOs.

The numbers are striking. A 2024 Statista report estimates that over 34 million Nigerians actively use social media, a figure that continues to rise. Yet, what stands out is not just the size of the audience, but the resourcefulness of the creators. Many started with nothing: makeup artists

with one old palette, comedians filming skits on cracked screens, and fashion stylists showcasing thrifts from Yaba Market. What they lacked in resources, they made up for in creativity and consistency.

Take the example of Amina, a Lagos-based stylist. She began her journey by mixing and matching thrift-store outfits and uploading them with nothing but her phone camera. Over time, brands took notice. Today, she styles clients both in Nigeria and abroad, her success built on a foundation of determination and visibility. Critics often dismiss the glow-up culture as shallow or vanity-driven. But for many young Nigerians, it is about rewriting the narrative of their lives. “Social media has democratized visibility,” says sociologist Dr. Ifeanyi Nwosu. “A young woman from a small town can build an audience larger



hidden from followers who only see the glossy surface.

Yet, what keeps the culture thriving is not just individual ambition but collaboration. Skit makers feature in each other's videos, bloggers swap tips, and beauty influencers share leads on affordable products. "If I feature in someone's video today, tomorrow he'll feature in mine. We all grow

together," says Chike, a 19-year-old comedian from Port Harcourt. This sense of community has become a vital survival tool in an unpredictable digital world where algorithms shift and trends vanish overnight.

The glow-up has also extended beyond borders. Nigerian slang, dances, and music trends ripple across the world, shaping global pop culture. From Afrobeat dance challenges to viral comedy skits, young Nigerians are exporting culture in real time, without waiting for validation from traditional media.

Technology is making this even more possible. Affordable smartphones, artificial intelligence editing tools, and global platforms mean that the next breakout star could emerge from anywhere, a rural village, a bustling street market, or a crowded university hostel. But as experts warn, virality is fleeting. "Going viral is great, but sustainability is better," says digital strategist Nnenna Okoye. "Nigerian creators should think of themselves as businesses, not just entertainers."

That shift in mindset may be the key to turning likes into legacy. For this movement to endure, creators need more than followers. They need real support, training, fair pay, and even mental health resources to navigate the pressures of constant visibility.

At its core, the Nigerian glow-up is about more than beauty or fame. It is about resilience, reinvention, and reclaiming the power to tell one's own story. Each polished reel and witty skit, carries more than entertainment. It carries the hopes of a generation determined to be seen, heard, and remembered. And behind every ring light is a young Nigerian rewriting their destiny, one post at a time.

than a TV station's reach, simply by being herself online. That is power." For many, the transformation begins within growing confidence, self-awareness, and for the first time, a sense of being seen.

Still, the challenges are undeniable. Behind the curated feeds and viral videos lies the pressure to perform. "Sometimes I feel like I'm living for the camera," admits Tobi, a 23-year-old lifestyle vlogger from Abuja. "If I'm not posting, it's like I don't exist. But in reality, I'm just tired." Burnout, cyberbullying, and financial instability often lurk behind the scenes,

NATIONALISM AND THE CHANGE IN NIGERIA

In life, there is time for everything. Time to be born and time to die. Time to be a youth and time to be an elder. Time to receive and time to give. Time to be a player in a game and time to be a judge in a game. In same vein, politically, it is said that, there are no permanent friends or permanent enemies. However, the only thing that is permanent in politics is interest. To achieve all these, different attitudes must come into play. This attitudinal item is known as **CHANGE**. This item goes with interest. Interest and Change are 2 phenomena that are constant in life at all times.

Depending on how you look at these 2 phenomena: Interest and Change, they both have the positive and the negative sides. The things to discuss here are human beings. The interest of human when trying to achieve some purposes brings out changes in them. These changes almost always, come from pressures which could be from developed or implied sector. Whether from developed or implied sector, could be positive or negative depending on the interest for the expected change. The interest of change for these write up is the positive change that should begin with you as an individual. The purpose of the write up is to



Commodore IP Udoudoh

bring out the positive reasons why change must begin with you.

In Nigeria, the insurgency in the oil-rich Niger Delta and the Boko Haram terrorism in the Northeast have posed a major threat to national security and corporate existence of the Nigeria state.¹ Insurgency in Niger Delta

and property as well as the reduction of Nigeria's oil production and revenue generation capacity. The implementation of the Amnesty Programme in 2009 brought relative peace in the region. However, Nigeria continues to battle with Boko Haram terrorism that started in July 2009.² In its quest to establish an Islamic State in Nigeria, raiding of communities and bombings of places in a spate of terrorist attacks was unprecedented in the history of this nation. The Federal Government of Nigeria (FGN) mobilised security forces against the group, in addition to taking other non-kinetic measures to defeat the terrorist groups.³ Although these efforts have not put an end to Boko Haram attacks completely,



region assumed a worrisome dimension from 2006, when militants embarked on multiple bombings of critical oil installations and kidnapping of expatriates. The incessant attacks resulted in several loss of lives

their activities however, have been relatively curtailed and their capacity degraded.

The aim of this write up is to bring out the perceived aspects of our life where change is needed. The

interest of change is mostly initiated from the heart. The purpose of the change of interest or interest in change depends on the sincerity of the heart that initiated it. Remember, the reasons for coup plot are in the mind of the coup plotters, but would rather tell the outside world what will be easily accepted by individuals, nations and the world over. This is because one may do a particular thing and preaches a different thing entirely. In this write up, few aspects will be considered. These include state of origin, ethnic nationality, nepotism and patriotism. Others are loyalty, equity, attitude and treatment for the death.

State of Origin.

The Certificate of State of Origin most earnestly is only applicable to developing countries in black Africa, like our dear Nigeria. Apart from where it is clearly stated, the policy of state of origin for programmes while filling forms for purposes other than for cultural and social gathering must be changed. This brings about high manipulative set back in the developmental projects of the country. People feel it is just their time to be employed because one of their 'kins' man is the head of the interview panel or situations similar. The principle of the Certificate of State of Origin in some quarters is considered the worst certificate in the world. The policy is acceptable because of the false declaration encountered in

administering citizens state of origin. This policy was introduced in line with the principle of Federal Character in Nigeria for equal representation. It should however be noted that, where a child's parents are from different ethnic, and or language regions, it is difficult for the child to speak both parents' languages fluently. I talk about language because at liaison offices, languages are used as item of interview for award of "Certificate of State of Origin".

I stand to be corrected that, no laws or regulations demand a child to be able to speak local dialect for a proof of belonging to a particular state. Remember that local dialects are not instructional

backs the Constitution on the Certificate of Residence and went further to grant non indigenes the permission to contest and hold elective posts in the states of their residence, then Certificate of Residence should as a matter of urgency replace Certificate of State of Origin.⁴ It is hereby requested that, the change mantra of the present administration could begin with the replacement of the Certificate of State of Origin with the Certificate of Residence.

Ethnic Nationality. T h e problem of expected fail "changed mantra" is in the society itself. This country called Nigeria, still have few good men who have the capacity, capability, strength,



languages at schools. Does it also imply that a person who speaks languages is an indigene of those states that speak such languages? In my opinion, the Certificate of Residence would go a long way in replacing the Certificate of State of Origin. Since our Electoral Laws

courage and the willingness to do the right thing and turn things around. Nigeria is a federal constitutional republic comprising of 36 states and its federal capital, Abuja. Nigeria as a nation is a constituent of several nationalities. There are over 250 ethnic groups and the major ones are the Hausa,

Igbo and Yoruba. It is however very disturbing that Nigerians have become slaves to their ethnic origins instead of harnessing these diversities towards national development. Nigerians are fantastic when it comes to ethnicity. It is therefore not surprising for a Nigerian to get angry because he/she is wrongly associated with another tribe. This is far from the true reflection of a federal nation because one of the sociological problems hindering the growth of the nation is a multi-ethnicity.⁵ In addition, before the coming of the colonial masters (as they called themselves), the various ethnic groups were interdependent but they did not constitute themselves into one society. It was in 1914 that they were amalgamated. Nigeria is a British creation by uniting the various entities into a single country called the Federal Republic of Nigeria. Some Nigerians are of the view that "Nigeria is a forced marriage which did not receive the approval of the couples involved".⁶ Furthermore, whatever is done in Nigeria always has ethnic undertone, be it politics, employment and provision of social amenities. Tribal affiliations are always very strong and visible. Since independence, there have been cases of ethnic violence as a result of allegiance to one's ethnic group and this has not worked out well for the development of the country. It is very common in Nigeria for an 'Igbo landlord' to turn down a would-be



tenant simply because he is of the 'Hausa' group.⁷ This is also applicable in the policy of "bah ashigah" in the pure Hausa settlement.

Attachment of a citizen, first to his/her ethnic group before the country is bad enough for the nation's unity and progress. If Nigerians learn to value nationalism more than ethnicity, there will be an increase in economic and political development and Nigeria will reclaim its rightful position in the world. The "change mantra" of the federal government could begin with the principle of nationalism rather than ethnic nationality.

Nepotism.

Nepotism is the practice among those with power or influence of favouring relatives or friends, especially by giving them jobs, most at times, undeserved. This practice has become too rampant in the country that every zone has special name for it, but the general name for it is "man-know-man". In

fact, there is a popular adage that says: "if an abnormality stays too long, it becomes part of the people's culture, hence making it normal". Nepotism has become part of the unwanted culture we display everyday especially when dispensing political patronage in the present day Nigeria. The unfortunate thing is that, some people have been forced to accept it unchallenged.⁸ Nepotism encourages laziness because, if a young man realizes that, whether he works hard or not, there is a job waiting for him somewhere by the virtue of his parent having been at the top. He will say to himself, what is the need of working hard? Whereas, for a young man who knows that he has no firm anchor or support from anybody or community; who knows that his destiny is in his own hands, would need to deny himself of most pleasure by working harder to earn his worth even when his peers are enjoying. This is because his hope of a better tomorrow becomes a pipe dream if he does not move from his comfort zone to shape his tomorrow.⁹

The annoying thing however is that, when the young man without a supper-family-background works hard to get his due, nepotism will just and, or, only deny him his due, except he displays a stubborn resilience by going extra mile to satisfy the law of extra miles before it sparks divine intervention to his favour. This implies, he waits for God's miracle to grant him his desire. According to EE Uhara, this is even more pathetic because during my undergraduate days, one of my lecturers boastfully asserted that, why they have turned the nation's education sector to their own oil and gas industry was because they do not have access to the nation's oil and gas sector.¹⁰ So, the lecturers have to milk the suffering students and their parents dry, whom most of them are poor. Is this how the country will grow? How can we move from where we are today to another level when the unqualified "Ghost People" are working, and the qualified "human beings" are without jobs? Is the current predicament we collectively found ourselves part of the dreams our founding fathers envisioned about Nigeria? If the answer is no, which I am sure, then we must collectively turn a new leaf. The change mantra of the federal government should begin with "nepotism" and its accessories.

Patriotism.

Patriotism is one thing that many people do not talk about. Each time our people

look at our situation, it appears corruption or poverty is the root cause of our problems in Nigeria. Looking at the two, it was discovered that they are just symptoms of our problems but not the problems themselves. Remember that when malaria strikes, one has headache and runs temperature, but the duo are not your problem. Malaria is the problem.¹¹ In same vein, corruption and poverty stares at us daily, but our problem is lack of patriotism. It is the lack of patriotism that makes public officials embezzle and loot the nation's resources and it is this embezzlement and looting that have stricken us with poverty. Lack of patriotism cuts across tribe, religion, age, gender, status, profession, amongst others. The reason tribal persons queue behind and defend national thieves who are of their tribal extraction. It is not only with the leaders but the followers. Patriotic followers can check the excesses of unpatriotic leaders. In Nigeria however, the situation is that the followers even lack patriotism more than their leaders. Patriotic attitudes, if put in place and practise appropriately, will knock off corruption and poverty as against the call for "National Conference". Remember, whatever the conference recommends, if same unpatriotic persons form the leadership of such body, then the work done would be less than and, or worse than the present situation. It is therefore considered that,

the change mantra of the federal government should begin with the patriotic nature of every citizen of this great country.

Loyalty.

The term loyalty is very important in any organisation as well as nation. It is the quality or state of being loyal. It could also be described as a feeling of duty, devotion or attachment to something or somebody. Loyalty to a greater extent is more than what people see, understand and practice. Citizens of a country should be loyal to his or her country and not to anybody whatsoever position, rank or person. However, before this is achieved, the citizens must as a matter of necessity be acquainted with what the constitution says. The constitution of any country is the next holy book after that from God. One is not expected to give what one does not have. The earlier the differences between loyalty and sycophancy are made known to the citizens, the better for the country. The former is making the country happy and above all citizens whereas the latter is making the office holder happy and above all citizens. The change mantra of the federal government should begin with making every citizen loyal to the system as stipulated in the constitution of the country. Because according to David Nicholls, "..... this is where it all begins. Everything starts here, today."¹³ This should also be the case in Nigeria.

Equity.

Equity in the real sense of application refers to equal representation. Equity cannot be applied in all spheres of life and endeavour. In Nigerian democracy, issues are practised to suit purposeful and deliberate interests. If equity is so lovely and important, I then wonder why it must not be applied for selection of our sports men and women to represent the country. In our football teams, the principle of equity should also be applied for fair play. When it comes to bringing glory to the country from the aspect of sports equal representation would not be applied. A typical example was the glory brought to the country by the **"Ezenwa Brothers"** in 4 by 100 meters relay in the Seoul Olympics of 1988. The duos were blood brothers who were allowed to represent Nigeria because they were unbeatable. To achieve proper development in Nigeria, the change mantra of the Federal Government must also begin with making away with the principle of equity believing it represents fair play.

Treatment for the Death.

Strange things do happen or strange things we do in Africa in the name of "It is Our Culture". The treatment some parts of Nigeria give to the death is unimaginable. Please let us consider the following. This part of the world, individuals:

a. Care more for the

dead than the living.

b. Spend more to bury a dead person than to do in saving the person's life.

c. Will not travel to see a sick relative but will travel to bury the person's remains.

d. Will rarely respect a person while alive but will 'pay their last respects' to their caskets when dead.

e. A person may never receive roses in his/her entire life but their dead body will get lots of roses dumped on their graveyards.

f. Will spend a night at a neighbour's funeral and it will be the first and last time to see the inside of their house.

g. Do not give a damn about knowing the person's village until his death and people will fill vehicle after vehicle to escort the corpse to the village.

h. Will take the remains to the Church/Mosque/Temple knowing fully well they had nothing to do with worship places while alive.

j. The deceased might not have granite on top of his kitchen but his wards will use granite in the graveyard.

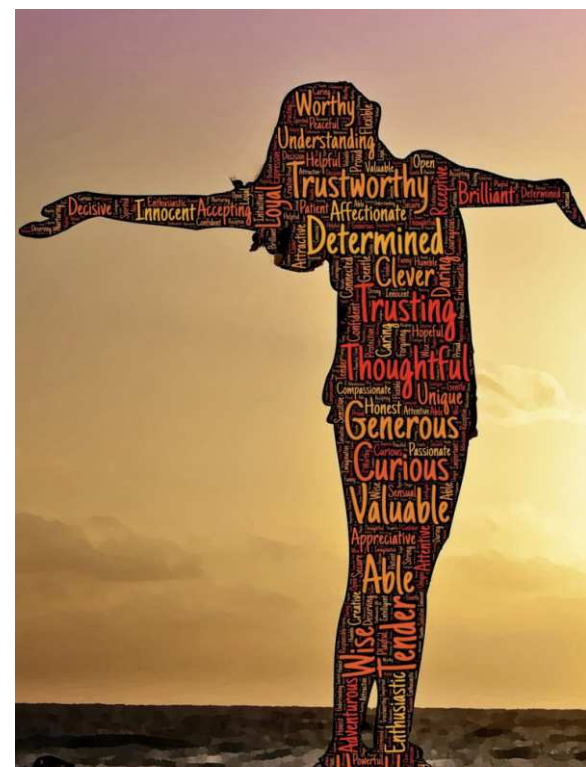
k. The entire village might not have a single house with cement floors but the only place cemented will be the graveyard.

It is therefore proposed that,

we have "Cultural Reforms" as against the culture of hypocrisy in place. A culture of "Pro-Death" and not "Post-Life". In Nigeria, we need to value our life before death. Remember, best persons ever, who came to your heart, may left with scars, but will never forget your touch. These "Cultural Reforms" should begin with you.

It is My (Our) Time Syndrome.

It is my or our time syndrome of our society should not be the reflection of the negative aspects of our career. The negative aspect of "our time syndrome" is what kills the developmental efforts of our founding fathers. The principle of winners take all of our leaders negates the attitudes of such leaders. The principle of "it is my (our) time syndrome" should be on the positive aspects. It is my time syndrome should be a struggle of "what I did better than my predecessors". The change mantra of the federal government should begin with "I did this for by country



and not what Nigeria did for me”.

The popular America's mantra of do not ask what the country has done for you but what you have done for your country, should be adopted for our great country, Nigeria. If this is adapted, our great country, Nigeria would be greater in the world at large but not just in the continent of Africa, in particular.

Attitude.

The term attitude is the personal view of something: an opinion or general feeling about something.¹⁴ The difference between the rich and poor nations is not in the age of the nation. This can be demonstrated by countries like India and Egypt, which are more than 2000 years old and are still listed amongst the poor nations of the world. On the other hand, Canada, Australia and New Zealand, which, 150 years back were insignificant, today are listed amongst the developed and rich nations of the world.¹⁵ The difference between the rich and the poor nation does not also depend on the available natural resources. Japan has limited territory, 80 per cent mountainous, unsuitable for agriculture or farming but is the second largest economy in world. The country is like an immense floating factory, importing raw material from the whole world and exporting manufactured products. The second example is Switzerland, who does not grow cocoa but produces the best chocolates in the world. In her small

territory, she rears animal and cultivates the land only for 4 months in a year, nevertheless manufactures the best milk products. A small country which is an image of security that has made it the strongest in the world's system of banking.¹⁶

17. Government executives from poor countries who interact with their counterparts from rich countries show no significant intellectual deficiencies. The racial or colour factors also do not show evidence of superiority in importance as migrants heavy in laziness in their countries are forcefully made productive in rich Europeans countries. The difference between the productions levels lie in the attitude of the people, moulded for many years by education and cultural loading. The conduct of the people when further analysed between the rich and the developing countries, is of the conclusion that the majority of the citizens abide by the following principles of life:

- a. Ethics.
- b. Integrity.
- c. Responsibility.
- d. The Respect for the Rules of Law and Orders.
- e. The Love for Work.
- f. The Respect from Majority of Citizens by Right and Supported by the Constitution.
- g. The Efforts to Save and Invest.
1. The Treatment for the Death.
- h. The Will to be Productive.
- l. Punctuality.

18. In the poor countries, a small minority follow these basic principles in the daily life. Nigerians are not poor because we lack natural resources or because nature was cruel towards us. Nigerians are poor because we lack attitude. We lack the will to follow and teach these principles of workings of the rich and developed countries. We are in this state because we want to take advantage over everything and everyone. We are in this state because we see something done wrong and





the Board of Inquiry, it was discovered with dismay that, 53 of the selected trainees were not medically fit, hence, not

say, "Let it be". We should have a spirited memory, courage and a positive attitude to say something is wrong, when something is wrong. The change mantra of the federal government should begin with 'Our Attitudes' of letting it be the way we see it.

The principle of "let it be", must be dropped as it happened in many advanced and rich countries like France, China, Brazil, United Arab Emirate, amongst others that have some characteristics similar to those outlined for the poorer countries. It should be noted that, each country has her peculiar problems. I think Nigeria's biggest problem and the reason we are at our present position is Nigeria's inability to holistically punish graft. In Nigeria, the rich offenders are not punished and this emboldens them and others to commit further crimes and injustices. Nigerians are among the most hard working people in the world. It must be reminded that, Ghana punished her big men in the past and that singular action realigned them. China is extremely corrupt but if the person is caught, the individual may just be killed. So, until Nigeria punishes her corrupt leaders (implying

proper adherence to the Rules of Law), the citizens will continue to see our dear country sliding further down the side of underdevelopment. With severe punishment meted out for graft, only then will Nigeria and Nigerians be able to change our present state of economy and development that would further enhance national security.

The Change has Begun. At this point, it is worthy to note that the change has begun with some courageous Nigerians. A well respected institution carried out selection of candidates into its system for training process. The exercise was completed and the selected candidates started their training. However, first week into the 5 year training programme, 4 out of the over 230 successful trainees were reported dead from the initial pressure of the normal training of the institution. The death issue of trainees had never been the case in this institution. This abnormal incident made the head of the institution set up an inquiry board to investigate the fitness and suitability of all the selected trainees.

On completion of findings by

suitable for training at the institution. The firm decision and courageousness of the head of the institution is the point to note and worthy of emulation. He dismissed the 53 medically unfit trainees from the institution as they were not suitable to be part of the training process. The institution is the Nigerian Defence Academy, Kaduna and the change had begun with the Commandant for the 2016/2017 academic session.

LET THE 'next' CHANGE BEGIN WITH YOU.

God bless Nigeria and Onward Together.

AIR VICE MARSHAL BR MAMMAN DONATES EQUIPMENT TO NAFRC PRIMARY SCHOOL OSHODI

The Commandant of the Nigerian Armed Forces Resettlement Centre (NAFRC), Air Vice Marshal Rimi Mamman, has donated essential items, including a band set, fans, refrigerators, and office chairs, to NAFRC Primary School, Oshodi.

During the presentation on 12th February, 2025, A V M M a m m a n reaffirmed the Centre's commitment to supporting the school in nurturing future leaders. He commended the school administrators for their effective resource



In response, the Head Teacher, Mrs. Ibikunle Ronke, expressed gratitude to the Commandant and NAFRC management, acknowledging their contributions to the

She assured the Commandant and the management that the donated resources would be put to good use and pledged continued collaboration with the Centre for further support and guidance.



VETERAN SUPPORT AND ENGAGEMENT: A PANACEA FOR STRENGTHENING NATIONAL SECURITY

INTRODUCTION

Nigeria currently faces a multifaceted and dynamic security landscape, marked by persistent insurgency, terrorism, banditry, kidnapping, and communal conflicts. Navigating this complex environment demands innovative and resource-efficient strategies. Within this context, the Nigerian military veteran community represents a critical, yet largely underutilized, strategic resource. Veterans possess unparalleled operational experience, invaluable institutional memory, and established community trust, all forged through dedicated active service. However, their potential to enhance national security remains contingent upon a dual-track approach: robust welfare support and structured operational engagement. This paper argues that the Nigerian Armed Forces must institutionalize a comprehensive framework that seamlessly integrates veteran welfare with defined security roles to optimize this significant human capital. Such integration is not merely a moral obligation but a tactical imperative for achieving force multiplication, bolstering community resilience, and strengthening long-term institutional capacity.

Military veterans constitute a



COMMODORE OD NNATU

unique national asset. Their expertise spans counter-insurgency operations, peacekeeping deployments, and specialized tactical proficiencies-experiences directly relevant to Nigeria's current security challenges. Beyond operational acumen, veterans often retain deep community linkages, positioning them as credible mediators in conflict-prone regions. Crucially, however, this potential is intrinsically linked to their post-service well-being. Veterans grappling with financial insecurity, inadequate healthcare, or administrative neglect cannot effectively contribute to national security. Thus, veteran welfare and operational readiness are mutually reinforcing pillars. A veteran assured of dignity and support transitions from a liability to a force multiplier.

COMPREHENSIVE VETERAN SUPPORT

3. For Nigeria to fully harness the strategic

potential of its military veterans, the establishment of robust support systems is not merely beneficial - it is operationally imperative. These foundational pillars should be designed to address the holistic needs of veterans while simultaneously maintaining their readiness for potential redeployment in security capacities. The symbiotic relationship between veteran welfare and national security becomes evident when examining these critical support domains.

