

# Combating Emerging Security Challenges in Nigeria: The Role of NAFRC



# HOPE

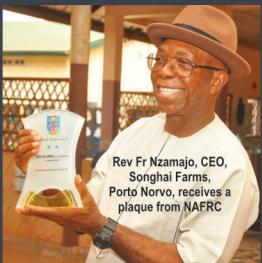
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## The New NAFRC: Expanding Its Frontiers



"Nobody believed  
NAFRC will last this Long"  
- Oba (Maj Gen) Olutoye (rtd)  
First Commandant, NAFRC



Success Comes  
at Any Age



Embracing  
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'Export the Message  
of NAFRC to the  
Rest of Nigeria'  
- Alhaji Lateef Femi Okunnu,  
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# From the Commandant's Desk



**AIR VICE MARSHAL AS LIMAN** DSS psc(++) BSc PGD PA FCAI AMNIM FCIPM mni  
**COMMANDANT**  
**NIGERIAN ARMED FORCES RESETTLEMENT CENTRE**

I am delighted to oversee the publication of the maiden edition of the Hope Magazine. This edition is the first of its kind in the history of this prestigious institution.

The history of the Nigerian Armed Forces Resettlement Centre (NAFRC) dates back to the post World War II era when the British Colonial Government under the auspices of the West Africa Frontier Force established two Vocational Resettlement centres in West Africa; one in Nigeria and the other in Ghana. They were charged with the responsibility of imparting skills relevant to the resettlement needs of the Colonial West Africa ex-servicemen.

After the Nigerian Civil War, the Vocational Resettlement Centre in Nigeria was upgraded to rehabilitate the disabled soldiers of the civil war. Hence, the centre became more of an Army establishment and was then known as the Nigerian Army Rehabilitation Centre.

In 1982, the Centre was re-designated NAFRC with the mandate of equipping retiring personnel of the Armed Forces of Nigeria with relevant trades and vocational skills that would enable them reintegrate into civil society and enjoy a purposeful life after service.

From this brief historical background, it is evident that NAFRC has evolved over time from a rehabilitation centre for demobilized soldiers to a resettlement centre equipped with vocational and skills acquisition facilities.

Accordingly, the Mission of the Centre is "to provide quality training geared towards preparing Nigerian Armed Forces Personnel to face the challenges of integrating into Post-Service Civil life".

This mission statement is in line with the vision of the centre which is to "be a world class training institute capable of repositioning not only ex-servicemen but retirees of other paramilitary/security agencies and organizations in order to cope with the challenges of post service life".

The realization of the NAFRC mandate has greatly been successful, especially with the pre-discharge training of the other rank cadre (of which the centre so far has graduated over 45,000 candidates) and the newly introduced Mid-level Officers' Course as well as the proposed service officers Entrepreneurship management workshop. It is noteworthy that NAFRC has greatly transformed in terms of infrastructural development/facilities, training and welfare of trainees and staff. It is on this premise, that the current NAFRC management initiated the Hope Magazine as a medium to project the unwavering commitment of the Centre towards developing the entrepreneurial capacity of retiring or soon-to-retire personnel of the AFN.

Let me also state that the world today has gone beyond vocational training and skills acquisition. Unlike the earlier trainees with little or low educational background, most of the current crop of trainees are highly educated. Hence, they have little or no interest in the traditional artisan vocations. Institutions around the world that are similar to the Centre are attaining new heights with cutting edge innovations to improve the lives of retirees and their usefulness to their armed forces even in retirement. Therefore, NAFRC cannot afford to be left behind in this

era of professional military advancements. This and other considerations informed the recent proposed review of the Centre's mandate.

I must explicitly mention my commitment toward staff and trainees welfare for improved efficiency and training. Within limited resources of the Centre, I will continue do my utmost to provide the necessary infrastructure for proper training/learning and motivate staff to efficiently attain even greater assigned responsibilities. It is my fervent desire to continue to build on the existing works of my predecessors with a view to elevating the Centre to unprecedented heights.

Let me use this medium to express the Centre's sincere gratitude to His Excellency, Muhammadu Buhari, the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria; the National Assembly through their respective committees on Defence; the Honourable Minister of Defence and indeed the Chief of Defence Staff and Service Chiefs for their moral and material support to the Centre.

Finally, I would like to commend the effort of the Editorial Team of the Hope Magazine Maiden edition. I acknowledge their hard work, prudence and resourcefulness in projecting the image of the Centre through this medium. I encourage our esteemed readers to enjoy this publication and please accept my best assurances and regards.