Financial Security forms the bedrock of effective veteran engagement. The current pension system requires urgent reform to ensure timely disbursement of inflation-adjusted payments that reflect the true cost of living. However, pension provision alone constitutes an incomplete solution. Complementary income pathways must be established, including reserve service stipends and targeted vocational training programs. Such measures serve a dual purpose: preventing veteran destitution while maintaining a pool of financially stable personnel who can be rapidly mobilized when national security demands arise.

Healthcare and Rehabilitation represents another non-negotiable



component of veteran support. The unique physical and psychological toll of military service demands specialized care protocols. Comprehensive medical coverage must extend beyond basic treatment to include dedicated trauma care units and PTSD rehabilitation programs. This medical support system ensures two critical outcomes: first, it upholds the nation's moral obligation to those injured in service; second, it maintains a cadre of veterans who remain medically capable of contributing to training, advisory, or light reserve roles.

The importance of Transition and Reintegration Programmes cannot be overstated. The abrupt shift from military to civilian life presents significant challenges that, if unaddressed, can lead to skills atrophy and social alienation. Structured transition programs must focus on three key areas: skills conversion for civilian employment, counselling services for psychological

adjustment, and pathways for continued security sector engagement. These initiatives serve as force preservation measures, ensuring that hard-won military expertise remains accessible to the nation rather than being lost to civilian transition.

Administrative Efficiency in veteran affairs requires particular attention. The current bureaucratic maze surrounding benefit access not only frustrates veterans but actively undermines institutional trust. Streamlined processes must be implemented, supported by digital platforms for claims tracking and resolution. Equally important are legal safeguards against the discrimination of veterans in employment and social spheres. These administrative reforms create an environment where veterans feel valued and supported - a crucial factor in maintaining their willingness to serve when recalled.

The cumulative effect of these support pillars creates what we term the Security

Nexus - the critical intersection between veteran welfare and operational readiness. Financially stable, medically fit, and psychologically prepared veterans represent a tangible security asset rather than a societal burden. Their continued connection to the military ecosystem through these support mechanisms ensures they remain deployable, whether in advisory capacities, training roles, or emergency mobilization scenarios.

Nigeria's approach to veteran support must evolve from a welfare-centric model to a readiness-oriented framework. The four pillars outlined - financial security, healthcare, reintegration programs, and administrative efficiency - are not standalone welfare initiatives but interconnected components of a national security strategy. When properly implemented, they transform veterans from passive recipients of state support into active contributors to national stability. The security implications are clear: a properly supported veteran community represents a cost-effective force multiplier, while neglected veterans constitute both a moral failing and a strategic waste of human capital. The choice between these two outcomes hinges on the establishment of these foundational support systems.

OPERATIONAL PATHWAYS FOR NATIONAL SECURITY ENHANCEMENT

A well-structured veteran support system creates the necessary conditions for former service members to transition from passive beneficiaries to active security assets. When properly enabled, veterans can fulfil four critical operational roles that significantly enhance

based reserve units maintained at varying levels of readiness, the Armed Forces gains immediate surge capacity during crises. These units could be rapidly mobilized to reinforce active-duty personnel during major terrorist incursions, widespread civil unrest, or large-scale natural disasters. Unlike raw recruits, veteran reservists require minimal retraining, as they bring preserved tactical skills and operational experience. Their

provide ground-truth perspective often absent in theoretical threat assessments. Their combat experience in various theatres allows them to critically evaluate operational plans, identify potential vulnerabilities in proposed strategies, and contribute to more realistic training scenarios. This advisory role proves particularly valuable in counterinsurgency operations, where veterans' firsthand understanding of asymmetric warfare can reshape doctrinal approaches.

At the community level, Veteran-Led Stabilization Task Forces could revolutionize civil-military relations in conflict-affected regions. Composed of respected former service members with local ties, these teams would conduct targeted counter-extremism outreach, mediate communal conflicts, and serve as trusted liaisons between security forces and civilian populations. Their non-uniformed status and shared cultural references would enable access to areas where regular military presence might be counterproductive. Importantly, these task forces would dramatically improve grassroots intelligence collection by establishing reliable channels of information flow from communities to security agencies.

The Institutional Knowledge Transfer pathway addresses one of the most persistent challenges in military



Nigeria's national security architecture. These pathways represent a cost-effective means of augmenting conventional security structures while leveraging existing human capital that would otherwise remain underutilized.

The Integrated Reserve Framework offers a practical solution to Nigeria's persistent force generation challenges. By organizing veterans into regionally-

deployment would alleviate the current overextension of regular forces while providing a scalable response mechanism for emerging threats.

Within strategic security institutions, the Embedded Advisory Capacity of veterans offers unmatched value. When deployed to Defence Headquarters, Service Commands, and key intelligence agencies like the DSS and NIA, veterans

organizations - the loss of critical expertise through retirement. By systematically deploying veterans as instructors in military academies, doctrine developers, and ethics mentors, the Armed Forces can preserve and institutionalize hard-won operational knowledge. These veterans would ensure that lessons from past operations are properly captured and transmitted to new generations of personnel. Their presence in training institutions would particularly enhance the quality of leadership development, as they can provide real-world context to theoretical concepts and share practical insights on decision-making in complex operational environments.

The strategic engagement of veterans through these four pathways represents a force multiplier that Nigeria cannot afford to ignore. Each pathway addresses specific gaps in the current security architecture - from immediate operational capacity needs to long-term institutional development. When implemented cohesively, they create a virtuous cycle where veteran welfare directly enhances national security, and security requirements drive the continuous improvement of veteran support systems. This approach transcends the traditional welfare paradigm, instead positioning veteran engagement as a core



component of national defence strategy. The operational dividends - increased force capacity, improved civil-military relations, preserved institutional knowledge, and enhanced strategic planning - far outweigh the required investments, making this not just a moral obligation, but a strategic imperative for Nigeria's security establishment.

ANALYSIS OF CURRENT FRAMEWORK DEFICIENCIES

A critical examination of Nigeria's existing veteran support mechanisms - including the Nigerian Legion, Service-Specific Veterans Affairs Directorates, and the Armed Forces Veterans Forum - reveals a systemic preoccupation with welfare provision at the expense of strategic operational engagement. While these institutions perform commendable functions in addressing veterans' basic needs, their structural and policy

limitations significantly undermine the potential for veterans to contribute meaningfully to national security. Key deficiencies include:

a. Absence of a Unified National Policy.

Presently, Nigeria lacks a cohesive legislative and doctrinal framework that formally integrates veteran welfare with defined security roles. The existing structures operate on an ad hoc basis, with no binding policy mandating the active redeployment of veterans in security operations, advisory capacities, or community-based stabilization initiatives. This oversight results in a disjointed approach, where veterans remain underutilized despite possessing critical skills that could enhance national security.

b. Inadequate Resource Allocation.

The current system suffers from chronic underfunding, particularly in areas essential for operational engagement. Training programs for

reserve mobilization, logistical support for veteran-led task forces, and institutional knowledge transfer initiatives receive minimal budgetary attention. Consequently, even where willingness exists, the logistical and financial constraints prevent large-scale, sustained deployment of veterans in security-enhancing roles.

c. Lack of Formal Integration into National Security Architecture.

Veterans remain peripheral actors rather than core components of Nigeria's security strategy. Unlike advanced military systems where veterans are systematically embedded in defence planning, Nigeria's framework lacks formal mechanisms for their inclusion in threat assessment, contingency planning, or operational execution. This exclusion not only wastes expertise but also weakens the military's ability to leverage veterans' firsthand experience in counterterrorism and stabilization efforts.

d. Poor Inter-Agency Coordination.

A siloed operational culture persists among military, paramilitary, and civil authorities regarding veteran engagement. The Nigerian Legion, for instance, operates with limited synergy with the Defence Headquarters (DHQ), National Security Adviser's Office (NSA), or state security agencies. This lack of coordination leads to

duplication of efforts, bureaucratic inefficiencies, and missed opportunities for cross-sector collaboration in deploying veterans for national security tasks.

The prevailing welfare-only paradigm reduces veterans to passive beneficiaries rather than active security assets thereby resulting to waste of human capital, weakened community resilience and eroded institutional memory.

CONCLUSION

Nigeria's security architecture stands at a critical juncture where the systematic integration of military veterans presents an unparalleled opportunity to strengthen national defence capabilities. The analysis presented demonstrates conclusively that our veteran community constitutes an underutilized strategic reserve, offering ready solutions to three fundamental security challenges: acute manpower shortages in conflict zones, persistent civil-military trust deficits in vulnerable communities, and the gradual erosion of institutional combat knowledge. The proposed dual-track framework which harmonizes robust welfare provisions with structured operational roles transforms veterans from passive pension recipients into active force multipliers. This approach goes beyond moral obligation to establish veterans as key components in Nigeria's national security

calculus. When properly supported through the four pillars of financial security, healthcare access, reintegration programs, and administrative efficiency. Veterans become positioned to fulfil critical functions as reserve forces, strategic advisors, community stabilizers, and knowledge custodians.

Implementation requires decisive institutional action. The Defence Headquarters must champion the establishment of a National Veterans Commission to consolidate currently fragmented efforts. The National Assembly bears responsibility for enacting enabling legislation that codifies veteran roles and ensures sustainable funding. The Ministry of Defence should operationalize the four engagement pathways-reserve integration, advisory deployment, community stabilization, and knowledge transfer-through joint implementation with state security agencies. The economic argument for this transformation proves compelling. Compared to the costs of recruiting and training equivalent new personnel, veteran mobilization offers a cost-effective solution that leverages existing investments in human capital. More importantly, it represents a force preservation strategy that maintains Nigeria's defence institutional memory while addressing current operational gaps. This



proposal ultimately transcends military efficiency-it speaks to national values. A country that honours its veterans through meaningful continued service opportunities strengthens its social contract with all service members, past and present. As Nigeria faces evolving security challenges, the wisdom of converting experienced veterans into active security assets becomes undeniable. The time for action is now; the blueprint exists; the benefits are clear. What remains is the political will to transform potential into reality, thereby honouring our veterans' service while decisively enhancing national security.

RECOMMENDATIONS

20. It is recommended that:
 - a. National Veteran Integration Act be enacted.
 - b. Establish National Veterans Commission (NVC).

- c. Advocacy for Dedicated Operational-Resource Alignment for veterans' operational engagement.
- d. Support veteran integration into national security planning and operations.
- e. Develop and implement incentivized veteran engagement models.

REFERENCES

1. Eze, M. (2021). The role of veterans in modern security architectures. *African Security Review*, 13(2), 45-60.
2. Olonisakin, F. (2022). Strategic human capital in African militaries. Routledge.
3. Adekola, P. (2020). Community trust and veteran reintegration in post-conflict zones. *Journal of African Security*, 13(2), 45-60.
4. Dokubo, C. (2019). Military veterans and national security strategy. Nigerian Defence Academy Press.

5. Omeni, C. (2021). Welfare-to-work transitions for African veterans. *Journal of Veteran Studies*.
6. Adewuyi, O. (2022) Pension reforms and military welfare in Nigeria. *Nigerian Journal of Defence Economics*.
7. Igboke, I., & Nkomah, B. (2023). Vocational training and economic empowerment for veterans. *Journal of African Development*.
8. Okeke, V., & Uzochukwu, B. (2021). Healthcare access for Nigerian veterans. *African Journal of Military Medicine*.
9. Ezeanwu, J. (2020). PTSD and rehabilitation for African veterans. *International Journal of Military Health*.
10. Nwachukwu, C. (2022). Transition and reintegration programmes. *Journal of Veteran Studies*.
11. Adegbite, A. (2021). Bureaucratic bottlenecks in veteran affairs: A case study of Nigeria. *Defence Policy Review*.
12. Ojo, E. (2023). Veteran reintegration and security sector reform. *Conflict Trends*.
13. Mustapha, M. (2022). Reserve forces and national security in Nigeria. *Defence Studies Quarterly*.
14. Onuoha, F. (2021). Veterans in counterinsurgency advisory roles. *Terrorism and Political Violence*.



NAFRCOWA NURSERY AND PRIMARY SCHOOL DISPLAYS CULTURE IN DIVERSITY

Nigerian Armed Forces Resettlement Centre Officer's Wives Association Nursery and Primary school (NAFRCOWA) recently rolled out drums to mark the school 10th cultural day celebrations. The event was witnessed by people from all walks of life including parents, traditional rulers, officer and men of the Nigerian Armed Forces Resettlement Center (NAFRC) and other invited guests, showcasing our cultural diversity.

The ceremony is an annual tradition of the school



aimed at integrating Present Age". This afforded children of primary school the school the opportunity to showcase the dynamics and cultural value of their ethnic groups highlighting the Nigerian Culture in some of the ways young people can contribute to



national development.

The NAFRCOWA Coordinator, Mrs Rukaiyatu Mamman, in her welcome address extolled the rich culture of Nigerian heritage which according to her shows how everyone is special and unique in their cultural style, adding that, the aim of the cultural day is to encourage the children to be proud of who they are while appreciating, learning and sharing their unique traditions and culture. She urged everyone present to continue to promote unity in their community as well as imbibe good values in their children.

The Commandant NAFRC, Air Vice Marshal Bashir Rimi Mamman, harped on the importance of children to families while calling on parents to bring up their wards in the fear of God, He also encouraged them to reflect on their cultural belief and imbibe good values in their daily lives. The highlight of the event was the display of diverse cultural dance and various ethnic food.



ANALYSIS OF TRAINING IMPACT AT THE NIGERIAN ARMED FORCES RESETTLEMENT CENTRE

INTRODUCTION

Training is the bedrock of military discipline and excellence. Training at the Nigerian Armed Forces Resettlement Centre (NAFRC) dates back to the colonial era, after World War II in 1945, when the then British Government established 2 rehabilitation centers sited in Ghana and Nigeria. The Nigerian centre started as the Nigerian Army Rehabilitation Centre (NARC). Training at the center was tailored to meet the needs of disabled ex-combatants and soldiers of the West African Frontier Force (WAFF), who suffered casualties during World War II. In 1970, training at the NARC was expanded to take care of post-war demobilization and resettlement of ex-combatants back to civil life, after the Nigerian Civil War. Training at the time involved education and counseling programmes as well as medical attention for wounded soldiers. It also included limited vocational training in engineering, auto mechanics, commercial trades and hand crafts. As from 1982, there were substantial numbers of discharging, able bodied soldiers from the Armed Forces of Nigeria (AFN). Therefore, the Centre was reorganized and renamed NAFRC to train discharging personnel of the AFN in various categories of vocational and entrepreneurship as well as skill acquisition.

Training at the NAFRC has



Brigadier General IO Olatunji

been very impactful. The Centre has successfully conducted training for over 52,000 personnel of the AFN since its transformation in 1982. The Centre prides itself in concluding and terminal training of soldiers prior to disengagement from active Service towards re-integration back to civil life. This is in line with its mandate to "consistently provide quality training, research and development and render consultancy services geared towards adequately reintegrating Service personnel to civil life". Over time, the Centre's mandate has been expanded to incorporate vocational training for personnel of allied countries and non-military staff of government Ministries, Departments and Agencies (MDAs). Training has equally been extended to neighboring communities, barracks youths, widows and dependants of deceased personnel as part of the Centre's Corporate Social Responsibility (CSR). Thus, the Centre has evolved as a national institution for

vocational and entrepreneurial training. The training has impacted positively on thousands of veterans, youths, women, children and allied agency staff of MDAs, providing modern skill acquisition and entrepreneurship opportunities for social re-integration and peaceful economic empowerment in Nigeria. The significant transformations, achievements and contribution of NAFRC to skill acquisition and entrepreneurship training in Nigeria's socio-economic development is worthy of empirical research for scholars. The Directorate of Training coordinates the training activities in conjunction with other directorates and facilitators in NAFRC. It is against this background that this paper attempt to examine the impact of training at NAFRC.

AIM

The aim of this paper is to highlight the impact of training at NAFRC with a view to making recommendations.

SCOPE

The paper will cover the following:

- Overview of Training Programmes.
- Collaboration Training.
- Industrial training.
- Community Based Intelligence Gathering Training.
- Impact on Participants.
- Impact on the Armed Forces of Nigeria.



OVERVIEW OF TRAINING PROGRAMMES

The training in NAFRC has evolved from the post colonial era and post-civil war rehabilitation needs to purposeful resettlement through comprehensive skill acquisition, contemporary vocational and entrepreneurship education. This has readily prepared retiring personnel to overcome the challenges of reintegrating into civil life. Contemporary vocational resettlement training programmes are structured to impact retiring personnel with vocational and life changing skills to enable them set up and manage small scale businesses. The business management aspect of each vocation is the point of emphasis at the Centre and not to make participants' professionals in new ventures outside their experience while in Service. The training programme focuses on assisting the participants to achieve targeted goals and aspirations to become self employed entrepreneurs independent of pension after retirement.

The NAFRC offers a wide range of training programmes for all categories of prospective participants. The core training programme is well planned pre-discharge course of 6 months duration

and conducted twice in a year. The first batch pre-discharge course every year is from January to June and the second from July to December. The pre-discharge course is targeted at discharging Non

Commissioned Officers (NCOs) and Senior Non Commissioned Officers (SNCOs) of the AFN who have served the mandatory 35 years and a few others who voluntarily opted to retire from active Service. The next essential training involves commissioned officers. Others are specialized skills training (apprenticeship programme), leadership development, vocational skill acquisition training.

Non Commissioned Officers Training.

The NCOs and SNCOs training is the focal mandate of NAFRC conducted through the Pre-Discharge Course. It prepares retiring NCOs and SNCOs for civilian careers, focusing on entrepreneurship, vocational and life changing skills. It prepares the retirees mentally and psychologically for resettlement into civil life. It trains retirees in different vocational skills to enable them establish their own businesses. It prepares retirees for employment and new phase of life after retirement. It also provides adequate counseling for successful disengagement training. The course exposed the participants to training in all the 33 entrepreneurship and skill acquisition facilities in the Centre. The various skills

acquisition workshops for Pre-Discharge Courses include Auto Mechanic, welding and fabrication, household toiletries and cosmetics, fine arts, ceramics, weaving and textiles, photography, leatherworks and information technology. Others are tailoring, water production, music, refrigeration and air conditioning, bakery, agriculture, commercial security and business management amongst others. Apart from specialized skill acquisition, the participants received general lectures on psychology, emotional intelligence, behavioral studies, medical and healthy lifestyles, financial fitness and life after retirement. It positively impacted on the participants with life changing skills within the 6 months of training.

Commissioned Officers Training.

Commissioned officers are trained alongside SNCOs in NAFRC. Training programmes for the commissioned officers are conducted through the middle and senior level entrepreneurship management course. The middle level course is designed for officers of the rank of Maj – Cols and equivalents as well as staffs of (Grade Level 12-15) from the paramilitary, MDAs. The senior level course is planned for senior officers of the rank of Brig Gen - Maj Gens equivalents as well as staff of corresponding Grade Level 16 and above from the paramilitary, MDAs. Both courses are designed to equip the

senior officers with requisite entrepreneurship and management skills through lectures, feedbacks, workshops and study tours in conjunction with Entrepreneur Technical (Empretec) Nigeria Foundation (ENF) and Songhai farms, Port Novo Republic of Benin. Both courses provide opportunity for the senior officers to acquire useful insights into the prospects, opportunities and challenges in the contemporary business environment. It equally boosts their leadership and managerial and entrepreneurial skills. Training programme for the mid-level covers 5 weeks while the senior level is for 4 weeks. Essential modules covered for both courses comprising of the agricultural component, emotional intelligence, transformational leadership, corporate governance, project management, mediation and entrepreneurship training workshop. Additional curriculum for both courses are conflict resolution strategies, health and ageing in retirement, inventory management, legal structure for business sustainability and leveraging technology amongst others. The middle and senior level entrepreneurship and management course hitherto conducted twice annually is approved for quarterly training by the Chief of Defence Staff.

COLLABORATION TRAINING

Collaboration training is essential in modern

workplaces and ever changing business environment. The Centre readily recognizes the importance of collaboration training for skill acquisition, capacity building and advancement of knowledge towards accomplishing its mandate. Therefore, the centre delivers training in strong collaboration with reputable organizations, government institutions, and private sector subject matter experts within and outside the country. Collaboration training has impacted positively on the participants inter personal



skill and enhanced the organizational goal of the Centre. The collaboration training has boosted the Centre's strategic partnership and civic engagements.

The collaboration training has kept the centre updated on modern workplace training tools, boosts efficiency and productivity, define roles and responsibilities, encourage innovations and team work. The Centre operates an open door policy to consider several expressions of interests to jointly conduct Pre-retirement training to all participants in line with current realities. However,

the Centre has ongoing Memorandum of Understanding (MOU) and retainer-ship with some reputable firms, registered security companies and financial institutions for joint training especially the Yaba College of technology Lagos, Lagos State University, Songhai Farms Port Novo, Republic of Benin and Digital Bridge Institute (DBI). Others are ENF, Federal Neuro-Psychiatric Hospital Yaba Lagos, Halogen Security Company, National Agricultural Development Fund, Spectra Industries Limited, Agege amongst others.

INDUSTRIAL TRAINING

Industrial training plays a crucial role in bridging the gap between academic knowledge and real-world applications. It offers participants real-time practical experience in their

chosen workshops, enhancing their technical skills and professional development. The participants of pre-discharge course are exposed to one month industrial attachment as part of the training curriculum. The industrial training takes effect from the Fourth month of their studies in NAFRC. The participants are deployed to several government owned and private farms, businesses, companies and industries for a period of 4 weeks in the 36 states of Nigeria including the Federal Capital Territory (FCT) Abuja.

The impact of the IT on the participants cannot be overemphasized. The IT experience exposed the participants to contemporary work environment, relevant to their fields of specialization in the actual Local Government Areas (LGAs), states which they plan to retire. It sharpens their acquired skills and boosts their work experience in the situation they are likely to meet after graduation. The industrial training equally affords the participants the opportunity of familiarizing and exposing themselves to current procedures, handling new equipment and machinery that are usually not available in NAFRC. The participants are better prepared to start up their own small medium scale businesses after the industrial training. The IT adds value to the participants, improves their employability proving that they had real-world experience. It also provides network opportunity for participants to build relationships with industry professionals. Additionally, it provides access to consultancy services and guidance from experienced employees.

COMMUNITY BASED INTELLIGENCE GATHERING TRAINING

Community Based Intelligence Gathering (CBIG) is the process of collecting information from the local population to support law enforcement, crime prevention and national security efforts. It is a proactive, collaborative approach that enhances

public safety by integrating community input into security efforts. The NAFRC training curriculum was upgraded to equip participants with training on CBIG. This is in line with the Centre's mandate to adequately prepare graduates re-integrating back to civil life and contributing their quota towards combating emerging security challenges. The Centre conducts the CBIG training in collaboration with subject matter experts and external resource persons drawn from the Covenant University Ota, Ogun State. Lecture series on CBIG training includes "Community Security and Conflict Resolution: the Role of Veterans" delivered by Prof Daniel E. Gberevbie, "Military Experience: Asset to Service Personnel in Retirement". The training package adequately exposed the participants to security roles and responsibilities of retirees and senior citizens in their various communities. The CBIG training equally sensitizes the participants on their responsibilities against the proliferation of small arms and light weapons in their community. The Centre's collaboration with the Zonal Coordinator of the National Centre for the Control of Small Arms and Light Weapons (NCCSALW) has further trained participants on CBIG and reporting procedures. The CBIG training is essential for early warning and crime prevention and participants are adequately trained on suspicious activities and changes in behavior within their communities. The

CBIG training ultimately adds value to the participants making them readily acceptable as senior citizens by their communities.

IMPACT ON PARTICIPANTS

The NAFRC training package has had profound impact on participants, equipping them with vocational skills and confidence needed to excel in civil life after serving the military. Serving the military is hard but the hardest is going back home when the uniform comes off. This is particularly because most personnel are not adequately prepared to remove their uniforms. Subsequently, participants have misconception and uncertainty of what to meet while reporting for training in NAFRC. However, these uncertainty and misconception changes for positive few months to commencement of NAFRC training. Key impacts of NAFRC training on participants include improved performance, boost confidence and morale as well as enhanced employability.

Improved Performance.

Participants demonstrate enhanced combat skills, tactical decision making and leadership abilities showing significant improvement in performance ratings.

Boosted Confidence and Morale.

Participants reported increased confidence and morale, attributing these improvements to the

quality and relevance of the training received. Capacity.

Enhanced Employability.

Trained officers are better equipped for civilian careers with higher percentage of retiring officers securing employment or starting their own businesses within few months of completing resettlement training.

Self Reliant Retirees.

Trained personnel in entrepreneurship and management skills produced more self-reliant retirees of the AFN for the growth and development of the Nigerian economy.

IMPACT ON THE ARMED FORCES OF NIGERIA

The impact of NAFRC's training extends beyond the centre, contributing to the overall effectiveness and readiness of the AFN. Key outcomes include enhanced military readiness, improved leadership and strengthening cohesion.

Enhanced Military readiness.

Trained soldiers are better equipped to contribute to the armed forces mission, enhancing overall military discipline, readiness and effectiveness.

Improved Leadership.

Leadership development programs have prepared officers for senior citizenship and civil leadership roles outside the Service and enhancing the AFN leadership capacity.

Strengthening Cohesion:

Collective training has strengthened cohesion,

fostering teamwork and camaraderie among soldiers.

Early Warning and Crime Prevention.

CBIG training boost security of communities and assist in crime prevention, counter terrorism and strengthened national security.

CONCLUSION

Training at the NAFRC has evolved from rehabilitation of demobilized troops to modern vocational and entrepreneurial, skill acquisition learning. The NAFRC offers a wide range of training programmes for all categories of prospective participants. The various skills acquisition workshops for pre-discharge courses for SNCOs positively impacted on the participants with life changing skills within the 6 months of training. The training programme has equally impacted youths of the neighboring communities of NAFRC and the entire AFN. The middle and senior level entrepreneurship and management courses provide opportunity for commissioned officers to acquire useful insights into the prospects, opportunities and challenges in the contemporary business environment.

Key impacts of NAFRC training on participants include improved performance, boost confidence and morale as well as enhanced employability after retirement. The training has

produced more self-reliant retirees. Major impact of NAFRC training on the AFN enhanced military readiness, improved leadership and strengthening cohesion. The newly introduced CBIG training boost security of communities, assists in crime prevention, counter terrorism and strengthened national security. By continuing to invest in high quality training, we can ensure that the AFN remains a formidable and effective force capable of meeting the challenges of a rapidly changing security environment.

RECOMMENDATIONS

It is recommended that the Centre:

- a. Continue to update and adapt training programmes to reflect emerging threats and changing operational environment.
- b. Invest in industrial training and modern technologies to enhance realism of training impact.
- c. Promote a culture of continuous training evaluation and feedback, ensuring training programme remain responsive to evolving current realities.
- d. Expand leadership development programmes to prepare more officers for leadership roles.
- e. Enhance pre-retirement training to better support retiring SNCOs transitioning to civil life.



Air Vice Marshal

Bashir Rimi Mamman:

Prioritising Training and Personnel Welfare

The Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, Lagos, has evolved over the years but its key objective has always been to prepare officers for Post-service Realities. In a recent interview with some of the editorial members of HOPE, the Centre's flagship magazine, the commandant of the centre, Air Vice Marshal B.R. Mamman, amongst other things, tackled questions from the core mandate of the centre to his priorities as commandant, how the curriculum and courses reflects the realities of the economy and job market, upgrades at the centre, collaborations and systems for smooth transition. Here are the excerpts:

Can you give us an overview of the mandate and objectives of the Nigerian Armed Forces Resettlement Centre?

Our mandate and objectives are clear: to provide quality training and engage in Research and Development (R&D), render consultancy services geared towards adequately preparing retiring Personnel to face challenges of re-integrating into civil life.

What are your top priorities as Commandant of this great Centre?

My priorities are first; To achieve the Centre's



mandate, improve on it and- expand the Centre to accommodate civil students to study business and vocational skills.

How would you assess the Centre's impact over the years in terms of supporting retired military personnel?

Over the years the Centre can be rated above average because we have really evolved in various sectors. Impacted our host community, gotten feedback from our alumni in their various businesses and organisations they currently work in, this is huge and proof that we are on track.

What kind of training programmes is currently offered at the Centre?

We offer various Training programmes, ranging from soap & cosmetic production, water purification and production to craft/woodwork as well as fashion designing, others are advance Security programme, leather works designs and production, crop and

livestock farming, fabrication, fine art etc.

How does the curriculum reflect the realities of the Nigerian economy and job market?

The Country's economy needs to be boosted in terms of production chain which makes it very unpredictable. We as an institution have provided counter measures by ensuring our graduates are fortified with concrete business ideas by bringing experienced entrepreneur to educate them on risk management and sustainability.

Are there any recent upgrades to the training facilities or course content?

Yes, we have upgraded some of our facilities like the ICT Centre is now having online lectures for participate who are not fit enough to physically participate in the Training. We also have a 24/7 online desk attendant officer who would respond to questions from any part of the world even you can contact our desk officer for



further enquires.

Does NAFRC collaborate with external agencies, institutions, or private sector bodies for vocational or entrepreneurship training?

Yes, every learning institution willing to grow and compete globally must have an MOU with other organisations or institution either in R&D or other aspects of training. Accordingly, we are in partnership with EMPRETEC Nigeria Foundation; they train our Mid-Level and Senior-Level Entrepreneurship and Management Participants, University of Lagos, Songhai Farms in Port Novo, others are Spectronet, and resource persons from reputable business agencies.

What support systems are in place to ensure a smooth transition from active service to civilian life for retiring members of the Armed Forces?

We have many support systems in place for our retiring personnel. They range from our consultancy services, to individual business registration by the CAC and recommendations to Agencies and Parastatals who can still demand their services after now. A lot of them from graduating here are offered jobs straight from this Centre.

Are there any post-training support mechanisms, such as job placement, cooperative schemes, or business start-up funding? I would say yes and no;

Because in the Nigerian Air Force almost every officer and airman is a member of a Cooperative where they save money during their service years which would support them during retirement especially those intending to venture into businesses. For support mechanism yes, medical treatment is always offered to our retirees till they pass on. For business start-up, our personnel are expected to invest part of their benefit into business, that would keep them active "as an idle man they say is a devil's workshop". Finally, when an aged man is not engaged in any form of activity, he/she gets weak and passes on faster.

How does the Centre handle the reintegration challenges that some ex-servicemen and women face after retirement?

We have modalities in place to handle that: The Centre has a Guidance & Counselling department where we deploy psychologist and other expert to advice and counsel personnel on adaptation and integration into civil life. During the training, they are counselled and there are series of lectures in delivered to them during their stay in the Centre, all geared towards preparing them for reintegration into civil life. I would say they are prepared for this and many more.

Has the Centre played any role in Nigeria's broader economic or security development strategies?

Yes, though not directly but in a way the Centre offers advance security training to its Participants, coupled with their military career experiences, the feedback from employers have proven that.

Are there partnerships with international resettlement or veteran organisations? If not, any plans to start one?

For now, there are no direct partnership with any international resettlement or veteran organisation but within the services especially in the Nigerian Air Force (NAF) we have a

department for veteran affairs and just recently, the Chief of Air Staff inaugurated and held physical meeting in Abuja with NAF veterans where he encouraged them to continue being Nigerian Air Force ambassadors, he went further to update them on NAF focus, priorities and progress plans. Also, we have desk officers for veterans to keep in touch with them in every unit.

What are the biggest challenges currently facing the Centre?

Some of the challenges facing the Centre are:

a. Difficulty in indoctrinating Participants into civil life being that most of them have served for about 35 years and are used to regimentation but we have made provisions to cover that by establishment Guidance & Counselling desk officers.

b. Difficulty in talking

them into venturing into business as most of them have never been business oriented.

c. For staffing, of course we know that the AFN is over stretched but we make proper use of the man power at our disposal and on areas where we are lacking, we employ the services of Resource Persons from reputable organisations/institutions to cover up.

Are funding and staffing adequate to meet the Centre's growing responsibilities?

The Centre is adequately funded and for staffing we make proper use of the manpower we have here at the centre. We have military personnel, civilian staff and corps member.

How do you intend to reposition the Centre for greater impact in the future?

Measures to reposition the Centre is in progress: we



have upgraded our lecture halls, syndicate rooms, hostel accommodation as well as teaching aids. And we are looking forward to expand our practical teachings on various agricultural farms. Other measures are; inculcating civilian students into business courses and running of professional management/vocational courses for civilians.

Are there statistics or success stories on how the training has transformed the lives of retirees?

Yes, like I said before, we have received a lot of positive feedback from various employers of how the retirees are faring and our retirees in their various business have also testified of the impact of the training they got from here. We hope to get more especially as we have been able to introduce more contemporary course and upgraded teaching aids as well.

What feedback does the Centre typically get from trainees after completing their courses?

Basically, our participants have always expressed satisfaction and appreciation especially from the exposure given them on various fronts ranging from security consulting, craft work, and farming which makes it easy for them to properly integrate in retirement.

Does the Centre conduct impact assessments or alumni tracking? If not, any plans to start one?

Before now no. However, just recently we have opened an online desk for consulting and assessment of our alumni and it's going to be a 24/7 approach desk where participants can call in and consult if they are in doubts as to how to go about any venture.

What role can ex-servicemen trained at the Centre play in community security or national development?

A lot, the experiences our servicemen have in security is environs. They have better approaches to security challenges they know all about security and conflict management. They can advise community heads on better options to employ in all areas whether in organisation or local communities. The ones in rural communities lead vigilante groups as well. I am confident even information management

can be better handled by them as well.

What inspired you when you took on the leadership NAFRC?

My inspiration came from knowing that the Centre is mandated to provide quality training, engaged in R&D, and render consultancy services towards preparing our retiring personnel to best be integrated into civil life. Accordingly, I deemed it very necessary to ensure we produce only the best participants to fit into the demands of the employers and the public in general.

How would you like to be remembered as Commandant of NAFRC?

I would like to be remembered as a leader who prioritised the welfare of his officers/men and civilian staff, upgraded structural facilities and improved the Centre's relationship with host communities and other agencies and parastatals.





NAFRC COMMUNITY SENSITISED ON THE DANGERS OF DOMESTIC VIOLENCE

In response to the growing concerns over the incidences of domestic violence within households, the Commandant, Air Vice Marshal BR Mamman (NAFRC), Oshodi, recently held a sensitisation durbar aimed at addressing the issues of domestic violence while promoting tolerance, mutual respect, and emotional maturity among members of the NAFRC community.

The increasing reports of domestic conflicts involving personnel, spouses, and dependents, have raised alarms over the urgent need to address the root causes ranging from psychological strain, financial stress to cultural misconceptions

and emotional detachment. The sensitisation Durbar with the Commandant, Air Vice Marshal BR Mamman served as a platform for open dialogue and guidance toward fostering healthier relationships with the homes.

Speaking at the event, the Commandant stated that he considered it necessary to bring the NAFRC community together for awareness and education on the dangers of domestic violence. He noted that marriage is not merely the coming together of two individuals but a union that requires tolerance, respect, and understanding. He added that those who witness the joining of a

couple must also understand the sanctity of the relationship and refrain from undue interference. Highlighting the types of marital structures such as polygamous, arranged, contractual/open, and parenting marriages, he stressed that tolerance remains the most critical ingredient in sustaining any form of union.

In his words; "No one is perfect. We must learn to tolerate each other." He further cautioned couples to respect emotional and physical boundaries, urging couples to respect individual differences and approach conflict with maturity. He linked the rise in domestic tension to economic hardships in the

country, and called on all to adopt greater patience and understanding during these challenging times. "I believe this engagement will inspire change in our homes," he concluded.

Furthermore, the Director of Coordination, Commodore Udoudoh, addressed the role of transparency in sustaining peaceful marriages. He cautioned couples against entertaining external advice that undermines their relationship. He highlighted the invisible overlooked task that women often perform at home ranging from domestic work to childcare, and spousal support he therefore urged the men to encourage their wives and recognise the effort they put into keeping the home together.

He further urged couples to invite God into their marriages at any stage and encouraged them to focus on what truly matters, while adding that sometimes overlooking minor issues is key to peaceful and long-lasting marriages.

Speaking on the often-overlooked issue of sexual

intimacy in marriage, the Director of Administration, Commodore Taiwo, described it as a salient subject that contributes significantly to emotional well-being in relationships. He cited a recent case where lack of communication on this matter escalated into a major conflict, stressing the need for openness and

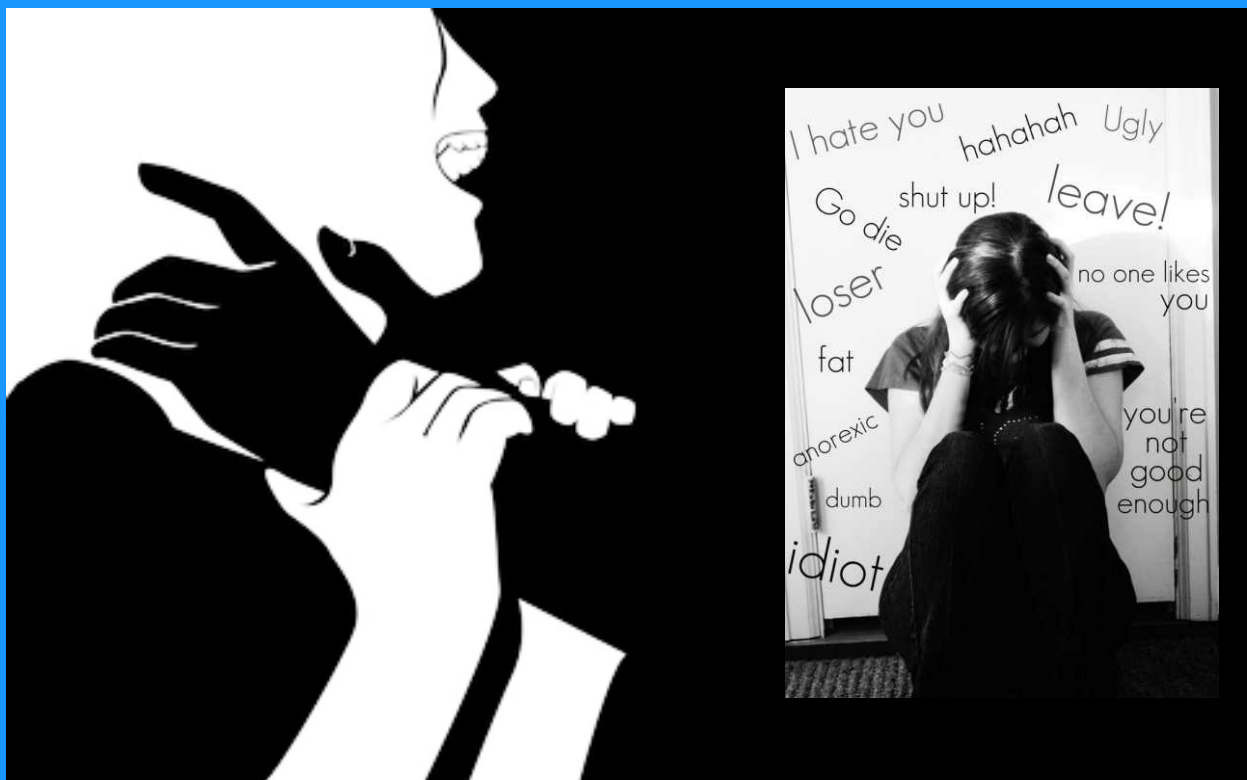
committed against one's partner, family member or even friend, and identified common triggers such as poor anger management, financial dependence, jealousy, inferiority complex, low self-esteem, and unresolved psychological issues. He commended the religious department for continuously addressing such pressing issues and reiterated their commitment to continued sensitisation.

Speaking further, the Centre Imam, Lieutenant Colonel Ibrahim, provided an Islamic perspective on the responsibilities of marriage, reminding the audience that marriage is a divine commandment involving duty, sacrifice, and balance. He affirmed that both the

husband and wife are considered heads of the home and must work collaboratively. He advised wives to communicate effectively, avoid snooping through their husbands' phones, and instead show trust, patience, and forgiveness.

The Centre Chaplain, Navy Captain Very Rev Father Oparaji, provided spiritual insight into the origins and causes of domestic violence. He described it as an aggressive assault





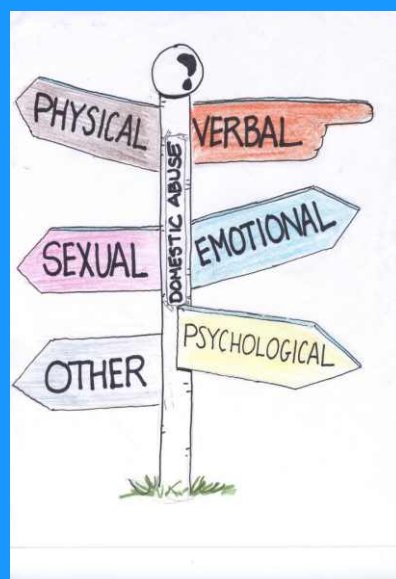
The Centre's Medical Officer, Wing Commander Ogah, spoke on the psychological consequences of conflict, especially on children. He noted that marriage demands responsibility and maturity, emphasising that unresolved disputes between couples could lead to psychological trauma in children, affecting their confidence and mental well-being. He highlighted the importance of emotional control, considering that marriages bring together people from different cultural backgrounds.

On the psychological context, the Commanding Officer, Management Wing, Lieutenant Colonel Oladejo focused on stress management and the importance of empathy. He advised individuals to read

the emotional atmosphere of their homes before initiating serious conversations, he added that timing and tone matter in communication while he urged members of the community to take advantage of the counselling department at NAFRC, and where necessary, urged the department to provide online platforms where people can seek therapy or mental health consultations.

Several members of the audience made contributions and raised questions, leading to an engaging and eye-opening session which highlighted the need for deliberate actions to foster emotional stability in homes, particularly within military settings where stress levels can be high. The durbar

revealed the position of the leadership of NAFRC in providing platforms for emotional education, conflict resolution, and spiritual guidance, not only integrate retiring military personnel but also ensure emotionally intelligent, and peaceful families.



COMMANDANT NAFRC HOSTS AN IFTAR FOR NAFRC COMMUNITY

The Commandant Nigerian Armed Forces Resettlement Centre (NAFRC), Air Vice Marshal BR Mamman, hosted Iftar with NAFRC Community at the Centre's Central Mosque on Tuesday, 18 February 2025. The event, which commenced at 1900 hours, brought together senior officers and invited guests in an atmosphere of unity and reflection.

Among those in attendance were the Deputy Commandant, Directors, the Centre Imam, officers, and other invited guests. The breaking of the fast began immediately after the call to prayer (Adhan), which marked the beginning of the evening meal. The Director of Finance and



the Centre Imam led the vote of thanks, expressing gratitude to Almighty Allah and the Commandant for organising the Iftar, which fostered a sense of togetherness among both Muslim and non-Muslim personnel.



PARETO RULE: THE NIGERIAN ARMED FORCES RESETTLEMENT CENTRE EXPERIENCE

INTRODUCTION

Every organisation be it private or public such as the Nigerian Armed Forces Resettlement Centre (NAFRC) operates with the help of some indispensable resources, such as money, technology and man. According to Alabi (2010), man is the most important of all these resources because he puts all other resources into profitable utilisation for the realisation of the predetermined organisational goals and objectives. No any organisation including the NAFRC could function without the human component of its makeup. However, the functionality of an organisation does not depend on the number of its total workforce rather on the number of its active and useful workforce.

The purpose of this paper is to elucidate how the Pareto Rule works in an organisation. Therefore, the Rule will be described before relating it to NAFRC. Finally, some useful suggestions on how to increase the percentage of the NAFRC's active and invaluable workforce will be given.

AIM

The aim of this paper is to relate the Pareto Rule to NAFRC with a view to making recommendation.



Air Commodore IA Taiwo

PARETO RULE

The Pareto Rule or Pareto Principle is the law of Vital Few and Trivial Many. It is also called the Principle of Factor of Sparsity. It states that for many events, roughly 80% of the effects come from 20% of the causes. The business and management consultant, Joseph M Juran suggested the principle and named it after an Italian Economist, Vilfredo Pareto who observed in 1906 that 80% of the land in Italy was owned by 20% of the population. He developed the principle by observing that 20% of the pea pods in his garden contained 80% of the peas. Succinctly put, the Rule states that, for many outcomes, roughly 80% of consequences come from 20% of causes. It is a phenomenon wherein a small percentage of a population accounts for a large proportion of a particular characteristics of that population.

It is a common Rule of Thumb in business and indeed in any organisation in the world. The Rule stipulates that, it is 20% of the workforce of any given organisation that really keeps the organisation going; the remaining 80% merely feeds on the organisation without contributing meaningfully to its survival or existence. This Rule is applicable to any social unit be it giant organisations such as Julius Berger, NAFRC or a family. It then behooves on the organisational leadership to identify the 20% and nurture them adequately for the organisational success.

RELATING THE RULE TO NAFRC

In NAFRC, the story is not too far from what is obtainable elsewhere. The 20% of its workforce are the agents for its survivability while the remaining 80% are just feeding on it. However, these 80% cannot really be eliminated in the real sense of it but reasonable care must be taken to strategically position the 20% workforce that are really working effectively and efficiently so that the Centre would continue to forge ahead like any other viable organisation. Most of the personnel in the Centre found their way to the Centre primarily because of what they could benefit

from the Centre and not what they could offer.

The Pareto Rule should be a guide to all the leaders at different strata of command, they should realise that majority of the visible and invisible results in the Centre today come from a minority of inputs. Therefore, efforts should be concentrated on areas where big wins could be achieved with comparatively little efforts. The effective 20% of the Centre's workforce should be carefully identified, deployed strategically and nurtured adequately for attainment of the Centre's goals and objectives.

WAYS OF INCREASING THE CENTRE'S ACTIVE AND VIABLE WORKFORCE

Even though the Pareto Rule stipulated 80/20, the percentage of active and viable workforce in the Centre could be increased by taking conscious efforts in the following vital areas:

a. Leadership.

Good leadership spurs the led to emulate their leaders and indeed try hard to surpass them. The present leadership at the apex of command in the Centre is a good example of this which should trickle down to the least layer of command. All appointment holders should duplicate the Commandant's style of staff's motivation in their various offices in order to motivate their subordinate towards gainful efforts. Good leadership should however be encouraged or if possible, be forced down

the ladder of command, down to various directorates, departments and workshops.

b. Training.

Quality and timely training would definitely increase and boost the contributions of the Centre's workforce towards achieving the Commandant's Mission. Personnel would be better placed to contribute meaningfully towards the betterment of the Centre. Training should be both local and foreign in nature and should cut across all the strata of command. Bearing in mind that one can only give what he or she has.

c. Motivation.

Enhanced welfare packages of different kinds are good source of motivating workforce of any organisation towards achieving the predetermined organisational goals and objectives. In this regard, the welfare packages should not only include monetary or financial package but vital areas such as courses, recognition and commendations which should be made public within the Centre to encourage others. The Commandant has been active in this regards, Officers and Civilian staff have benefited and are still benefiting from the Middle and Senior Level Officers' Entrepreneurship and Management Courses in conjunction with EMPRETEC Nigeria

Foundation.

CONCLUSION

Originally, the Pareto Rule referred to the observation that 80% of Italy's wealth belonged to only 20% of the population. It is an observation and not a law, that most things in life are not distributed evenly. Things such as effort, rewards and outputs are not distributed evenly, some contribute more than others.

In NAFRC, this Rule also operates like any other organisation in the world. The obvious achievements of the Centre today are results of the efforts put in by about 20% of its workforce, while the rest 80% are just tagging along and feeding on the Centre. However, certain factors such as good leadership, training and motivation could spur the Centre's personnel towards contributing to achieving the Commandant's Vision. This Rule may not be the best strategy in every case; the point of the Pareto Rule is to recognize that most things in life are not distributed evenly. Therefore, decision making on allocation of resources should be based on this observation.

RECOMMENDATION

It is recommended that all strata of command in the Centre should take into consideration the Pareto Rule when deploying their personnel and other resources.

CHIEF OF DEFENCE STAFF INAUGURATES SKILL ACQUISITION TRAINING FOR NIGERIAN ARMED FORCES VETERANS IN LAGOS



General Musa, who was represented by the Director of Coordination, Commodore Pius Udoudoh, described the initiative as a transformative effort aimed at enhancing the standard of living for ex-servicemen and women. He stressed that the discipline, leadership and wealth of experience of veterans remain valuable assets to national development, stating that, "By investing in these programmes, we are equally investing in the future of our nation."

The CDS, who is also a farmer, highlighted the relevance of the vocational areas covered in the training, which include poultry, fish farming, snail farming, animal husbandry, integrated farming systems, irrigation, and modern crop techniques.

He said: "Participants will also be exposed to modules on financial literacy, agricultural produce processing, packaging, marketing strategies, and identification of viable business opportunities."

"Veterans undergoing this training will be certified by

The Chief of Defence Staff (CDS), General Christopher Gwabin Musa, has reiterated the Nigerian military's unwavering commitment to the welfare of its veterans, as he officially declared open a three-day Skills Acquisition Training for Veterans (SAT-V) in the Southwest geopolitical zone.

Held at the Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, Lagos,

the programme, organised by the Defence Headquarters through the Veteran Affairs Division seeks to equip retired service personnel with viable entrepreneurial and agricultural skills for self-reliance and sustainable livelihood. Themed "Empowering Veterans Through Skills Acquisition for Capacity Building and Sustainability." The training is to run from 21 to 23 May 2025.

In his keynote address,



the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), enabling them to access loans and funding for agribusiness startups," the CDS noted.

He further urged the beneficiaries to fully engage with the programme and explore collaborative opportunities among themselves and external organisations. "I urge you to make optimum use of the opportunities this training provides to interact among yourselves and other sundry organisations and

Major General DI Salihu, ably represented by the deputy Director of the Veterans Affairs, Captain BY Ibrahim described the training as a continuation of the Division's people-centric strategy aligned with the vision of the CDS. He acknowledged the consistency of the programme across Nigeria's geopolitical zones and its evolving success, driven by feedback from previous participants.

"This training affords us an opportunity to appraise and promote the well-being of our veterans," he

individuals," headvised.

Earlier, in his welcome address, the Director of the Veteran Affairs Division,

said, while encouraging attendees to make the most of the interactive sessions and business insights shared." He said.

Maj Gen Salihu also expressed gratitude to the CDS for his unwavering support and commended the Commandant of NAFRC for hosting the training. He extended appreciation to the heads of military formations in the Southwest as well as facilitators and resource persons for their contributions to the success of the programme.

The SAT-V is expected to empower veterans to play an active role in Nigeria's agribusiness ecosystem while tapping into national poverty alleviation initiatives such as the Renewed Hope Initiative of President Bola Ahmed Tinubu's administration.



ARTIFICIAL INTELLIGENCE, SECURITY AND EMERGING ECONOMIES IN AFRICA

INTRODUCTION

Artificial Intelligence (AI) is now recognised as a strategic asset in global security and economic advancement. Nations employ AI, robotics, analytics and interconnected sensors to gain tactical advantage over opponents and strengthen national defence operations. AI refers to the creation of computer systems that perform tasks requiring human reasoning, including perception, decision support, and language translation. International bodies have acknowledged its importance. For instance, the United Nations inaugurated its AI Advisory Body in 2023, while the United Kingdom introduced its AI for development policy in the same year to support developing states in building AI capacity. Hence, AI has emerged as a catalyst for security preparedness and national growth, especially in developing and emerging economies

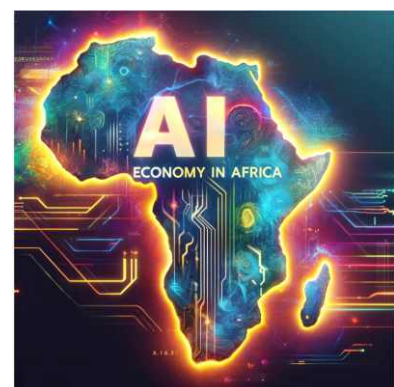


Brigadier General AM Inuwa

where national resilience is paramount. Across the world, AI is enhancing surveillance, counter-terrorism operations, threat identification and strategic planning. The global AI security market is projected to reach about US\$38.2 billion by 2026. This projection confirms that nations now invest in AI as an instrument of strategic deterrence. In Europe, over 60 per cent of member states of the European Union had deployed AI systems for cybersecurity purposes as of 2020. Furthermore, countries such as France, Germany

and the United Kingdom employ AI-guided unmanned aerial, ground and maritime systems to support reconnaissance and defence intelligence missions. These developments reflect a global shift from traditional force-centric models to intelligence-driven operations. Thus, AI has become a decisive enabler of national security superiority.

Asia also demonstrates the strategic relevance of AI in security operations. China aims to dominate the global AI space by 2030, demonstrated by its extensive adoption of AI for public safety, surveillance and national security. China





held over 30 per cent of global expenditure on AI systems in 2023, and maintained an extensive surveillance network with an estimated 200 million cameras nationwide in the same year. Consequently, security agencies in China use predictive intelligence to identify and neutralise threats before escalation. These actions confirm that AI strengthens territorial control, reinforces internal security and expands national power projection. Accordingly, AI is now a core instrument of national strength in competitive geopolitical environments. Africa has also begun integrating AI into national security operations. Terror-related fatalities in Africa increased by 43 per cent between 2019 and 2020, which demonstrates an urgent need for advanced threat response systems. In Egypt, investment in AI

reached about US\$165 million in 2023, with US\$12 million allocated to cybersecurity in 2022. The Egyptian armed forces now utilise AI-enabled predictive threat assessments to support national defence decisions. Similarly, Ghana employs AI-guided intelligence extraction from satellite imagery, communication intercepts and open-source information to predict crime patterns and neutralise threats. Consequently, African states are gradually recognising that AI enhances response time, intelligence accuracy and strategic readiness. Nigeria also represents a strategic African case. Nigeria created the National Centre for AI and Robotics in 2020, being the first in West Africa to institutionalise AI for national development and security interests. Spending on AI systems in

Nigeria was projected to reach US\$124 million in 2023. Although adoption in the security sector is evolving, several government and military pilot projects are exploring AI-enabled decision support and operational analysis. Furthermore, the National Artificial Intelligence Roadmap launched in 2020 demonstrates the state's long-term commitment to AI adoption. Therefore, Nigeria, along with other emerging African economies, stands at an important point where AI can transform defence intelligence, strengthen national security and reinforce economic advancement.

AIM

The aim of this paper is to appraise the effective adoption of AI technologies in emerging economies in Africa for sustainable development.

SCOPE

The paper covers the following areas:

- a. Conceptual clarifications.
- b. Overview of the Nature of Artificial Intelligence and the Security Landscape of Emerging Economies in Africa.
- c. Appraising the Integration of Artificial Intelligence into the Security Management Dynamics of Emerging Economies, focusing on Nigeria.
- d. Challenges associated with the Adoption of Artificial

Intelligence for Enhanced National Security in Nigeria.

e. Strategies to mitigate the Gaps in the Integration of Artificial Intelligence Solutions into the Security Management Dynamics towards Fostering National Security in Nigeria.

CONCEPTUAL CLARIFICATIONS

There are 3 variables that would be conceptualised in this seminar paper. These key variables are AI, Emerging Economies and National Security.

ARTIFICIAL INTELLIGENCE

Artificial Intelligence refers to computer systems that analyse situations and take actions with autonomy (European Commission, 2018). These systems assess conditions, interpret signals, and execute decisions to achieve assigned objectives. Russell and Norvig (2016) explain that AI performs complex tasks such as speech recognition and decision support. However, their view places human ability as the benchmark and ignores areas where machines outperform humans. Military operations already demonstrate AI's strength; the United States employed autonomous analysis systems in 2017 to support threat-tracking over Syria. Accordingly, AI will be viewed in this paper as systems capable of independent assessment and decisive action.

EMERGING ECONOMIES

UNDP (2020) describes emerging economies as nations improving infrastructure, education,

and welfare while shifting toward service-oriented growth. However, their view does not give measurable criteria to identify such nations. In contrast, the World Bank (2021) states that emerging economies show fast industrial growth, expanding domestic markets, and entry into global trade. African examples include Rwanda, which achieved an average annual growth of 7.2 per cent from 2015 to 2019. Such nations record increasing urban growth and rising

include the defence of national values and improvement of citizens' welfare. The Nigerian National Security Strategy (2019) defines national security as preserving territorial integrity, constitutional order, and lawful rights. It acknowledges modern threats including cyber intrusions and terrorism, which demand proactive intelligence. Therefore, this paper adopts the Nigerian National Security Strategy (2019) as the operational



consumer demand, although vulnerability to economic shocks remains. This paper adopts the World Bank perspective because it recognises the economic warfare challenges confronting these nations.

NATIONAL SECURITY

National security is a core mandate of the state, requiring protection of sovereignty and citizen welfare. Lippman (2010) stresses the ability to avoid war or win when war becomes inevitable. His view focuses mainly on military force and ignores human welfare. Imobighe (1993) expands the scope to

standard because it aligns security with strategic national interests.

NATURE OF ARTIFICIAL INTELLIGENCE AND THE NATIONAL SECURITY LANDSCAPE OF EMERGING ECONOMIES IN AFRICA

The advancement of Artificial Intelligence has altered how national security operations are planned and executed. Security agencies across emerging African economies employ AI to strengthen surveillance, intelligence gathering and



cyber defence. For instance, AI systems process communication traffic, satellite imagery and social media posts to detect hostile cyber intrusions and extremist activity (Tougar, 2023). In addition, AI-enhanced Unmanned Aerial Vehicles now support reconnaissance missions in Nigeria's North-East theatre, improving situational awareness while reducing exposure of troops. This transition strengthens early warning signals, and therefore improves counterterrorism decision-making.

Furthermore, African governments acknowledge that AI supports both security and economic growth. Egypt released its National AI Strategy in 2019, followed by Mauritius in 2018 and Rwanda in 2020 (Adams, 2023). These strategies promote sovereign control of AI capability and reduce strategic reliance on external systems. However, African states remain dependent on foreign firms that control core computing infrastructure, slowing local innovation and weakening technological sovereignty (Deyner, 2023). Consequently, military planners stress that national AI development must align

with defence objectives and protect classified national interests.

The integration of AI into national defence introduces risk factors that require strong oversight. Concerns involve privacy breaches, unlawful mass surveillance and the widening of inequality if access favours only elite groups (Jada, 2025). Furthermore, weak regulatory institutions may allow external actors to manipulate national networks for political influence. Therefore, African states must strengthen doctrine, secure critical networks, and invest in local AI talent. These actions preserve strategic autonomy and reinforce operational readiness in a fast-evolving security environment. The peculiarities of the integration of AI technologies into the security architecture of some emerging African economies are discussed as follows:

Ethiopia's AI-driven Surveillance System

Ethiopia has invested in AI-powered surveillance systems to enhance its national security infrastructure. The country has deployed facial recognition technology in urban centers, border

crossings, and strategic locations to monitor potential security threats. While these systems aim to improve public safety and counter terrorism, they also raise concerns about government surveillance and civil liberties.

South Africa's AI-enhanced Defense Capabilities

South Africa has embraced AI to modernize its defense forces and enhance operational effectiveness. The country has integrated AI technologies into military systems, such as autonomous drones for reconnaissance and surveillance purposes. Additionally, South Africa is exploring the use of AI algorithms for predictive maintenance of military equipment, ensuring readiness and minimizing downtime.

Kenya's AI-driven Counterterrorism Efforts

Kenya faces persistent security challenges, particularly from terrorist organizations operating within its borders. To address this threat, Kenyan security agencies have leveraged AI for intelligence analysis, predictive modeling, and preemptive action against terrorist activities. AI algorithms



ROLE OF ARTIFICIAL INTELLIGENCE TECHNOLOGY IN CURBING INSECURITY IN NIGERIA

The role of AI technology in curbing insecurity in Nigeria holds significant promise for addressing the various insecurity issues and challenges faced by the country. AI technology offers several mechanisms through which these security challenges can be mitigated, some of which are considered thus:

Surveillance and Monitoring:

Nigeria faces insurgency, banditry, kidnapping and terrorism which weaken national stability. Hence, AI-assisted surveillance strengthens situational control across cities and remote zones. High-resolution cameras, drones and sensors equipped with AI models identify unusual movement and trigger alerts for the Armed Forces of Nigeria (AFN), the Nigeria Police Force (NPF) and the Defence Intelligence Agency (DIA). Furthermore, the Nigerian Air Force unveiled the Tsaigumi tactical Unmanned Aerial

Vehicle in 2018 to support persistent observation during counter-terrorism operations. Consequently, this measure improves response speed and limits the freedom of hostile groups.

Predictive Policing:

AI policing tools examine past crime records, crime locations and public behaviour patterns to forecast threat zones. Hence, security resources are deployed to high-risk areas before crimes escalate. In 2023, Lagos State introduced an AI-supported surveillance command centre which improved patrol coordination. As patrol presence rises in predicted hotspots, organised criminal activity reduces while public confidence grows. Therefore, the NPF and Department of State Services (DSS) gain enhanced tactical advantage.

Border Security:

Nigeria's borders are often penetrated for arms trafficking and illegal movement of persons. AI systems supported with

facial recognition and biometric screening strengthen identity verification. In 2022, the Nigeria Immigration Service installed biometric gates at major airports to detect suspicious entries. As control mechanisms grow stronger, transnational criminal networks find it harder to infiltrate the country.

Cybersecurity:

Government platforms and critical networks require protection from cyber intrusion. AI cybersecurity tools track network behaviour and block threats without delay. In 2020, Nigeria recorded over 3,500 cyber-attacks during the pandemic response. Hence, automated intrusion response systems help protect sensitive government platforms and national infrastructure from hostile actors.

Community Engagement and Trust-Building:

AI systems aid secure communication between citizens and security agencies. Anonymous reporting channels support early warning feedback and improve the flow of intelligence. In 2021, the NPF deployed an emergency communication platform that enabled citizens to

report threats faster. Therefore, cooperation between civilians and security forces improves nationwide vigilance.

FRAMEWORKS FOR INTEGRATION OF ARTIFICIAL INTELLIGENCE INTO SECURITY MANAGEMENT IN NIGERIA

Nigeria is advancing an organised structure for the integration of Artificial Intelligence into national security operations. In November 2023, the Federal House of Representatives completed the first reading of the Artificial Intelligence Technology Control Bill (HB.942), which seeks to guide responsible use of AI in the country. In addition, the Federal Government is preparing its first National AI Policy to improve national productivity and support sustainable advancement. Furthermore, the National Information Technology Development Agency introduced a Guideline for Personal Information Management in Public Institutions (2020), which has strong implications for AI-enabled platforms in national security. These actions demonstrate a strategic posture that aligns legislation, institutions, and command structures toward effective AI coordination.

In parallel, Nigeria has become a continental front-runner in applying AI to defence operations. The National Centre for Artificial Intelligence and Robotics collaborates with the Defence Industries Corporation of Nigeria,

combining research competence with defence production capacity to support surveillance, threat detection, and intelligence analysis. Significantly, several institutions, including the Ministry of Communication and the National Office for Technology Acquisition and Promotion, continue to strengthen national readiness for AI adoption. Nonetheless, enforcement remains critical; therefore, military and government authorities must ensure that legal instruments match the speed of technological advancement. Ultimately, effective AI deployment within security architecture requires decisive command, doctrinal clarity, and continuous legislative support to secure Nigeria and reinforce stability across Africa.

CHALLENGES ASSOCIATED WITH THE ADOPTION OF ARTIFICIAL INTELLIGENCE FOR ENHANCED NATIONAL SECURITY IN NIGERIA

While AI offers immense potential for enhancing intelligence gathering, analysis, and decision-making processes, its implementation is complex and fraught with various obstacles. These challenges are subsequently highlighted:

Infrastructure and Technology Constraints

Nigeria's adoption of AI for national security requires stable power and strong network capacity. According to the World

Bank (2024), about 55 per cent of Nigerians lack grid electricity. Consequently, unreliable power and weak broadband networks obstruct AI platforms, limit secure intelligence systems and delay strategic response.

Data Availability and Quality

Successful AI security operations depend on credible intelligence records. However, many security agencies hold fragmented or outdated intelligence files, which weakens predictive analysis. Hence, weak record accuracy affects mission planning and risks faulty threat interpretation during counter-terrorism actions.

Inadequate Skilled Workforce

Nigeria faces a shortage of AI-trained officers, and private firms often attract skilled experts with higher pay. Although government programmes began in 2022 to improve training partnerships, progress remains slow, and this limits AI deployment during security missions.

Adversarial Threats and Cybersecurity Risks

Threat groups and hostile actors attempt to corrupt AI systems and steal classified information. The Nigerian Communications Commission confirmed over 10,000 cyberattacks in 2023, which underscores the urgency for hardened cyber defence. As a result, strong encryption, secure servers and counter-intrusion protocols remain

critical for national security.

STRATEGIES FOR IMPROVED INTEGRATION OF ARTIFICIAL INTELLIGENCE TOWARDS FOSTERING NATIONAL SECURITY IN NIGERIA

In view of the aforementioned issues and challenges, the following strategies are significant:

Investment in AI Infrastructure and Technology

In order to enhance national security, Nigeria's ONSA, MOD and DHQ must prioritise investment in advanced AI infrastructure that supports high-speed intelligence analysis. Notably, the United States Department of Defense adopted AI for intelligence analysis in 2019 under Project Maven, which improved target identification speed (U.S. DoD, 2019). In the same manner, partnerships with credible technology firms and research institutions will help Nigeria access proven AI expertise and reduce capability gaps.

Improved Human-AI Collaboration

Human analysts possess strategic judgement and geopolitical awareness, while AI excels in rapid pattern recognition and anomaly detection. Training programmes should be established to ensure analysts can command AI tools and interpret outputs confidently. This integrated approach will sharpen threat prediction and reinforce proactive national security operations across Nigeria's Armed Forces and

intelligence community.

CONCLUSION

In conclusion, this paper confirms that AI is reshaping security operations in African emerging economies, as seen in Nigeria's Safe City surveillance deployment in Lagos in 2019 and the release of the National AI Strategy in 2024. Consequently, AI strengthens threat detection and intelligence gathering and also supports economic advancement through improved national readiness. However, these gains demand strict oversight, as weak infrastructure and privacy concerns can compromise mission success. Therefore, Nigeria must enforce disciplined coordination across security agencies and uphold accountability to secure national interests and protect allied partnerships.

CITATIONS

Adams, R. (2023) AI in Africa: Key Concerns and Policy Considerations for the Future of the Continent, Accessed from <https://afripoli.org/ai-in-africa-key-concerns-and-policy-considerations-for-the-future-of-the-continent/>

Denyer, C. (2023) Implications of Artificial Intelligence on America's National Security Interests, Accessed from <https://www.linkedin.com/pulse/>

European Commission (2018) Communication from the Commission to the European Parliament, the Council, the European

Economic and Social Committee and the Committee of the Regions: Artificial Intelligence for Europe.

Federal Government of Nigeria, (2019) Nigeria's National Security Strategy 2019, Abuja: Federal Government Press.

Imobighe, T.A. (1993) "Security in Sub-Saharan Africa", In Singh, J. and Bernauer, T. (eds) Security of the Third World Countries, Aldershot-England: Dartmouth Publishing Company Limited.

Jada, H. (2025) Integrating Artificial Intelligence (AI) into Military Operations: A Boyd Cycle Framework, Accessed from <https://www.jstor.org/stable/resrep/>

Russell, S.J. and Norvig, P. (2016) Artificial Intelligence: A Modern Approach (3rd ed.). Prentice Hall.

Tougar, S. (2023) Artificial Intelligence and Africa's Security Landscape, Accessed from <https://africacenter.org/programs/>

United Nations Development Programme (2020) "Human Development Report 2020: The Next Frontier, Human Development and the Anthropocene", Accessed from <http://www.hdr.undp.org/>

World Bank, (2021) Emerging Economies in the African Continent: Characteristics and Obstacles, Accessed from <https://www.worldbank.org/en/region/>

ACT OF SERVICE: THE QUIET STRENGTH THAT HOLDS THE UNIT TOGETHER

In the military, we are trained to serve our nation, our units and our commanders. However, beyond the salutes, protocols, and operations, there is another kind of service that often goes unnoticed, the daily acts of service we extend to each other. These acts may not make the daily briefings, but they are the bedrock of military cohesion, morale, and trust. The military is known for toughness, but empathy is not weakness, it is discipline with compassion. Acts of service allow us to care for one another without compromising strength. It includes covering for a sick colleague, noticing emotional distress, or even lending a hand when someone is unavailable. These actions may not earn medals, but they build loyalty, trust, and unity.

As military personnel, we are trained to protect, defend and to serve our nation with courage and discipline, however, the most powerful acts of service are not always on the battlefield or in high-level operations. Sometimes, they happen in the everyday routines, a helping hand, a word of encouragement, a quiet



Commander CP Ochei

sacrifice unnoticed by formal command. It is the senior officer who pulls aside a junior officer to mentor him privately. The cook who ensures every shift eats hot meals during duty. These are the Acts of Service that strengthen the units, restore morale, and remind us that behind the uniform is a human being. It is not about orders, it is about humanity, about the little things that no one commands you to do, but you choose to do out of

respect, brotherhood, and duty to each other.

Service Beyond Orders

In a structured environment where rank and responsibility are clear, it is easy to assume that serving is about simply following orders, however, true service goes deeper. It is about stepping in when it is not your job, and caring for the operation and the people behind it. Additionally, true leadership in the military does not start with barking orders, it starts with being the example. When a leader adopts a service-first mindset, the ripple effect is powerful. Soldiers follow not just because of protocol, but because of personal respect.

Why Acts of Service Matter in the Military

In a system driven by hierarchy and structure, it





embedded into the daily rhythm of a military unit, it transforms everything. It goes a long way in creating a living culture. A culture where respect is mutual, teamwork is automatic, and discipline is no longer enforced solely by rank, but by personal responsibility to one

another. It also helps team function with stronger bonds, improve communication, both up and down the chain. Discipline is reinforced not by fear, but by loyalty. Suffice to say that respect is earned, not demanded. When people know they are valued not just for what they are told to do, but for how they think, initiative skyrockets. Soldiers do not wait to be asked, they jump in, anticipate needs, and solve problems.

is easy to focus solely on command. however, service is what builds resilience, trust, and mental strength in the military. Acts of Service is a true force multiplier in any military unit. It does not matter whether you are in the desert heat, the cold of night operations, or facing a tough field exercise, morale matters. To this end, when soldiers serve each other, morale stays intact even when the mission is hard. In the military, lives often depend on teamwork, discipline, and dedication, however, dedication isn't just built on drills and briefings. It is built on the daily decision to look out for one another to go beyond what is required.

Strengthening the Chain of Trust

You cannot fake loyalty in the field, but acts of service shows that you are not just part of the team on paper, but that you are invested in

their well-being. Suffice to say that in combat, trust is everything. Trust is what makes a soldier obey a command without hesitation. It is what makes a unit function like one body, not scattered individuals. Without trust, orders are met with doubt, silence becomes dangerous, and mistakes become fatal. However, the truth is, trust is not built in the middle of battle, rather it is built before in the way we serve one another, treat one another, and show up for one another when it is not convenient.

"I do not care how fast you can run or how well you shoot. If I can not trust you to look out for me when it counts, then I cannot trust you at all."

– Colonel Dan Ethen of the US Army

When Service Becomes Part of the Unit Culture

Service is not just an action, it is a mindset, and when that mindset becomes

embedded into the daily rhythm of a military unit, it transforms everything. It goes a long way in creating a living culture. A culture where respect is mutual, teamwork is automatic, and discipline is no longer enforced solely by rank, but by personal responsibility to one

HOW TO INTENTIONALLY BUILD A CULTURE OF SERVICE WITHIN THE RANKS

Building a culture of service within the ranks requires intentional, consistent actions from leadership and troops alike. It is not just about encouraging good behaviour. It is about structuring service into the DNA of the military profession so that it



becomes part of who you are as a unit. When your troops see that service is rewarded, respected, and promoted, they do not just comply, they commit. In the military, when everyone serves each other, everyone survives and thrives together. These points are not mere theories, they are boots-on-the-ground behaviours that define great units. The following are some of the ways to build a culture of service within the ranks:

Lead by Serving - Regardless of Rank

In the military, rank defines responsibility, but service defines respect. True leadership is not proven by how many orders you give, rather, it is shown by how willingly you support those under your command. This

is the essence of servant leadership, and it thrives best when practised across all ranks. Furthermore, true leadership is not about barking commands, it is about setting the tone. For example, when senior officers or senior non-commissioned officers take the time to serve their subordinates, whether by mentoring, helping during tough drills, or just checking in, it creates loyalty that no uniform alone can command. To this end, true respect is not commanded, it is earned. So, whether you wear a stripe, a bar, or stars, your position grants you authority but not automatic loyalty. In the military, respect is earned by action, not just by the insignia on your shoulder.

Soldiers follow leaders who walk the talk, leaders who do not disappear when things get difficult, and leaders who step forward not just to command, but to contribute. It is pertinent to create the type of loyalty that money cannot buy.

Being Present Beyond Duty

Showing up in the military is mandatory, but being truly present is a choice. It is easy to fulfil the duty roster, complete your duty, and log your tasks. However, service at its highest level, means offering more than what is required. It means being mentally engaged, emotionally aware, and intentionally available for the people you serve alongside. It is easy to go through the duties and



keep the wheels turning without ever asking for credit? The ones whose names do not make it into award citations, but without whom nothing works? It is not always the frontline soldier who holds the unit together, but a collective effort that requires all to be recognised and appreciated at the end of the operation. The truth is, without one, missions might fail.

tasks, but being mentally and emotionally present is different. It is good to watch out for changes in behaviour, ask the extra question and listen without judgment. For example, a quiet, “Are you ok?” during work hours might be all it takes to catch a colleague on the edge of burnout or emotional stress. Avoid asking “How are you?” out of habit, mean it, and listen for what is not said. A good soldier knows how to take orders, but a great one knows how to notice pain. Engage in meaningful conversations with soldiers under your care once you have a chance to do so, it is more effective than any memo.

Recognise the Quiet Contributors

In the military, recognition often follows performance

metrics or visible heroes. However, over time, when certain roles are consistently overlooked, resentment grows, morale drops, and division creeps in. It creates a culture where value is tied only to visibility. Not everyone carries a rifle in every operation, but every role is mission-critical. From logistics to kitchen staff, admin clerks to medics. Recognising everyone’s efforts creates unity. Accordingly, during debriefs or unit meetings, highlight team members whose behind-the-scenes work made success possible. In every military operation, from the most routine drill to the most dangerous deployment the spotlight often falls on those in combat roles. What about the ones working behind the scenes? The ones who

Promote Peer Mentorship, Not Competition

Excellence is non-negotiable in the military, performance matters. However, when healthy ambition turns into cutthroat competition, the unit suffers, trust is eroded, information is hoarded and teamwork breaks down. Officers train soldiers, but soldiers also train each other. It is important to foster a culture where knowledge is shared, not hoarded. Officers of equal rank who are knowledgeable could take their peer under their wing, not for protocol, but because it strengthens the line. Knowledge is survival, and mentorship ensures lessons learned are not buried with time. Peer mentorship is not about hierarchy or a ranking officer teaching a junior one. It is about soldiers at the same level lifting each

other, sharing what they have learned, and ensuring that no one is left behind. Encouraging one another in real time builds confidence and competence in ways manuals cannot.

Share Credit and Praise Down the Line

If a mission goes well, do not keep the praise at the top. Recognise those who executed the work, as this reinforces a culture of accountability and shared success. Always acknowledge team effort in front of superiors. It shows humility and breeds confidence within the unit. When a mission succeeds, pass the praise. When promotion happens, name the people who helped you grow. A commanding officer once stood before his troop and said, "I did not earn this commendation alone. My driver kept me safe, my clerk kept me organised, and my troops made every win possible." That humility raised the whole unit's pride. Ego divides, but gratitude unites.

Having Each Other's Back

In combat, training, deployments or at the base, the phrase "I have got your six" or "I have got your back" is more than military lingo, it is a sacred

commitment. It means you are never alone, no matter what happens. It means your unit is your family, your shield, your last line of defence when everything else fails. However, truly having each other's back goes beyond reacting to danger. It is a proactive culture of protection, loyalty, and unshakable unity and it is what transforms a group of soldiers into a brotherhood or sisterhood. This is the most basic, most vital, and most sacred form of military service, having your comrade's back. Having someone's back could also mean calling out a mistake not to shame, but to shield them from consequences. You correct in private, defend in public. Whether it's in the field or in their personal lives be someone your fellow soldier can count on.

Finding Brotherhood in Service

Uniforms, flags, and ranks give us structure. However, it is the daily, often unseen sacrifices that build true camaraderie. Those acts of service, though not always recorded, become the stories we carry, the moments we remember, and the reason many of us keep going. So, the next time you're tempted to say, "It is not my job," pause and

ask instead, "What can I do to help?" Because in the military, we do not just serve our country, we serve each other, and that is what makes us strong. Let us keep the mission moving together, because, At the end of the day, promotions fade, missions end, and bases change, but what lasts are the memories of the people who had your back, the one who covered for you while on duty, the one who listened when you were down, and the ones who treated you like more than a rank or role. When service becomes culture, the mission never fails. Like the Nigerian Navy will say "Onward Together"

"At the end of the day, promotions fade, missions end, and bases change. But what lasts are the memories of the people who had your back, the one who covered for you while on duty, the one who listened when you were down, and the ones who treated you like more than a rank or role. When service becomes culture, the mission never fails."

COUNSELLING NEEDS OF NIGERIAN ARMED FORCES RESETTLEMENT CENTRE PARTICIPANTS: THE ROLE OF THE MILITARY COUNSELLORS

INTRODUCTION

Historically, counselling was often regarded as a service reserved for the disadvantaged such as persons with disabilities, victims of war, or displaced individuals. However, modern perspectives increasingly recognize counselling as a universal need. As Oladejo (2020) posits, counselling rests on the assumption that every individual, at some point, encounters challenges beyond their ability to resolve alone. In the 21st century, rapid technological advancement, social upheaval, and economic volatility have compounded personal and collective stress. This shift has elevated counselling into a vital component of both personal and institutional well-being. According to the American Counselling Association (2010), counselling is “a professional relationship that empowers individuals, families, and groups to accomplish mental health, wellness, education, and career goals.” Within a military context, this takes on added significance. Counselling supports the transition from active service to civilian life. As Corey (2017) notes, military counselling is a structured



Lieutenant Colonel B Oladejo

intervention that addresses the psychological, emotional, vocational, and social challenges that often accompany this transition. While the author credited that military counsellor provides counselling services that cover during and post active military career for personnel to navigate challenges and success. It involves addressing emotional, psychological, social, and vocational needs to ensure smooth reintegration.

Military counsellors are uniquely positioned to provide this support. Trained to understand the nuanced realities of military life discipline, trauma, and the complexities of reintegration they offer both emotional guidance and strategic career support (Akinade, 2012). While the author of this

paper argued that a military counsellor services scope includes providing individual, group psychological support, emotional stability, interrogation of causes of discomfort, empowering personnel to work through their challenges for positive point with the background understanding of the needs, career expectations and future integration into civil life.

The resettlement of military personnel into civilian life remains a crucial aspect of national security and social stability. In Nigeria, the Nigerian Armed Forces Resettlement Centre (NAFRC) plays a critical role in this transition. While the Centre focuses on vocational training, there is a growing recognition of the need for integrated counselling services before, during, and after the six-month training program. This paper explores the counselling needs of NAFRC participants and emphasizes the strategic role of military counsellors in ensuring sustainable resettlement outcomes.

MANDATE OF THE NIGERIAN ARMED FORCES RESETTLEMENT CENTRE

The Nigerian Armed Forces Resettlement Centre



(NAFRC) was established to facilitate the smooth transition of retiring military personnel into civil life. It also has the obligation of re-orientating participants to have fresh new ideas, skills for effective transition from military active service to resourceful post military lifestyle. Its mandate includes vocational training, entrepreneurship development, psychological support, and reintegration programmes (NAFRC, 2018). By providing resettlement courses, the Centre seeks to prevent post-service unemployment, economic dependency, and social maladjustment among veterans.

Generally, the Centre have over 40 different workshops and practical sessions spanning fields like

welding, fashion, agriculture, auto mechanics, Management Security Department, Entrepreneurship Courses just to mention but a few, with the goal of empowering retired military Armed Forces Personnel for civil life.

Veterans' training and resettlement programs vary across the world, depending on government policy, the scale of military operations, and national priorities for reintegration. These programs generally focus on vocational re-skilling, psychological support, health care, and social reintegration, recognizing that service members often face challenges transitioning into civilian employment and lifestyle. Below is an expanded overview of countries:

GLOBAL BEST PRACTICES IN VETERAN REINTEGRATION

UNITED STATES

The United State has one of the most comprehensive veterans' training and reintegration systems globally. The Department of Veterans Affairs (VA) provides multiple support initiatives, these are partners that supported United State government to achieve more desirable goals for veterans such as:-

The GI Bill: Offers tuition assistance, vocational training, and educational grants for veterans and their dependents.

Transition Assistance Program (TAP): Provides workshops on job search skills, Curriculum Vitae Writing, Entrepreneurship,

and adapting military skills to civilian employment.

Vocational Rehabilitation and Employment (VR&E):

Assists disabled veterans in acquiring new job skills or adapting to workplaces.

Health and Psychological Care: Specialized care for PTSD, substance abuse, and war-related trauma is available through Veterans Affairs hospitals.

UNITED KINGDOM

In the UK, the Career Transition Partnership (CTP), a joint initiative between the Ministry of Defence and Right Management Limited, helps service members prepare for civilian life.

Employment Services: The Career Transition Partnership CTP provides job placement support, networking opportunities, and access to employers who specifically seek ex-military staff.

Vocational Training: Short-term certification programs in fields like Information Technology, engineering, logistics, and business management.

Resettlement Advisory Services: Focuses on housing, financial management, and psychosocial support.

Armed Forces Covenant: A government policy that ensures no veteran is disadvantaged in accessing

healthcare, housing, or education.

This program has been successful because of its close collaboration with civilian employers and emphasis on employability.

CANADA
Veterans Affairs Canada (VAC) administers a Rehabilitation Services and Vocational Assistance Program, which focuses on:

Educational Support: Tuition assistance for college or trades school.

Employment Counselling: Transition coaching and job placement.

Rehabilitation Programs: Tailored for veterans with physical or mental health conditions.

Military Skills Translation: A system that maps military experience into recognized civilian credentials.

Additionally, Canada has peer-support programs such as Operational Stress Injury Social Support (OSISS), which connects veterans with others who have shared similar experiences.

AUSTRALIA
Veterans' Vocational Rehabilitation Scheme (VVRS): Promotes early intervention, job training, and small business support.

Mental Health Services:

Includes suicide prevention and trauma recovery initiatives.

Focus on early intervention: Veterans are encouraged to seek support before problems escalate.

Provides job matching services, apprenticeships, and small business training.

Strong emphasis on mental health care, including suicide prevention initiatives.

SOUTH AFRICA
Military Veterans Act (2011):

Guarantees access to education, healthcare, housing, and entrepreneurial support.

Community Partnerships: Psychosocial services are provided collaboratively, though often under-resourced.

COMPARATIVE INSIGHTS FOR NIGERIA

The U.S. and U.K. models demonstrate the value of collaboration between the military, government, and private sectors. Canada and Australia highlight the need for targeted mental health support, while South Africa's model underscores entrepreneurship as a key strategy for reintegration particularly relevant to Nigeria's economic context. While NAFRC provides commendable

vocational training, it lags in areas like certified counselling, mental health services, and family support systems. Addressing these gaps is crucial for achieving a holistic resettlement model.

UNDERSTANDING THE CHALLENGES OF MILITARY DEPLOYMENT

Military deployment is a defining aspect of military service, often involving assignments to conflict zones, counter-terrorism operations, or peacekeeping duties. For Nigerian soldiers, this frequently means deployments to the North-East against Boko Haram insurgency, the Niger Delta to manage militancy, or the North-West to combat banditry. While such operations are essential for national security, they expose personnel to a range of challenges that profoundly affect their psychological, physical, social, and health well-being. Soldiers may experience post-traumatic stress disorder (PTSD), depression, and anxiety resulting from prolonged exposure to violence and uncertainty. Many also return with physical injuries, chronic fatigue, or substance dependence, while long separations from families create strains in marriages and affect children's emotional

stability. These challenges often leave soldiers feeling disconnected from civilian life, with limited understanding from the communities they return to. The impact of deployment extends well beyond the battlefield, often shaping how veterans adjust during resettlement. For many, military skills are difficult to translate into civilian employment, and financial instability. However, the good news is that Nigerian Armed Forces Resettlement Centre is addressing these array of challenges offering retiring veterans a more promising post service life. The most worrisome identified gap is lack of access to continue counselling session of veterans that are expose to new order of civil society. Without structured psychosocial support, veterans risk entering

civilian life with unresolved trauma, strained family relationships, and poor coping mechanisms or strategies. This reality underscores the critical role of institutions like the Nigerian Armed Forces Resettlement Centre (NAFRC), which must complement vocational and entrepreneurship training with robust counselling interventions to ensure that participants not only acquire new skills but also achieve psychological stability and social reintegration in a continuous course for participants that passed through the Centre.

COUNSELLING NEEDS OF PARTICIPANTS AND STRATEGIC INTERVENTIONS

Participants of the Nigerian Armed Forces Resettlement Centre (NAFRC) face a wide range



of counselling needs as they transition from military to civil life, requiring both psychological and socio-economic support. Many veterans struggle with post-traumatic stress disorder (PTSD), depression, anxiety, or emotional detachment arising from exposure to combat situations, while others battle substance misuse as a coping mechanism. Family and marital difficulties are also common, as long periods of deployment often strain relationships and complicate reintegration into home life. It is imperative for NAFRC to deploy an integrative counselling intervention or program that will address the need of families of the participants that will integrate with after completion of their program. Social counselling is equally important, particularly in helping veterans rebuild a sense of identity and purpose outside the regimented structure of military service.

To address these needs, military counsellors must implement strategic interventions tailored to the peculiar realities of ex-service personnel. Trauma-focused therapies such as Cognitive Behavioural Therapy (CBT) and Eye Movement Desensitization and Reprocessing (EMDR) can help veterans manage

PTSD and emotional distress. Career and vocational counselling should focus on skills translation, job placement, and entrepreneurship training, ensuring participants are employable in the civil economy. Lastly provide counselling interventionist program for veterans and family, wellbeing training as developed on the social front, peer-support groups and psycho education programs on stress, anger management, and resilience can foster communal healing and adjustment. Furthermore, counsellors should collaborate with government agencies, NGOs, and the private sector to create wider employment and rehabilitation opportunities. By combining therapeutic support with practical socio-economic interventions, military counsellors can ensure NAFRC participants transition successfully into stable and productive civil lives.

THE ROLE OF THE MILITARY COUNSELLOR

Military counsellors are uniquely equipped to support service members, having both professional training and lived military experience. Military counsellors are trained professional counsellors

that objectified, countified emotionalized their military experiences, military education and exposures into their professional background training as certified counsellor to handle issues, challenges, life expectation among military counterpart that are in dear need of counselling and guidance services. The focus of the paper is how to professionally assist military personnel more especially participants to cope with training, life expectancy and post military lifestyles as potential veterans. Military counsellors perform the following roles.

1. Establish contact with participants to gain their trust and confidence to relate with him/her freely.
2. Demonstrate unconditional and positive regards towards the participants.
3. Exemplary professionalism to accommodate cultural and religious differences.
4. Share similar success session with participants without reviving identifies confidential details.
5. Keep track records of participants identified area of needs during active service and post service.
6. Identified with participants that were progressive in working through therapeutic

session and encouraged those indicating signal of unwillingness to resolve their issues to believe it is surmountable.

CONCLUSION

The transition of military personnel from active duty to civilian life is a sensitive and complex process that demands structured support. For participants of the Nigerian Armed Forces Resettlement Centre (NAFRC), the challenges of military deployment—ranging from psychological trauma and physical injuries to strained family relations and financial uncertainties—often complicate reintegration. Counselling therefore emerges as a critical component in addressing these challenges, ensuring that veterans not only gain vocational and entrepreneurial skills but also achieve emotional stability, social reintegration, and renewed purpose in civil society. The role of the military counsellor is indispensable in this process, as they bridge the gap between the structured discipline of the Armed Forces and the unpredictable realities of civil life. Drawing lessons from global best practices, it is evident that effective resettlement must combine psychological, vocational, financial, and social support to create a holistic pathway for

veterans' reintegration.

RECOMMENDATIONS

It is therefore recommended that NAFRC should:

1. Establish counselling management system to capture, analysis and tract the progress and challenges of all veterans that pass through the Centre. The Information Technology department should be task to develop the application suitable for the counselling department.
2. Task the counselling department to train participants on how to write confusing Curriculum Vitae for gainful employment. The Directorate of Training could deploy a training module to be facilitated by Entrepreneurship Department.
3. Facilitate Industrial assessment needs of corporate organizations and influx it as a training orientation for course participants. The counselling department should be task on this responsibilities and job placement for veterans.
4. To establish a day for brainstorming programme with Association of Industrialist in Nigerian, Lagos State Chapter to understand the immense potentials of

participants and training for industrial use and employability of veterans.

5. Task counselling department to develop training modules on veterans counselling and family wellbeing for NAFRC training of participants.

6. To support counselling department staff with conference, seminar and high impact training fund. The Directorate of Coordination to oversee the implementation of fund.

REFERENCES

- Adler, A. B., & Castro, C. A. (2013). An occupational mental health model for the military. *Military Behavioral Health*, 1(1), 41–45.
- Akinade, E. A. (2012). *Introduction to Modern Guidance and Counselling*. Ibadan: Bright Way Publishers.
- Corey, G. (2017). *Theory and Practice of Counseling and Psychotherapy* (10th ed.). Boston: Cengage Learning.
- Hoge, C. W., Auchterlonie, J. L., & Milliken, C. S. (2006). Mental Health Problems, Use of Mental Health Services, and Attrition From Military Service. *JAMA*, 295(9), 1023–1033.
- MacLean, M. B., & Van Til, L. D. (2016). *Veteran Transition

COMMANDANT UNVEILS TRICYCLE TO BOOST WATER FACTORY OPERATIONS

In a significant move to enhance the operations of the Nigerian Armed Forces Resettlement Centre (NAFRC) Water Factory, the Commandant, Nigerian Armed Forces Resettlement Centre, Air Vice Marshal Rimi Mamman, commissioned a newly acquired tricycle to support water distribution services.

Speaking at the unveiling ceremony, he commended Commanding Officer of the Water Factory Captain CA Ijika's dedication, highlighting her ability to achieve the milestone within just five months of taking over. He noted that her effort has significantly improved the factory's productivity and reinforced its role in meeting the water supply needs of both NAFRC and her environs.

According to Captain Ijika, the water production output was insufficient, and the old tricycle used for supply was in a state of disrepair, which prompted her to seize the initiative to purchase a new tricycle for the factory. She also within the short period she took over, upgraded the factory's infrastructure,

including the replacement of three faulty pumping machines that frequently broke down.

Recognizing the growing demand for water beyond NAFRC's community, she facilitated the acquisition of an additional tricycle to enhance distribution efficiency, ultimately increasing water sales and revenue for the Centre. The commissioning of the tricycle marks a new phase of growth for the NAFRC Water Factory, as it seeks to expand its operations and ensure efficient water distribution within and beyond the barracks.



COMMANDANT PAYS CONDOLENCE VISIT TO AIR VICE MARSHAL AMESINLOLA FOLLOWING FATHER'S DEATH





CHAMPIONS

SUPER FALCONS: NIGERIA'S CHAMPIONS OF RESILIENCE AND NATIONAL PRIDE

Godsgift Dada

Nigeria's Super Falcons have once again proven themselves as more than athletes, standing tall as ambassadors of resilience and symbols of the nation's enduring spirit. For over three decades, the women's national football team has carried the hopes of millions, becoming Africa's most successful side and an enduring source of inspiration.

Formed in 1991, the Falcons made their international debut at the inaugural FIFA Women's World Cup in China that same year. Although they exited at the group stage, their participation marked the beginning of a remarkable journey that would redefine women's football across the continent. Since then, the team has gone on to dominate the African Women's Cup of Nations (AWCON), capturing a record 10 titles and



cementing their legacy as trailblazers in global sport.

Their latest triumph, which secured their 10th AWCON crown, was celebrated nationwide. President Bola Ahmed Tinubu honoured the players and coaching staff with national awards, cash prizes, and property gifts in recognition of their contribution to Nigeria's sporting history. For the players, however, the glory

came not just from lifting a trophy, but from the countless hours of training, sacrifice, and determination that made victory possible.

The Falcons' journey has not been without challenges. For years, they competed with limited resources, inadequate facilities, and the weight of cultural barriers surrounding women in sports. Yet, instead of being discouraged, they turned



multiple-time African Women's Footballer of the Year and star striker for Barcelona Femení, have further elevated Nigeria's reputation on the international stage. Their personal achievements are also national triumphs, opening doors for more Nigerian women to play in elite clubs around the world.

The Falcons' legacy is one of courage, excellence, and national pride. Just as soldiers defend Nigeria's sovereignty, these athletes serve the nation through their talent, discipline, and unyielding spirit. They remind Nigerians that victory is possible even in the face of overwhelming odds, and that pride in the green-white-green can be expressed in many forms.

these obstacles into stepping stones. Memorable performances, such as their dramatic comeback against Sweden at the 2015 FIFA Women's World Cup, showcased their resilience and fighting spirit, qualities that have since become their trademark.

In many ways, the Falcons' story echoes the discipline and dedication of Nigeria's armed forces. Like soldiers preparing for a mission, the players endure grueling training sessions, study their opponents meticulously, and take to the field with a sense of duty that goes beyond personal ambition. Every game is a mission, every goal a declaration of intent, and every victory a shared triumph for the nation.

Their unity on the pitch is built on trust, sacrifice, and the belief that they are representing something

greater than themselves. Beyond their trophies, the Falcons have become a movement that challenges stereotypes and redefines what is possible for women in sport. Their performances have inspired young girls to pursue their dreams, encouraged parents to support their daughters' ambitions, and shifted public perception toward valuing women's football as much as the men's game.

Icons such as Asisat Oshoala,

The Super Falcons are more than a football team. They are a symbol of unity, resilience, and the limitless potential of Nigerian women. Their story is not just about sport—it is about the strength of a nation, the courage to dream, and the determination to rise.



FINDING PURPOSE BEYOND SERVICE: Veterans' Journey To Meaningful Civil Life

Bunmi Taiwo Oguntimehin

For many military personnel, life in the armed forces is more than a profession; it is a calling built on discipline, loyalty, and the pursuit of a higher cause. The sense of purpose derived from serving one's country often defines a soldier's identity. However, when the uniform comes off and active service ends, the transition to civilian life can leave a void that is not easily filled.

Military service shapes individuals with a mindset centered on mission, camaraderie, and sacrifice. This unwavering commitment, while invaluable during active duty, can pose challenges when adjusting to a civilian world that lacks the same clarity of purpose. For veterans, the question becomes: how do you create meaning beyond the military?

Experts suggest that the process begins with self-reflection. Veterans are encouraged to identify their core values, understand what truly matters to them, and chart a path toward new goals. Exploring new passions—whether through education, entrepreneurship, or



creative pursuits—can reignite a sense of fulfillment. Building connections within communities and engaging in volunteerism also provide opportunities to serve in different yet impactful ways.

Equally important is finding meaningful work. Careers that align with personal values and offer opportunities to contribute positively to society can help veterans rediscover their sense of mission. Many find purpose in mentoring, advocacy, or roles that support fellow service members navigating similar transitions.

Ultimately, creating a new sense of purpose after the

military is neither immediate nor effortless. It requires patience, resilience, and a willingness to adapt. But for those who embrace the journey, the rewards are profound. The discipline, values, and skills honed in uniform can become powerful tools for building a purposeful civilian life.

As veterans move forward, one truth remains: purpose in service does not end with military retirement. It evolves—manifesting in new passions, meaningful work, and community contributions that continue to make a difference. For many, this second chapter offers not just continuity, but an opportunity to live with renewed meaning and joy.



NAFRC SENSITISE PARTICIPANTS ON THE DANGERS OF SUBSTANCE ABUSE

The Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, has raised concern over the rising cases of substance abuse in the country, warning that the trend poses serious threats to health, security, and national development.

Delivering a lecture on “Sensitization on Substance Abuse” to the participants, the Head of Counselling Department, Mr Angbo Emmanuel Oche, described drug abuse as one of the most pressing public health and social challenges facing Nigeria today, cutting

across all ages, religions, and social classes.

He noted that Nigeria, once regarded only as a transit hub for illicit drugs, is now globally recognised as a hotspot for substance abuse. Citing the 2018 United Nations Office on Drugs and Crime (UNODC) report, Mr Oche revealed that more than 14.3 million Nigerians between ages 15 and 64 are drug users, with projections suggesting the figure could rise to 20 million by 2030 if urgent action is not taken.

“Drug abuse is no longer confined to the streets; it is in our homes, schools, and

workplaces. From a starving teenager in Ajegunle to a wealthy executive in Lekki, the scourge has spared no one,” he said.

Mr Oche explained that the most commonly abused substances in Nigeria include alcohol, cannabis, tramadol, cocaine, nicotine, and methamphetamine. He classified them into depressants, stimulants, hallucinogens, and narcotics, stressing that while some may have medical uses, their misuse has devastating health and social effects.

He highlighted the progression of addiction,



stating that what often begins with experimentation can develop into occasional use, then regular dependence, and eventually compulsive addiction. Biological, psychological, and social factors including peer pressure, unemployment, trauma, and weak family structures were identified as major drivers of the problem.

The counsellor further outlined the signs of addiction, which he said

may include memory blackouts, hallucinations, seizures, irritability, social withdrawal, and neglect of responsibilities.

On the consequences of drug abuse, he listed severe biomedical complications such as cancer, reproductive disorders, and even death from overdose. Psychological effects, he added, ranges from depression and paranoia to heightened risks of suicide,

include family breakdown, job loss, and increased crime.

Speaking on treatment, Mr Oche stressed that recovery begins with recognising the problem and seeking help. He therefore recommended detoxification, medication-assisted therapy, and behavioural approaches such as cognitive behavioural therapy, while cautioning that treatment must be sustained to reduce the risk of relapse.

In his closing remarks, he urged participants to become advocates of drug-free living: "Substance abuse weakens not just the individual, but the very fabric of our society. By raising awareness, correcting misconceptions, and guiding our communities toward healthier choices, we can build a safer and more productive Nigeria."

The lecture forms part of ongoing efforts to prepare retiring military personnel to confront social challenges and contribute positively to nation-building.

INTER-COMPANY SPORTS COMPETITION OF NAFRC PARTICIPANTS COURSE 1/2025



JUMAT PRAYER IN HONOUR OF PARTICIPANTS OF NAFRC COURSE 1/ 2025



INTERDENOMINAL CHURCH SERVICE IN HONOUR OF PARTICIPANTS OF NAFRC COURSE 1/2025



DINNER NIGHT IN HONOR OF PARTICIPANT OF NIGERIAN ARMED FORCES RESETTLEMENT CENTRE COURSE 1/2025



GRADUATION CEREMONY OF PARTICIPANTS OF NAFRC COURSE 1/2025

After 35 years of active service to the nation, 542 senior Non-Commissioned Officers last month, officially retired from the Nigerian Armed Forces—leaving behind the regimentation of military life for the uncharted waters of civilian existence. Their transition was marked by a poignant passing-out ceremony at the Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, Lagos, following a rigorous six-month vocational training designed to equip them with the tools, knowledge and confidence needed to begin life anew. The event was not only a celebration of their sacrifice and service, but a hopeful glimpse into their future as entrepreneurs, community leaders and productive citizens.

It was a moment of reflection, pride and transition at the Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, Lagos, as 542 senior Non-Commissioned Officers passed out after a six-month pre-retirement course, formally marking the end of their military service and the beginning of a new chapter in civil life. Drawn from the Nigerian Army (362), Nigerian Navy (134), and Nigerian Air



Force (46), the retirees had spent the last three and a half decades serving the nation in various capacities, enduring the rigours and demands of military life. But on this occasion, the boots and berets gave way to hope, laughter, and a new sense of purpose.

They had joined the Armed Forces as young men and women—disciplined, idealistic and resolute in their commitment to defending the territorial

integrity of Nigeria. Over the years, they rose through the ranks, fought battles both visible and invisible, served in volatile regions, kept vigil over national assets and endured personal sacrifices.

Now, with the passing out of Course 1/2025, their stories continue—not as soldiers in uniform but as citizens empowered with new vocational and management skills, ready to thrive in civilian life.





A Centre with a Purpose

Speaking at the ceremony, the Commandant of NAFRC, Air Vice Marshal Bashir Mamman, announced that the Centre has trained over 53,000 military personnel, para-military officers, and allied armed forces members since inception. "The Centre has remained committed to its core mandate of providing vocational and entrepreneurial training to retiring personnel of the Armed Forces," he said. "This, in turn, enables them to contribute meaningfully to their

various communities and prevents them from becoming a liability to society."

The six-month training course, which was conducted entirely at the NAFRC in Oshodi, Lagos, equipped participants with practical skills in management, fashion, fine arts, soap and cosmetics production, agriculture, woodwork, building and civil engineering, electrical installation, auto mechanics, welding and fabrication, music, food processing, and information technology,

among others.

The curriculum is designed not only to prepare participants for self-employment but also to encourage them to become job creators, thereby contributing to national development in retirement.

Building for the Future

According to AVM Mamman, some reforms and infrastructural upgrades have been undertaken under his leadership and these include the renovation of the NAFRC Headquarters reception, refurbishment of the Corporal and Below Quarters, and the construction of a seat-out area for participants.

"We also energised the Lieutenant General TA Lagbaja Block, furnished participants' accommodation, installed solar panel streetlights and procured a Toyota Hilux," he added. "We took delivery of a Jet Mover Ambulance to improve healthcare services and commenced the quarterly training of Mid and Senior Level Cadre Officers in Entrepreneurship and Management."

In partnership with the Corporate Affairs Commission (CAC), the Centre also introduced lectures on the importance of business registration, aimed at educating participants on legal recognition, business



credibility, access to financial services, and tax benefits.

Despite these strides, the AVM acknowledged that challenges persist. "Delayed release of funds, healthcare and maintenance requirements, and feeding logistics have continued to pose serious constraints," he said. "Nonetheless, the Centre continues to explore progressive solutions, including the development of NAFRC's 30-hectare agricultural land at Epe, Lagos, to expand capacity in agriculture, waste management and renewable energy."

A New Digital Frontier

As part of its drive towards modernisation, the Centre has begun upgrading its Information Technology facilities to host a vibrant website and an e-learning platform. "This will allow participants who may be unable to physically attend courses to still benefit from the programme," AVM Mamman explained. "It will also enable us to track the vocational progress of graduates over time."

NAFRC is also extending its training beyond military personnel. Youths from the surrounding communities have begun to benefit from the Centre's Corporate Social Responsibility initiative, which provides free vocational training. Plans are also underway to institutionalise similar



training for widows and orphans of deceased personnel.

AVM Mamman thanked President Bola Tinubu for approving an increment in the starter packs for participants, and also expressed gratitude to the Chief of Defence Staff, General Christopher Musa, and the Service Chiefs for their strategic support and leadership.

Tribute to Courage, Sacrifice and Discipline

Representing the Chief of Army Staff (COAS), Lieutenant General Olufemi Oluyede, at the event, Major General Aligbe Obhiozele, Commander of the Training and Doctrine Command (TRADOC), lauded the retirees for their unwavering service and dedication to the nation.

"Today's ceremony is a tribute to your courage, sacrifice, discipline, resilience, selflessness and

unwavering commitment," he said. "As you transition to civilian life, remember that you now become the planners and executors of your personal daily activities. This may sound exciting, but it requires discipline and effective time management."

He urged them to maintain their honour and integrity even outside the barracks. "The society will continue to expect a high standard of ethics and conduct from you," he added. "You must prove that you passed through a disciplined system and be positive influencers in your communities."

According to him, their respective communities would now look to them to support local safety and security efforts, including tackling community-based crimes.

"Please, be advocates of peace and make yourselves available in providing such



"I thank President Bola Tinubu for his unwavering support for the Armed Forces and the welfare of both serving and retired personnel," he concluded.

A Bittersweet Farewell

For the retirees, the passing out ceremony was more than a formality—it was a solemn, reflective and proud moment. Having spent over three decades in the disciplined world of the military, adjusting to civilian life would be a significant shift. Yet, many expressed optimism and enthusiasm for the new journey ahead. "NAFRC has opened our eyes to what is possible beyond military service," one of the retirees said. "I am leaving here with the confidence that I can sustain myself and even employ others."

Another retiree noted: "The soap-making and agriculture training have given me a new purpose. I plan to start a farm and teach my children everything I've learnt here." In a world of uncertainty, these 542 men and women, now former warriors, have returned to society not as burdens, but as builders—armed not with weapons, but with skills, values, and a renewed sense of purpose. The uniform may be gone, but the discipline and patriotism remain.



assistance within the ambit of the law," the COAS advised.

Charge for New Realities

While commending their service, the COAS did not shy away from cautioning them about the potential pitfalls of post-service life. "Challenges may include inadequate resources, poor health management, extravagant lifestyle, and deceit by fraudulent individuals," he said. "It is therefore unwise to venture into unfamiliar businesses or live beyond your means."

He reminded them that the essence of the training

at NAFRC was to equip them for these realities. "I enjoin you to apply the experience and skills you have gained for a productive economic life. You are and will always remain heroes of our land." He expressed appreciation to the leadership of NAFRC for sustaining a high standard of human resource development and pledged continued support from the Armed Forces to transform the Centre into a globally recognised institution of excellence in vocational training.



THE ROLE OF AIR WARRANT OFFICER IN NIGERIAN ARMED FORCES RESETTLEMENT CENTRE

INTRODUCTION

An Air Warrant Officer is an embodiment of knowledge which borders on regimentation, discipline, professionalism, mentorship and above all the welfare of troops and their families within the Centre. By virtue of rank and long-term experience of military ethics, customs and traditions. He serves as a father figure to troops and their families and civilian staff within the Centre. Hence, issues of troops, families and civilian staff that have to do with discipline, cordial working relationship within the Centre, are resolved by the AWO and only serious cases are reported to appropriate authority.

RESPONSIBILITIES OF AN AIR WARRANT OFFICER

The responsibilities of AWO are as follows:

- a. Ensuring discipline, mutual respect and coordinates orderliness within the Centre.
- b. Organising a good standard quarter guard as symbol of discipline and regimentation.
- c. Reporting to the appropriate authority any



Air Warrant Officer ABUBAKAR M

irregularities noticed on the part of troops, families and civilian staff.

d. Reporting to Commandant any unusual occurrence which may come to his knowledge that may affect his command or tour of duty within the Centre.

e. Briefing RSMs, Dept heads, Magajiyas and block-leaders outcome and directives that require their attention within the Centre.

f. Bridging the communication gap between personnel and civilian, by passing all necessary information to appropriate.

g. Leading by example, demonstrating what is right and

replicating it to the troops and civilian staff.

h. To ensure all troops and civilian staff abide by rules, regulations and lay down procedures as directed by the appropriate authority.

i. Periodic sensitization of happening within the Centre and ensuring good working condition and mutual respect amongst civilians, troops, and their families.

CONCLUSION

The Nigerian Armed Forces Resettlement Centre plays a vital role in empowering military personnel transitioning to civilian life. Through its comprehensive training programs, vocational skills development, and entrepreneurship initiatives, NAFRC equips retirees with the tools necessary for self-reliance and productivity. By supporting the reintegration of armed forces personnel into civil society, NAFRC contributes significantly to national development and individuals.

INAUGURATION CEREMONY OF PARTICIPANTS OF NAFRC COURSE 2/2025

The Nigerian Armed Forces Resettlement Centre (NAFRC) as part of its mandate to prepare armed forces personnel for retirement and for seamless integration into civil life, on Monday 21 July 2025 inaugurated the NAFRC Course 2/2025. The course is aimed at equipping the participants with relevant and practical skills in various fields of endeavour. The Centre received a total of 628 participants posted for course 2/2025. This comprise of 401 from the Nigerian Army, 105 from the Nigerian Navy and 122 from the Nigerian Air Force. The participants arrived on different dates from 3 Jul 25 and some are yet to report. However, out of a the total 628 participants posted as members of Course 2/2025, only 612 have been duly received, documented, accommodated and medically screened. At the end of the medical screening conducted, about 30 participants were declared medically unfit for the course.

The Inauguration Ceremony which marked the official commencement of NAFRC Course 2/2025 for this second half of the year is expected to last for six months and will give insight into entrepreneurship and



management, skills through lectures and practical sessions. The purpose of this report is to provide

Delivering the welcome address, the Director of Training Brigadier General IO Olatunji gave an overview and the composition of the course. Highlighting the importance of the course, the Director harped on the Centre's mandate which is geared towards entrepreneurship and management training for personnel of the Armed

Forces of Nigeria with a view to seamlessly reintegrates them into the contemporary civil society after meritoriously serving the Nation for 35 years or thereabout. A total of 612 participants were inaugurated by the Commandant, however, those found to be medically unfit were asked to return to their various units after the inauguration to enable them continue with their medications and receive further treatments close to their families. It is pertinent





economy.

The inauguration of NAFRC Course 2/2025 marks a significant milestone in the Nigerian Armed Forces Resettlement Centre's efforts to empower military personnel with the skills and knowledge necessary to succeed in entrepreneurship and management. Emphasis was made on how crucial it was for the participants to utilize the allocated time in their training programme effectively, as this was the primary determining factor for their success on the course. The course is expected to have a profound impact on the participants and contribute to the growth and development of Nigeria's economy. The Centre's mandate which is to ensure that retiring personnel of the Armed Forces of Nigeria are properly equipped and Integrated into civil life after retirement was reiterated.

to state that the Centre would maintain close contact with the returned participants for their documentation and biometric capture prior to graduation alongside their medically fit colleagues.

Furthermore, the participants were charged by the Commandant Nigerian Armed Forces Resettlement Centre Air Vice Marshal Bashir Rimi Mamman on the transformative impact of the course to which they were urged to embrace the opportunity the course presents. Emphasis was made on how crucial it was for the participants to utilize the allocated time in their training programme effectively, as this was the primary determining factor for their success on the course. The participants were also reminded that a mandatory 90 per cent attendance was required for issuance of the Certificate of Course Completion at the end of the course, as participants would be denied certificates and sanctioned for prolonged

absence without due authorization, or misconduct and acts of indiscipline. It is pertinent to state that the Centre as a world class training institution is adequately equipped with human resources and modern facilities to achieve its mandate and the course objectives as well as getting the participants ready for the next phase of their life, while sharpening their skill in the digital phase. The course is expected to have a profound impact on the participants and contribute to the growth and development of Nigeria's



THE GAINS OF VOCATIONAL SKILLS IN A RAPIDLY EVOLVING WORLD

INTRODUCTION

In a rapidly changing world where technology, industries, and economies are evolving at an unprecedented pace, the value of practical, hands-on skills cannot be overstated. Vocational skills are practical abilities and knowledge acquired through training and experience that enable individuals to perform specific tasks or trades. It has become one of the most powerful tools for personal empowerment and national development. Unlike purely academic education, vocational training emphasises the know-how needed to function effectively in real-life jobs. Vocational skills are practical, applied abilities that prepare individuals for specific occupations, trades, or professions. They are distinct from purely



Commander CP Ochei

academic knowledge because they focus on what you can do rather than just what you know. From carpentry, tailoring, and welding to ICT, healthcare assistance, and hospitality management, vocational skills prepare individuals to be both self-reliant and competitive in the job market.

Vocational skills are increasingly crucial in a rapidly changing world, offering pathways to

employment, entrepreneurship, and personal development. Acquiring these skills equips individuals with practical abilities relevant to specific jobs, often leading to higher employment rates and increased earning potential. Moreover, vocational training fosters adaptability, enabling individuals to navigate evolving industries and contribute to economic growth. They refer to specific, practical abilities that enable individuals to carry out a particular type of work. They are often acquired through technical education, apprenticeships, workshops, and hands-on practice. These skills are distinct from general academic learning because they are directly tied to employability and entrepreneurship. In essence, vocational skills are the backbone of employability and entrepreneurship because they provide the practical know-how needed to function in real-world industries. They empower individuals to become productive, self-reliant, and relevant in a competitive job market. In order to properly understand the gains of vocational skills, it is important to understand the nature of vocational



skills.

THE NATURE OF VOCATIONAL SKILLS

The nature of vocational skills is in the core qualities that define and distinguish them from general academic learning. These skills are practical, applied, and work-focused, designed to prepare individuals for direct participation in economic and social activities. They are learned through doing, rather than just studying, and they align with specific career paths or entrepreneurial ventures. The following are the key features of the nature:

a. Practical in Nature.

Vocational skills are rooted in real-life tasks and applications, not just theories. They focus on doing something tangible that produces results. For example, a carpenter doesn't just learn about types of wood, they practice cutting, shaping, and assembling furniture. A chef does not only study recipes, they perfect cooking techniques, food presentation, and time management in the kitchen. A computer programmer doesn't just study coding concepts, they build apps, troubleshoot bugs, and create functioning systems. This practical aspect makes vocational skills directly applicable in everyday work and business.

b. Job-Oriented.

Vocational skill is career-specific. Unlike general education, which prepares learners broadly, vocational education targets a defined profession or trade. For instance, a student in a nursing assistant program is trained to provide patient care in hospitals and homes. A plumber is trained specifically to install, repair, and maintain water systems. A fashion designer focuses on creating and tailoring garments, not general art. The orientation is clear, to enable individuals enter and succeed in a specific occupation immediately after training.

c. Experiential - Hands-On Learning.

Vocational skills are acquired primarily through experience, practice, and demonstration. A trainee electrician learns wiring by physically handling wires, circuits, and switches, often

under the supervision of an expert. A trainee barber doesn't just watch videos, they cut hair repeatedly until they master the art. A farmer in training learns by planting seeds, applying fertilizers, and harvesting crops, not only by reading textbooks. This learning-by-doing approach builds competence, confidence, and mastery.

d. Transferable and Adaptable.

While many vocational skills are specialised, some are transferable across fields, making workers more versatile. For example, ICT skills like using spreadsheets or digital marketing can be applied in banking, healthcare, retail, or education. Communication skills, learned in customer service training, are equally valuable in hospitality, business management, and sales. Time management, a



skill gained in catering, can help in project management or logistics. This adaptability allows vocationally skilled individuals to shift careers, expand businesses, or

f. Market-Driven and Dynamic.

The demand for vocational skills evolves with economic and technological trends. In the past, blacksmithing and typewriting were highly

competence. Certification increases trust from employers, clients, and society. Professionalism also becomes part of the skill, while punctuality, discipline, and reliability is embedded into vocational training.

THE GAINS OF VOCATIONAL SKILLS

Vocational skills are practical, job-specific abilities that equip individuals to perform particular tasks, trades, or professions effectively. Unlike purely academic learning, which often focuses on theoretical knowledge, vocational skills emphasise hands-on training and application. They prepare individuals not only to work in existing industries but also to create opportunities for themselves through entrepreneurship. The following are some of the gains of vocational skills:

a. Reducing Unemployment.

Unemployment remains one of the greatest challenges globally, especially among young people. Vocational training provides individuals with practical competencies that can be immediately applied to earn a living, thereby reducing reliance on white-collar jobs. Vocational skills directly tackle the challenges by equipping individuals with practical abilities that lead to immediate job



upgrade their abilities as markets evolve.

e. Problem-Solving in Nature.

Vocational skills often involve diagnosing and fixing real problems. They require creativity and critical thinking. A mechanic diagnoses the reason a car engine won't start. A tailor adjusts clothing designs to fit different body types. An IT technician troubleshoots and solves software malfunctions. By nature, vocational training equips learners not only with technical "know-how" but also with the ability to find solutions under real-life constraints.

relevant; today, coding, data analysis, and solar panel installation are in demand. Skills in renewable energy, robotics, and digital entrepreneurship are emerging because the economy requires them. The dynamic nature of vocational skills ensures they remain tied to employment opportunities and societal needs.

g. Certification and Professionalism.

Vocational skills often come with credentials or recognition to validate expertise. For instance, electricians, welders, and healthcare assistants usually receive certificates or licenses that prove



opportunities. Skilled artisans and technicians are always in demand, meaning vocationally trained individuals have higher chances of employment or self-employment.

b. Promoting Self-Reliance and Entrepreneurship.

Vocational skills give individuals the ability to start their own businesses and create job opportunities for others. A person trained in tailoring, catering, or ICT, for instance, can establish a small business with minimal capital. This not only fosters independence but also drives innovation and economic growth. By providing a skilled workforce, vocational training contributes to a more robust and innovative economy. It reduces overdependence on formal employment, especially in regions with high youth unemployment.

c. Bridging the Skills Gap.

Many industries today face a shortage of skilled workers despite having numerous academic graduates. Vocational education fills

this gap by supplying industries with hands-on, work-ready professionals who can immediately contribute to productivity. It addresses the gap between the skills possessed by the workforce and the demands of the job market. Many economies face a mismatch between graduates and industry needs. Vocational skills bridge this gap by aligning with market demands, producing skilled workers that industries actively seek, as well as enhances collaboration between training institutions and industries, ensuring that curricula remain relevant to current market trends.

d. Adaptability to Changing Economies.

As economies evolve with technology, new skill sets are required. Vocational training offers flexibility, allowing individuals to acquire new competencies or upgrade existing ones. This adaptability ensures that the workforce remains relevant in a fast-changing labour market. Vocational skills equip individuals with

flexible skills that can be applied across different industries, making them more adaptable to changing job markets and technological advancements. On a broader scale, vocationally skilled individuals contribute to national productivity

e. Empowering Marginalised Groups.

Marginalised group such as women, rural dwellers, school drop outs, people with disabilities and economically disadvantaged communities often face limited access to education, job opportunities and financial independence. This exclusion keeps many trapped in cycles of poverty, dependency and social inequality. Vocational skills are particularly crucial for marginalised populations, and those with limited access to higher education because they offer a practical solution by equipping these groups with hands-on abilities that can immediately generate income, foster independence and improve their quality of life. Therefore, providing practical skills, these groups can break free from cycles of poverty and exclusion.

f. Driving National Development.

No nation can achieve sustainable development without a skilled workforce.

Vocational skills
f u e l
key sectors such as
construction,
manufacturing,
technology, and
services. Skilled
workers are
essential for
infrastructural
development,
industrialisation,
and technological
p r o g r e s s .



Vocational Skills empowers individuals to start their own businesses, contributing to economic development and become self-reliant. However, dependence on foreign experts drain resources. Nations that invest in vocational education empower citizens to not only be job seekers but also job creators, innovators and contributors to global progress. They also develop their own human capital and reduce reliance on imported skills.

g. Encouraging Lifelong Learning.

Vocational education promotes continuous personal growth. Unlike traditional academic learning that often ends with graduation, vocational skills can be improved and diversified throughout life, encouraging adaptability and resilience. The concept of lifelong learning is becoming increasingly important. It fosters a mindset of continuous

learning and adaptation, enabling individuals to stay relevant in the face of change.

CONCLUSION

In a world where practical knowledge is increasingly valued, vocational skills stands as a cornerstone of empowerment and sustainable growth. Vocational skills are not just about acquiring specific job-related abilities; they are about fostering adaptability, resilience, and economic empowerment in an ever-evolving world. Investing in vocational training is an investment in individual potential and societal progress. It is the lifeblood of economic productivity, creativity, and social well-being. They are practical, hands-on, and market-driven abilities that empower individuals to be e m p l o y a b l e , entrepreneurial, and relevant in society. Vocational Skills are not secondary to academic

knowledge, they are equally as important, if not more critical, in ensuring employability, reducing poverty, and driving national development. They equip individuals with the power to create opportunities rather than wait for them, while fostering both personal fulfilment and societal progress. The global economy is moving toward a skill-based orientation. Automation, artificial intelligence, and globalisation are reshaping industries, making vocational skills more relevant than ever. Future careers will demand technical competence, creativity, and problem-solving, all of which vocational skills emphasises. Governments, educational institutions, and private organizations must therefore invest in vocational and technical education as a complement to formal schooling.

COMMANDANT HOLDS DURBAR WITH PARTICIPANTS: PRIORITISE WELFARE

The Commandant of the Nigerian Armed Forces Resettlement Centre (NAFRC), Air Vice Marshal BR Mamman, recently held a durbar with retiring personnel to address their welfare, foster transparency, and provide updates on key initiatives.

AVM Mamman reiterated his commitment to ensuring that retiring personnel receive their entitlements without delay available for the exercise, stressing that those who miss the opportunity at the Centre would need to complete it in Abuja.

Emphasising NAFRC's adoption of advanced technology, the Commandant revealed plans to establish an ICT platform. This platform will serve as a resource hub for retirees, offering access to previously acquired skills and updates on industry trends, ensuring continuous development and engagement even after retirement.

Also, AVM Mamman stressed that he had proposed to the Chief of Defence Staff, General Christopher Gwabin Musa, OFR, that participants be allowed to attend the



resettlement course three years before their retirement. He added that this would help personnel acquire skills and gradually set up businesses, reducing the risk of losing gratuities and ensuring a smoother transition into civilian life.

The durbar also included an interactive session where retiring soldiers raised concerns and grievances however, the

Commandant, along with directors, provided answers, resolved issues, and assured swift action on their complaints.

The event highlighted the Commandant's commitment to the welfare of retiring personnel, equipping them with the tools and resources necessary for a successful and seamless transition into civilian life.

LASU STUDENTS VISIT NAFRC TO DEEPEN KNOWLEDGE ON CIVIL-MILITARY RELATIONS

As part of efforts to foster stronger Civil-Military Relations, the Nigerian Armed Forces Resettlement Centre (NAFRC) on Tuesday, 24 June 2025, hosted 300-level students from the Department of Religions and Peace Studies, Lagos State University (LASU).

The students, who are currently studying Civil-Military Relations, visited the Centre to broaden their understanding of military engagement with civil communities particularly in the context of national development, peacebuilding, and corporate social responsibility.

Delivering a lecture titled "Synergy Between the Military and Civilians and the Intricacies of the Nigerian Security Sector," the Deputy Commandant, Major General AO Oyelade, who also doubles as the Centre's Director of Studies provided an in-depth overview of the evolution of civil-military relations in Nigeria and its relevance to national stability.

He noted that Civil-Military Cooperation (CIMIC) plays a



vital role in modern security strategy, especially within democratic societies like Nigeria. He emphasised that mutual trust, accountability, and respect for human rights are essential for sustaining peace, and described CIMIC not merely as a doctrine, but a practical necessity in managing diverse, multicultural societies.

Referencing the Defence Headquarter's CIMIC framework, the Deputy Commandant highlighted several areas where the

Armed Forces of Nigeria engage with civil populations which include but not limited to, community outreach programmes, humanitarian medical missions, educational workshops on civil-military cooperation, and public communications efforts to dispel misinformation. He further stressed the importance of educating military personnel on human rights and rules of engagement to reduce civil-military friction. Addressing the role of civilians, Major General Oyelade explained that

national security is a shared responsibility. He encouraged the students to serve as future peacebuilders by reporting criminal activity, respecting military operations, and contributing to the protection of national infrastructure.

The event ended with an interactive question and answer segment, where students engaged the Deputy Commandant and Directors on the challenges of trust-building between the military and civilians which further provided the students a unique opportunity to gain firsthand knowledge from seasoned military officers, reinforcing their classroom

learning and broadening their understanding of the military's role beyond conventional defence.





DIFFERENCE BETWEEN A BUSINESSMAN AND AN ENTREPRENEUR

Hyacinth Nwafor

The terms "businessman" and "entrepreneur" often get tossed around as if they mean the same thing, but they actually represent different ideas and mindsets. Let's break down the key differences between the two:

DEFINITION AND FOCUS

Businessman.

A businessman is usually someone involved in commercial activities, primarily focused on managing established

businesses. Their main job revolves around handling resources, boosting profits, and sticking to tried-and-true business models.

Entrepreneur.

An entrepreneur, on the other hand, is someone who spots opportunities and takes the leap to create new ventures or improve existing ones. Their attention is on innovation, taking risks, and turning ideas into successful businesses or

products.

RISK ATTITUDE

Businessman.

Businessmen generally take a more cautious approach to risk. They often prefer stable, established markets and tend to optimise existing processes rather than diving into uncharted territory.

Entrepreneur.

Entrepreneurs are usually more open to taking risks as they aim to create

something fresh or shake up existing markets. They're often willing to take calculated risks to chase innovative ideas.

INNOVATION VS. MANAGEMENT

Businessman.

While businessmen might make improvements, their main role is often about effective management and operational efficiency within existing structures. They usually focus on sustaining and growing the business through conventional methods.

Entrepreneur.

Entrepreneurs are often viewed as innovators, motivated by a desire to tackle problems or fulfil unmet needs in the market. They prioritise creativity and innovation to come up with.

VISION VS EXECUTION

Businessman.

A businessman usually works within a set vision or framework, focusing on executing that vision effectively. They might not be the ones who came up with the original business idea, but they play a crucial role in keeping things running smoothly and profitably.

Entrepreneur.

Entrepreneurs, on the

other hand, often develop their own vision and take charge of making it a reality. They actively steer their businesses and make key decisions that can influence the entire industry.

MOTIVATION

Businessman.

For many businessmen, the drive comes from achieving financial success and stability. Their main objectives often centre around generating profits, increasing market share, and maintaining a competitive edge.

Entrepreneur.

While entrepreneurs also aim for financial success, their motivations often run deeper. They might be fuelled by a passion for their ideas, a desire to make a difference, or a commitment to social change. Their goals can include personal fulfilment or addressing societal challenges.

GROWTH ORIENTATION

Businessman.

Businessmen typically concentrate on steady growth within their established markets, optimising operations to ensure ongoing success. Their strategies often involve gradual scaling and sticking to tried-and-true

methods.

Entrepreneur.

Entrepreneurs usually set their sights on rapid growth and scalability, constantly on the lookout for ways to shake up industries and dive into new markets. They're often quick to adjust their strategies based on what the market tells them.

In summary, while both businessmen and entrepreneurs are vital to the economy, their approaches, mind sets, and definitions are quite different. Businessmen tend to focus on managing established companies and optimising for success, while entrepreneurs prioritise innovation and risk-taking to create new ventures or transform existing ones. Recognising these differences can shed light on the various ways individuals contribute to economic growth and progress.



NIGERIAN ARMY SCHOOL OF FINANCE AND ADMINISTRATION STUDENTS VISIT NAFRC ON EDUCATIONAL TOUR



The Nigerian Armed Forces Resettlement Centre (NAFRC), on Tuesday welcomed a delegation from the Nigerian Army School of Finance and Administration (NASFA) on an educational visit aimed at familiarising students with the Centre's mandate, training programmes, and resettlement initiatives.

The Commandant, Air Vice Marshal BR Mamman who was ably represented by the Deputy Commandant, Major General AO Oyelade, warmly received the visiting team at Centre's Buhari Hall.

In his welcome address, he provided key insights into the Centre's mission to equip military personnel with relevant vocational

skills, entrepreneurial knowledge, and psychosocial support to ensure a smooth transition into civil life.

He also emphasised the importance of maintaining strong ties with one's home community while still in service, urging personnel to invest time in sustaining those relationships, as they will

form a vital support system in retirement.

He noted that success should not be viewed merely in terms of financial gain, but rather through the lens of personal satisfaction, dignity, and the positive impact one makes on others. He encouraged the students to empower their children with valuable, practical skills, emphasising that this remains one of the surest ways to prepare them for the future.

During an interactive session, NASFA students asked thoughtful questions about the Centre's post-training follow-up mechanisms, particularly how it monitors the progress and



psychological well-being of its past participants. In response, the Deputy Commandant explained that, resettlement goes beyond skill acquisition adding that many participants arrive with emotional and psychological challenges stemming from years of





By Hyacinth Nwafor

NIGERIAN ARMED FORCES RESETTLEMENT CENTRE: EMPOWERING NIGERIAN MILITARY PERSONNEL FOR LIFE AFTER SERVICE

Hyacinth Nwafor

In a time when global military operations demand resilience on the battlefield and reintegration support at home, the Nigerian Armed Forces Resettlement Centre (NAFRC) is quietly transforming the way military personnel prepare for life after service. Located in Oshodi, Lagos, the NAFRC has become a beacon of hope and empowerment for retiring members of the Nigerian Armed Forces. Established to provide vocational training, entrepreneurial development, and psycho-social support to military personnel transitioning to

civilian life, the Centre is increasingly being recognised as a model within Africa.

In a recent tour of the facility, Air Vice Marshal Bashir Rimi Mamman, Commandant of the Centre, reiterated NAFRC's commitment to ensuring that no service member is left behind after retirement. "Our mandate is to prepare our gallant men and women for sustainable livelihoods after serving their nation. The same discipline they apply in service is what we channel into post service

empowerment," he said.

VOCATIONAL TRAINING MEETS NATIONAL DEVELOPMENT

From agriculture to ICT, and from auto mechanics to fashion design, NAFRC offers a wide range of vocational courses aimed at equipping personnel with market ready skills. The Centre's curriculum is constantly reviewed in collaboration with industry experts to align with Nigeria's evolving economic landscape. Sergeant Musa Bello (Rtd), a recent graduate of the



Centre's renewable energy program, said the training changed his life. "I served in the North East for almost two decades. When retirement came, I was anxious. But after six months here, I left with a solar energy certification and a business plan. Today, I run my own solar installation company in Kaduna."

SUPPORTING NATIONAL SECURITY BEYOND THE UNIFORM

Beyond vocational training, NAFRC plays a critical role in national security by reducing the risks associated with unstructured military retirements, such as unemployment, idleness,

and psychological distress. Experts say that by ensuring ex-service members are gainfully engaged, the Centre also contributes to peace and stability across the country.

The Centre's partnership with various government agencies, non-governmental organisations, and private sector players is also growing. Just last month, a memorandum of understanding was signed with the Bank of Industry to facilitate access to start-up funds for graduates of the Centre's entrepreneurship courses.

FUTURE FACING VISION

Looking ahead, the NAFRC is investing in digital

transformation, green economy skills, and post-service mental health programs. A new digital skills lab and an agro-processing unit are under construction, part of the Centre's 2025-2027 Strategic Plan aimed at producing not just self-reliant retirees, but contributors to national economic development. The story of the Nigerian Armed Forces Resettlement Centre is one of transformation turning the end of military careers into the beginning of civilian success stories. As Nigeria continues to honour its servicemen and women, institutions like NAFRC are ensuring that their legacy continues long after the last salute.

CORPORATE AFFAIRS COMMISSION SENSITISE NAFRC PARTICIPANTS ON BUSINESS REGISTRATION

The Nigeria Armed Forces Resettlement Centre (NAFRC), Oshodi, recently hosted a sensitisation lecture on “Pre and Post Business Registration with the Corporate Affairs Commission (CAC)” at the Buhari Hall of the Centre.

The session, anchored by the CAC team led by Mrs Abimbola Sidikat of the Registry Department, focused on the legal and economic value of proper business registration. Delivering her presentation, Mrs Sidiqat stressed that registering a business not only gives it legal recognition but also guarantees continuity and safeguards the interests of stakeholders.

Mr. Tochukwu Okonkwo of the Information Technology Department explained that unlike in the past, where the demise of an owner automatically terminated a business, registered companies now outlive individual proprietors through shareholders' participation. He also walked participants through the use of the Integrated Companies Registration Portal (ICRP), advising them to create their accounts personally rather than through agents



to avoid excessive charges and errors.

He further highlighted the purpose of Incorporated Trustees, the four key components of registration, payment procedures, and documentation requirements such as company details and a memorandum of association. Participants were reminded that while

business names limit expansion, limited liability companies allow for multiple lines of business under one registration. In addition, the speaker underscored that the Incorporated Trustees platform is not profit-oriented and that accurate and permanent information is crucial for a seamless registration process.

An interactive session followed, during which participants sought clarifications on business structures, tax obligations, and registration requirements.

In his closing remarks, the Director of Coordination Commodore IP Udoudoh, who represented the Commandant, appreciated the CAC representatives for providing a deeper understanding of the registration process. He urged participants to apply the knowledge gained prudently in their post-service ventures.



STANBIC IBTC EDUCATES PARTICIPANTS ON FINANCIAL PLANNING AND FITNESS

A lecture on financial planning and fitness was recently delivered to Participants of Nigerian Armed Forces Resettlement Centre Course 2/2025 at the NAFRC Buhari Hall, where representatives from Stanbic IBTC led by Mr Olusegun Badoye shared valuable insights on investment and insurance for senior citizens. The event aimed to empower disengaging participants with the knowledge and skills necessary to manage their finances effectively and secure their financial future.

While being specific on the Senior Citizens Account which offers a specialized account for individuals aged 50 and older, features alluring benefits. The lecture also covered Investment Options for all ages. The bank also provides various investment products, including mutual funds, exchange-traded funds, and fixed income funds.

Stanbic IBTC emphasizes the importance of financial planning, particularly for senior citizens. According to the resource person, financial planning is not just about investing money, but also about



managing credit, tax obligations, and protecting oneself and one's family with suitable insurance policies.

According to the resource person, the bank's private banking services offer tailored financial solutions for high networth individuals and families, including investment strategies with personalized portfolios to help clients grow their wealth, estate and trust services with structured financial planning to ensure seamless wealth transfer. The presenter also shed adequate light on the aspect of retirement planning which helps clients secure financial stability in their later years and risk management strategies to safeguard assets against economic uncertainties

The lecture highlighted the significance of financial planning and fitness for senior citizens. By understanding the available options and creating a comprehensive financial plan, such that senior citizens can ensure a secure and fulfilling life in retirement.

The Director of Coordination who represented the Commandant concluded the lecture by appreciating the Stanbic IBTC representatives for their efforts to educate the senior citizens, and urged the participants to be discerning and prudent with their finances by making adequate research and consultation with experts in the specific field before making investments.

FROM BATTLEFIELD TO BOARDROOM: ENTREPRENEURIAL SKILLS FOR RETIRED MILITARY PERSONNEL

INTRODUCTION

Retired military personnel possess a unique set of skills that can be leveraged to succeed in entrepreneurship.

Their experience in leadership, strategic planning and problem solving can be valuable assets in the business world, this active thrive in their post- military careers.

Key skills

Leadership: Military personnel are trained to lead and manage teams making them effective leaders in business.

Strategic planning: Military experience in planning and executing missions can translate to business strategy development.

Problem- Solving: Military personnel are trained to think critically, and solve complex problem under pressure.

Adaptability: Military experience teaches adaptability, resilience and flexibility, essential for navigating the ever changing business landscape.

Military discipline translates to a strong work ethics, attention to detail and commitment to goals, Military experience emphasizes team work



GROUP CAPTAIN G BAPPA

collaboration and building strong relationships.

Risk Management: Military personnel are trained to assess and manage risk a valuable skill in business decision making.

ENTREPRENEURIAL OPPORTUNITIES

Consulting: Leverage Military experience to offer consulting services in areas like security, logistics or management.

Security Service: utilize military training to start a security consulting or services in business.

Logistics and Transportation: Apply military logistics experience to start a transportation or logistic business.

Training and Coaching:

Leverage military expertise by offering training and coaching services.

Product Development: Identify market gaps and develop innovative products or services.

TIPS FOR SUCCESS

Network: leverage military connections and network to build business relationship.

Seek mentorship: Find experienced entrepreneur to guide and mentor you.

Develop a Business plan: Create a social business plan outlining goals, strategies and financial projections.

Stay Adaptable: Be prepared to pivot and adjust your business strategy as needed.

Leverage Resources: utilize resources like the small business Administration (SBA) and veteran focused business organization.

Conclusion

Military personnel possess valuable skills that can be applied to Entrepreneurship by leveraging their experience and training, they can successfully transit to the business world and build thriving ventures. With the right mindset, supporting resources, retired military personnel can excel as entrepreneurs.

FOSTERING MENTAL HEALTH IN THE WORKPLACE: STRATEGIES FOR SUSTAINABLE EMPLOYEE WELL-BEING

INTRODUCTION

Mental health has become an increasingly central issue in workplaces, where employees contend with economic instability, high unemployment rates, and organisational cultures that often stigmatise mental illness. Poor mental health not only undermines employee well-being but also reduces productivity, increases turnover, and contributes to presenteeism. This article examines workplace mental health, key cultural and structural risk factors, and explores evidence-based strategies organisations can adopt to foster sustainable employee well-being.

WORKPLACE MENTAL HEALTH

Work occupies a central place in the lives of Nigerians, not only as a means of livelihood but also as a marker of social status and identity. The workplace is shaped by unique challenges: an economy marked by high inflation, an expanding informal sector, and intense competition for scarce job opportunities. For many employees, job insecurity and pressure to perform under limited



Chukwudi Uchenna Ijeoma, PhD

resources generate significant stress. Untreated mental health issues such as anxiety, depression, and burnout are often dismissed as “laziness” or “weakness” within organisational settings, further exacerbating stigma (Gureje & Lasebikan, 2006). Addressing workplace mental health in Nigeria is thus not merely an organisational priority but also a public health necessity.

KEY RISK FACTORS IN WORKPLACE MENTAL HEALTH

Workload and Job Demands.

Nigerian employees often face excessive workloads, especially in banking, telecommunications, and teaching professions. For instance, a bank employee

might be required to meet unrealistic monthly deposit targets without adequate support, leading to chronic stress and eventual burnout. The “work-till-you-drop” mentality, sometimes normalised as commitment, often blurs the line between dedication and unhealthy overwork (Adegoke, 2014).

Lack of Autonomy.

Workplaces tend to operate within hierarchical and centralised decision-making systems. Employees in such contexts may feel powerless, as even minor decisions must often be escalated to higher management. For example, junior staff in government offices frequently complain of being excluded from decision-making processes, resulting in frustration and a sense of invisibility that can manifest as anxiety or depression.

Poor Organisational Culture.

Workplace bullying, favouritism, and lack of inclusion are frequently reported in many organisations. A female employee in an



engineering firm might be sidelined for promotion in favour of male colleagues despite equal qualifications, reinforcing gender-based discrimination that can erode her mental health. Toxic cultures not only drive talent away but also create hostile environments that prevent employees from thriving.

Stigma and Silence.

Mental illness in Nigeria is still heavily stigmatised. Employees struggling with depression may hesitate to seek help for fear of being labelled “mad” or unfit for employment. A telecommunications worker who experiences panic attacks might mask his struggles by calling in sick, rather than risk

disclosing mental health concerns to his manager. Silence perpetuates suffering, leaving many employees without access to care (Wada et al., 2021).

STRATEGIES FOR PROMOTING WORKPLACE MENTAL HEALTH IN NIGERIA

Leadership Engagement and Training. Leadership plays a critical role in shaping workplace culture. Managers are often respected authority figures, and their attitudes toward mental health set the tone for employees. Consider a scenario where a Nigerian company trains its supervisors to recognise burnout among staff during performance reviews. By learning to ask simple, supportive

questions like “How are you coping with your workload?” leaders can encourage early disclosure and intervention (Kelloway & Barling, 2010).

Employee Assistance Programs (EAPs).

While EAPs are common in Western contexts, they are underdeveloped in Nigeria. Organisations that have piloted wellness hotlines or in-house counselling services demonstrate positive outcomes. For example, a Lagos-based multinational oil company introduced a confidential counselling line after several staff reported panic attacks. Within six months, utilisation rates revealed that many employees were quietly struggling with



whether based on gender, ethnicity, or disability, remains a barrier in workplaces. Building inclusion is not just a global HR trend but a necessity for psychological safety. One inspiring example comes from an IT firm that instituted a mentorship program pairing younger employees with senior staff across ethnic backgrounds, reducing cliques and enhancing collaboration. Employees reported feeling more valued and less isolated.

family stressors and financial strain, and the service helped reduce absenteeism.

Flexible Work Policies.

Workplaces often emphasise long hours as proof of commitment. However, flexibility can be transformative. During the COVID-19 pandemic, some tech firms adopted remote work, giving employees more autonomy. One tech worker described how avoiding daily traffic in Lagos reduced his anxiety and gave him more energy for creative problem-solving. Encouraging hybrid models, where possible, can therefore improve both productivity and mental well-being.

Mental Health Literacy and Anti-Stigma Campaigns.

Organisations rarely provide structured education on mental health. Simple initiatives, such as “mental health awareness days” or staff seminars led by clinical psychologists, can normalise conversations around anxiety and depression. For instance, a university in Ibadan partnered with local NGOs to run mental health workshops for lecturers and administrative staff, resulting in more openness among faculty about managing stress and burnout.

Creating Inclusive Cultures. Discrimination,

THE BUSINESS CASE FOR MENTAL HEALTH INVESTMENT

The business case for mental health investment is particularly relevant where organisational inefficiencies often undermine productivity. Studies show that poor mental health contributes to absenteeism, presenteeism, and turnover, all of which carry economic costs (WHO, 2022). A bank that introduced resilience workshops and stress management training reported not only improved employee morale but also higher customer satisfaction ratings. This demonstrates that mental health programs are not a luxury

but a driver of organizational performance and competitiveness.

CONCLUSION

Mental health in workplaces is a pressing issue shaped by cultural stigma, economic challenges, and organisational practices. Employers who proactively address these challenges by providing leadership training, employee assistance programs, flexible work policies, and anti-stigma initiatives will cultivate healthier, more resilient workforces. Importantly, organisations must recognise that well-being and performance are not mutually exclusive; they are mutually reinforcing. By embedding mental health into workplace policies and practices, organisations contribute not only to employee flourishing but also to national productivity and development.

Dr Chukwudi Uchenna Ijeoma is a Counselling Psychologist and Mental Health Advocate.

References

Adegoke, T. G. (2014).
Effects of occupational
stress on

psychological well-being of police employees in Ibadan Metropolis, Nigeria. *African Research Review*, 8(1), 302–320.
<https://dx.doi.org/10.4314/afrrrev.v8i1.19>

Corrigan, P. W., Druss, B. G., & Perlick, D. A. (2014). The impact of mental illness stigma on seeking and participating in mental health care. *Psychological Science in the Public Interest*, 15(2), 37–70.
<https://doi.org/10.1177/1529100614531398>

Gureje, O., & Lasebikan, V. O. (2006). Use of mental health services in a developing country: Results from the Nigerian survey of mental health and well-being. *Social Psychiatry and Psychiatric Epidemiology*, 41(1), 44–49.
<https://doi.org/10.1007/s00127-005-0001-7>

Harnois, G., & Gabriel, P. (2000). Mental health and work: Impact, issues and good practices. World Health Organization.

<https://apps.who.int/iris/handle/10665/42346>

Karasek, R., & Theorell, T. (1990). Healthy work: Stress, productivity, and the reconstruction of working life. Basic Books.

Kelloway, E. K., & Barling, J. (2010). Leadership development as an intervention in occupational health psychology. *Work & Stress*, 24(3), 260–279.
<https://doi.org/10.1080/02678373.2010.518441>

Wada, Y. H., Rajwani, L., Anyam, E., Karikari, E., Njikizana, M., Srour, L., & Khalid, G. M. (2021). Mental health in Nigeria: A Neglected issue in Public Health. *Public health in practice (Oxford, England)*, 2, 100166.
<https://doi.org/10.1016/j.puhip.2021.100166>

World Health Organization. (2022). Mental health at work: Policy brief. Geneva: WHO and International Labour Organization.
<https://www.who.int/publications/i/item/9789240057944>

NAFRCOWA NURSERY AND PRIMARY SCHOOL HOLDS 2025 GRADUATION AND PRIZE-GIVING CEREMONY

In a heartwarming display of pride, accomplishment and celebration, Nigerian Armed Forces Resettlement Centre Officers' Wives Association (NAFRCOWA) Nursery and Primary school Lagos, held its prize-giving and graduation ceremony. The event marked a significant milestone for students, parents, and educators, highlighting not only academic excellence but also the growth of character, resilience, and the pursuit of excellence all ingrained in the school's DNA.

The day began with an air of excitement as students, dressed in their finest attire, eagerly gathered with their families and educators. The event was not just about handing out certificates, it was a recognition of the dedication and hard work put in by students throughout their academic journey. The stage was set for a day filled with pride, joy, and unforgettable moments. The 2025 graduation and prize-giving event provided an opportunity for teachers to share their insights and experiences



about the students they have nurtured over the years. Through heartfelt speeches, they highlighted the journey from eager learners to confident individuals ready to conquer new horizons. The bond between teachers and students was evident, reflecting the school's commitment to fostering not only academic growth but also personal development.

A key highlight of the event was the acknowledgment of parents' unwavering support. The school recognized that a child's educational journey is a collaborative effort between educators and parents. The event served as a tribute to parents who have stood by their children, providing encouragement, guidance, and love throughout their



she is proud of all of them. She further urged them to remember the values instilled in them during their stay in the school. To the other pupil, she congratulated them for being promoted to a new class and urge them to keep up the good work and be of good behaviour. "We are gathered to honour and applaud the incredible achievements of our talented pupils. It is a joyous occasion filled with pride, laughter, and memories that will be cherished for a lifetime" she said.



"We therefore, extend our heartfelt gratitude to the parents and guardians, who have stood by us, offering endless love, support, and encouragement. Your unwavering commitment to your children's education has played an integral role in their success".

time in the school.

The graduation ceremony was the pinnacle of the event, symbolizing the culmination of years of hard work and dedication. Graduates walked across the stage with heads held high, ready to embrace the challenges and opportunities that lay ahead. The ceremony was a testament to the transformative power of education, shaping young minds into capable individuals poised for

success.

According to the NAFRCOWA Coordinator, Mrs Rukayat Mamman, she thanked the Commandant Nigerian Armed Forces Resettlement Centre, Air Vice Marshal BR Mamman for the unwavering support and commitment of the Centre to the educational development of the children. To the graduating pupils, Mrs Mamman congratulated them while noting that

In her parting words to the graduating pupil, the Commandant, who was represented by the Director of Administration, Air Commodore IA Taiwo, Congratulated the graduating class of NAFRCOWA Nursery and Primary School who were leaving for secondary school and Nursery Two

INAUGURATION CEREMONY OF SENIOR AND MID LEVEL OFFICERS ENTREPRENEURSHIP AND MANAGEMENT COURSE 15/2025



The Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, Lagos, has once again demonstrated its commitment to preparing military personnel for life beyond uniform with the inauguration of the 15th edition of its Middle and Senior-Level Officers' Entrepreneurship and Management Course.

The course, run in partnership with Empretec Nigeria Foundation (ENF), recently brought together 33 participants drawn from the Nigerian Army, Navy, Air Force, Defence Intelligence Agency (DIA), and Defence Headquarters (DHQ). It is the third edition to hold in 2025, underscoring the growing importance attached to capacity building for officers. Delivering his inaugural address, the Commandant of NAFRC, Air Vice Marshal BR Mamman, said it was another significant milestone in their collective commitment "to equipping you distinguished participants with the

requisite skills and knowledge to assist you in your post-service life. As we gather here today, we reaffirm the Centre's unwavering dedication to capacity building, empowerment, and national development through structured and impactful training programmes."

AVM Mamman noted that while the course is not a pre-retirement programme, it equips serving officers with the skills to navigate the challenges of civilian business environments. "This course will sharpen your decision-making skills, cultivate a mindset of innovation, resilience and adaptability needed to succeed in today's dynamic world of business and leadership," he stated.

Reaffirming NAFRC's mission, the Commandant said: "The Centre has trained over 48,000 Senior Non-Commission Officers and presently, 577 participants of

NAFRC Course 02/2025 are undergoing the pre-discharge training. It is also on record that many of the past participants are now successful owners of both small and medium scale enterprises across the length and breadth of the Country."

He explained that expanding training to serving officers was a deliberate decision. "So far, over 235 senior officers from the Services and sister security agencies have benefited from the programme. Interestingly, following the positive feedbacks from past participants, the Chief of Defence Staff approved the proposal to organise the Course quarterly. Thus, making this Course, third to be conducted this year 2025," he said.

The Commandant urged participants to embrace the practical modules. "Success in entrepreneurship is not solely about having a great idea, it requires strategic management, adaptability, financial literacy and unwavering commitment to hard work. This is where the principle of management is applied to turn ideas into successful enterprise. Thus, according to Peter Drucker, 'The best way to predict the future is to create it,' he told them.

He further disclosed plans for hands-on support. "The Centre has made necessary arrangements to invite the



Corporate Affairs Commission (CAC) to facilitate business registration process for participants. Additionally, as part of our commitment towards fostering a conducive and learning environment, the Centre undertook significant upgrade of the conference and lecture halls," he said.

Also speaking, the Director of Training, Brigadier General IO Olatunji, said the new course structure was part of NAFRC's evolving programme. "This inauguration ceremony is important as it marks the official commencement and conduct of the Third Senior Officers' Entrepreneurship and Management Training this year and in line with the NAFRC Year 2025 Forecast of Events," he explained.

He revealed that 32

participants had been confirmed after initial adjustments. "Both courses are designed to equip participants with relevant entrepreneur technical training and management skills through lectures, feedbacks, workshops and study tours in conjunction with ENF, Lagos and Songhai Farms, Port Novo Republic of Benin," he added.

Furthermore, also speaking at the inauguration, the ENF Country Rep Dr. Onari Duke, described the training as a vital intervention. "This course is designed to empower both senior and mid-level officers with the necessary skills to thrive in today's entrepreneurial landscape," she said.

According to Dr. Duke, the

value of the programme lies in its blend of teaching and real-world practice. "The practical components, including visits to Spectra Industries, the Nigerian Conservation Centre, Commint Buka, and Songhai Farms, would give participants real-life exposure to successful enterprise models," she added.

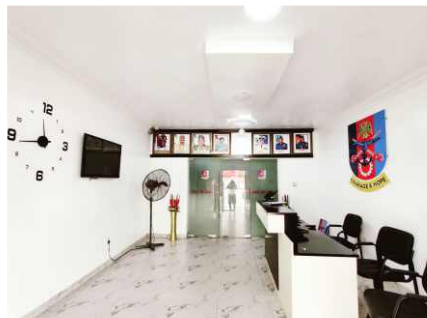
As officers embark on the course, the clear message is that entrepreneurship and leadership after service require foresight, adaptability and resilience. For the participants, the opportunity to begin charting their post-service path while still in service may well prove one of the most valuable investments in their future.



RENOVATION OF DANJUMA HALL



MAINTENANCE WORK AT NAFRC HEADQUARTERS



FURNISHING OF NIGERIAN AIR FORCE BLOCK IN NAFRC



DISCIPLINE MAKES YOU A SOLDIER

Discipline is the practice of training people to obey rules or a code of behaviour, using punishment to correct disobedience. Discipline is the bridge between goals and accomplishment (Jim Rohn). Erik Spoelstra said, "It is not just about winning or losing, but to learn about teamwork, learn about sportsmanship, learn about discipline, the value of working together for a common goal. The emphasis is on fundamentals, not just games." "Success is not measured by money or power or social rank. Success is measured by your discipline and inner peace" (Mike Ditka). According to former American President George Washington, "Discipline is the soul of an army. It makes small numbers formidable, procures success to the weak, and esteem to all."

It is pertinent to state that offering oneself as a shield for the nation is by itself a huge sacrifice. To be wholeheartedly committed to that responsibility requires constant reflection on the values you swore to represent, protect, and project. To do this, the nation provides you with means worth billions of naira and trains you to fight and win wars to safeguard the national interest when necessary. The commitment of officers and men to these standards, and their willingness to make the supreme sacrifice, are essential for success in battle. The high stakes involved in the professional life of a soldier require high ethical and moral standards. To soldiers, let me apprise George Washington, who said discipline is the soul of an army. Discipline is your personality, it is what relates you to humanity. There are ethics that show that the



Flight Lieutenant B Ajula

military is a profession, and strict observance of these ethics is an important factor in the maintenance of discipline and absolute loyalty to the nation. You must be loyal to the government, service, commanders, and superiors. There is no half measure to loyalty. There must be mutual respect and concern between you and among your families. Fighting or any form of violence must be avoided within and outside the family. It is important for personnel to take active interest in current affairs and general development in the immediate and global environment. You must keep abreast of local and international military and political situations through electronic and print media.

As a service personnel, your behaviour must be exemplary. Hence, polite, humane, and professional behaviour is what is expected of you. In addition, the standard of dressing and turn out of personnel indicates, in part, his or her level of discipline. You must therefore be smartly dressed and well turned out at all times. As personnel,

you must be punctual at all parades and functions. The intricacy of the tasks before the armed forces in the maintenance of peace and security calls for a higher-than-usual commitment to duty. For this reason, it is particularly important to continually enlighten personnel on discipline.

Your discipline makes you a soldier. Going with Calvin Coolidge, he said, "Knowledge comes, but wisdom lingers. It may not be difficult to store up in the mind a vast quantity of facts within a comparatively short time, but the ability to form judgments requires the severe discipline of hard work and the tempering heat of experience and maturity." For NAF personnel, you must not forget in haste the three core values on which you were trained: Integrity First, Service Before Self, and Excellence in All You Do. As the national anthem rightly states, "Our flag shall be a symbol that truth and justice reign in peace and battle honoured, and this we count as gain, and to hand on to our children a banner without stain." Make sure you give your best out there in the field. These will help you maintain the dignity of the Nigerian Armed Forces as a highly respected, professional, and disciplined organisation. Best Regards!



TECHNICAL EDUCATION TEACHERS: THE UNSUNG ARCHITECTS OF THE FUTURE

Agbeze Precious Chinonso

Across the globe, classrooms dedicated to technical and vocational education are shaping the hands and minds that will drive industries, boost economies, and transform societies. Yet, behind the hum of machinery, the scratch of measuring instruments, and the spark of innovation, lies a group often overlooked, under-celebrated, and under-supported, the technical education teachers. These dedicated individuals rise each day with the responsibility of not only sharing knowledge but also nurturing the practical skills and creative confidence of students who will one day design, construct, and maintain the very fabric of modern life.

Teaching technical education goes beyond merely following a curriculum; it encompasses embodying resilience, patience, and vision. Unlike in purely theoretical fields, a technical educator stands at the intersection of knowledge and application. They must not only articulate the theories of mechanics, electronics, carpentry, agriculture, or ICT but also demonstrate them with precision, ensuring that students transition from listening to



doing, from observing to mastering. This delicate balance between theory and practice can only be achieved by those with a profound passion for both teaching and hands on experience.

However, passion alone is insufficient. Technical education teachers encounter significant challenges, particularly in developing nations where workshops are ill-equipped, machines are outdated, and materials are scarce. How can one teach automotive technology without a functional engine? How can one inspire aspiring engineers when laboratory lights flicker more often than they illuminate? Many educators improvise, creating teaching aids from scraps, demonstrating processes with creativity where tools are lacking, and pushing

themselves to become innovators simply to ensure that learning continues in their classrooms. Their resourcefulness, born out of necessity, becomes a lesson in itself, teaching students resilience, adaptability, and problem-solving in realtime.

These educators also serve as custodians of dignity. In many societies, technical and vocational education is mistakenly viewed as a path for those deemed less intelligent or those who "could not succeed" in other fields. Yet, technical teachers shoulder the responsibility of changing this perception every day. With each lecture they deliver, each machine they repair alongside their students, and every product their classes create, they silently combat the stigma. They demonstrate to the world that technical education is not a fallback option but



rather a foundation upon which progress is built. Without technical skills, no nation can function there would be no electricity, no buildings, no transportation, no healthcare equipment, and no digital future.

Despite their pivotal role, the recognition they deserve often lags far behind their contributions. Salaries are low in many regions, professional development opportunities are limited, and governments frequently treat technical education as an afterthought. Still, these teachers persist, not for the system's rewards, but because they understand the stakes are too high. They recognise that if they leave, generations of learners may miss the opportunity to acquire the skills necessary to rise above poverty, create sustainable livelihoods, or develop innovations that address local challenges.

However, amid these struggles, victories shine brightly. In countless workshops, students build machines from scratch, design software programs, repair essential community equipment, and even create

innovations that receive global recognition. Behind these successes is always a teacher, someone who encouraged, corrected, and believed when no one else would. It is the quiet joy of every technical education teacher, the moment a student who once struggled to wield a tool now produces a flawless design, the moment a learner dismissed as "not smart enough" becomes a skilled technician supporting an entire family, the moment a graduate, stands tall as an innovator, entrepreneur, or professional.

The narrative of technical education teachers is, therefore, one of resilience, innovation, and hope. They are the bridge between theory and practice, knowledge and livelihood, and the dreams of a nation and the skills needed to actualize them. They may not make headlines, but without them, no industry can stand. As the world calls for sustainable development, digital transformation, and green economies, it is the hands they have trained that will turn these ambitions into reality.

It is time for the world to celebrate them. Not just with words, but with investment, recognition, and respect. For every nation that genuinely wishes to rise, compete, and endure, they must first honour those who ignite the fire of technical education in the hearts of its youth and ensure those fires are lit, every day, by teachers who may not wear capes but who build futures with chalk-stained hands, grease marked clothes, and hearts brimming with unwavering commitment.



COMMANDANT VISITS DIGITAL BRIDGE INSTITUTE



GRADUATION CEREMONY OF SENIOR AND MID LEVEL OFFICERS ENTREPRENEURSHIP AND MANAGEMENT COURSE 15/2025

As part of efforts to prepare retiring members of the Armed Forces of Nigeria for retirement and for seamless integration into civil life, the Nigerian Armed Forces Resettlement Centre (NAFRC), on Thursday 4 August 2025 graduated the Senior and Mid-Level Officers' Entrepreneurship and Management Course 15/2025, marking the completion of the third edition of the programme for the year as approved by the Defence Headquarters (DHQ). The cohort approved for course 15/2025 was 17 for Senior Level Officers and 17 for the Mid-level officers, bringing a total of 34 participants. However, only 32 officers participated and graduated from the course.

The Graduation Ceremony which marked the end of the Senior and Mid-Level Entrepreneurship and Management Course 15/2025, for this quarter, lasted for five weeks and gave insight into entrepreneurship and management skills through lectures and study tours in conjunction with Empretec Nigeria Foundation.

Notably, the Ceremony



commenced at about 0900 hours at the NAFRC Resource Centre, and ended at about 1000 hours.

The Chairman Empretec Nigeria Foundation, the former Governor of Cross River State His Excellency Dr Donald Duke was the Special Guests of Honour. In his remarks, he stated that the course would help equip the participants while in service as well as when they eventually retire into civil life. He also noted that the Senior/Mid-Level Entrepreneurship and Management Course 15/2025 is designed to equip and train Senior officers with the needed skills to not only become successful entrepreneurs who can drive positive change in whatever field of endeavour they choose to pursue after retirement, but also help them

become effective leaders.

The training was conducted in partnership with Empretec Nigeria Foundation, an internationally recognised entrepreneurship development organisation. Suffice to say that, the participants engaged in workshops, business planning exercises and a highly acclaimed entrepreneurship Training Workshop (ETW). Furthermore, group presentations of viable business models were a highlight, with teams creating and pitching innovative business ideas under tight timelines. The entrepreneurship and management programme for Senior/Mid-level officers in NAFRC is also geared towards getting the participants ready for the next phase of their life, while sharpening their skill



in the digital space.

Speaking at the ceremony, the Commandant, praised the dedication and discipline of the graduating participants, describing them as engines of growth, creators of wealth, and drivers of innovation. He also added that the initiative is a vital platform designed to prepare officers for post-service life through capacity building, innovation, and entrepreneurial training. The Commandant noted that while the course is not a pre-retirement programme, it equips the graduating senior officers with the skills to navigate

the challenges of civilian business environments. He also emphasized that the Defence Headquarters, impressed by the positive outcomes, approved the course to be conducted quarterly.

The participants of the

current cohort course under-went an intensive 5-week training in entrepreneurship, agriculture, business planning, taxation, human resource management, and marketing, with opportunities for direct engagement with facilitators from Empretec. The 32 graduating participants were officially conferred as graduates of the Senior and Mid-Level Entrepreneurship and Management Course 15/2025. Each received a joint certificate issued by NAFRC and Empretec Nigeria Foundation, in recognition of their successful participation and performance during the course. The ceremony ended with a Lunch at the Officers' Mess in honour of the graduating participants.

It is worthy to note that the Graduation Ceremony of the Senior/Mid-Level officers Entrepreneurship and Management Course 15/2025 marks a significant



milestone in the Nigerian Armed Forces Resettlement Centre's efforts to empower military personnel with the skills and knowledge necessary to succeed in entrepreneurship and management. The course finally came to an end on Thursday 5 September 2025 after a 5-week training in entrepreneurship agriculture, business planning, taxation, human resource management and marketing opportunities. The course had a profound impact on the participants and would hopefully contribute to the growth and development of Nigeria's economy. Its approval to run the course also highlights the unwavering support and commitment of the DHQ in ensuring that retiring personnel of the Armed Forces of Nigeria are properly equipped and Integrated, into civil life after retirement.





COMMANDANT FACILITATES ICT SUMMER BOOTH CAMP FOR NAFRC YOUTHS



POEM

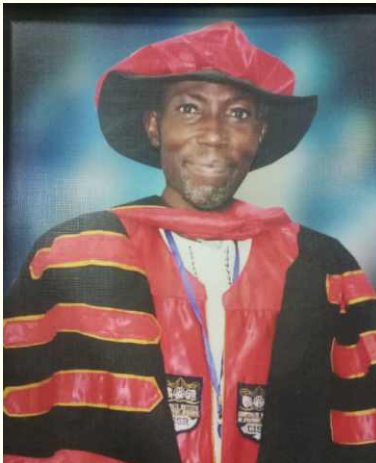
My pen, the ink
that is flowing
nonstop like the
ocean

A Poem of Pride and
Vigilance...

I am proud to be a veteran,
with a heart so true,
My service to nation,
forever I'll renew,
I will not remain silent, as it
decays,
I'll speak out for justice, in
veterans' ways.

A Voice for the Voiceless...

I'll be a voice for those, who
can't speak out,
For the sacrifices made,
without a doubt,
I'll stand for what's right,
with honor and might,
And fight for veterans'



rights, day and night.

Pride in My Service...

My service was noble, with
a purpose so grand,
I defended my nation, with
a willing hand,
I'll hold on to pride, and
never let go,
For being a veteran, is a
badge I'll show.

A Call to Action...

Let's rise up together, and
make our voices heard,
For the welfare of veterans,
we'll not be deterred,
We'll stand united, and
fight for what's right,
And ensure our sacrifices,
are honored with all might.

This poem expresses pride
in being a veteran and a
commitment to speaking
out against injustices or
neglect that affect
veterans. It highlights the
importance of standing up
for veterans' rights and
welfare, and the pride that
comes from serving one's
nation.

Amb Dr Saad Umar Faruk
aka Digital White

SELF-SABOTAGE

Self-sabotage is
knowing exactly
what you need to do
to improve but refuse to do
it. It is procrastinating
doing the very things that
you know will make you
better. It is also waiting till
things are hundred per-
cent perfect before you do
them, but that of course
never happens. It is
remaining in the comfort
zone because of the fear of
failure or uneasiness of

change. It is a mind-
set that you may be
completely unaware
of until you really
think about it. So,
think about it, are
you a prisoner of your
own thoughts and
actions? If you are,
take responsibility
and acknowledge
that you imprison
yourself when you do that.
However, also remember
you have the power to be



free and to achieve
whatever you set your mind
to. Stop self-sabotaging.



NIGERIAN ARMED FORCES RESETTLEMENT CENTRE CONDUCTS 2025 ANNUAL RANGE CLASSIFICATION EXERCISE

The Nigerian Armed Forces Resettlement Centre (NAFRC) successfully concluded its 2025 annual Range Classification 2025 held on Monday 15 September 2025 at the 192 Battalion Nigerian Army Shooting Range, Owode. The event, which drew participation from officers, and soldiers of the Centre, ended on a high note with the closing ceremony presided over by the Commandant NAFRC Air Vice Marshal Bashir Mamman

In his closing address, the Commandant lauded the professionalism, discipline, and team spirit displayed throughout the exercise. He described the event as more

than a test of marksmanship. He said it was a reaffirmation of the bond and operational readiness that defines the military profession.

He said: "The 2025 Range Classification was not just about hitting targets, but about strengthening the spirit that make us a formidable fighting force. To every personnel and support team, who treated safety as sacred and teamwork as non-negotiable salute you."

Air Vice Marshal Bashir Mamman emphasized the importance of continuous operational readiness, urging all personnel to carry the discipline and camaraderie of the range

into every mission and deployment. He further noted that the Range Classification aligns with the vision of the Chief of Defence Staff, General Christopher Musa, for the Armed Forces of Nigeria which is to nurture a professional Armed Forces of Nigeria that is people-centric, collaborative and capable of meeting its constitutional responsibility in a joint environment. While also ensuring that Armed Forces of Nigerian personnel reach the peak of operational readiness, especially in light of Nigeria's dynamic security challenges.

The exercise featured weapon classifications which included the rifle and

pistol, with emphasis on live firing, safety protocols, and performance evaluations. Range coaches from the 192 Battalion were applauded for their professionalism in managing the event. Over 320 personnel from the Centre participated in the one-day Range Classification exercise including the Commandant and the deputy Commandant. Some of the participants noted the exercise was rewarding and essential for honing weapon handling and marksmanship skills of NAFRC personnel.

Speaking during the declaration by all participants at the range the Director of Coordination Commodore IP Udoudoh noted that the exercise was a testament to the Commandant's resolve to champion a Centre that is operationally ready. He said: "The exercise tested our mental alertness, weapon handling skills, and marksmanship proficiency, all of which are critical for our ongoing security operations across the country." Similarly, the Director of Training Brigadier General IO Olatunji Brigadier

General Olatunji added that the Centre intends to make the Range Classification bi-annual to allowing more personnel to build confidence in weapon handling, crucial for real-life security engagements. With the successful conclusion of the NAFRC 2025 Range Classification, the leadership of the Centre has reaffirmed the Centres readiness to confront emerging threats and contribute effectively to national security. The event ended with a renewed sense of pride, discipline, and commitment to duty.

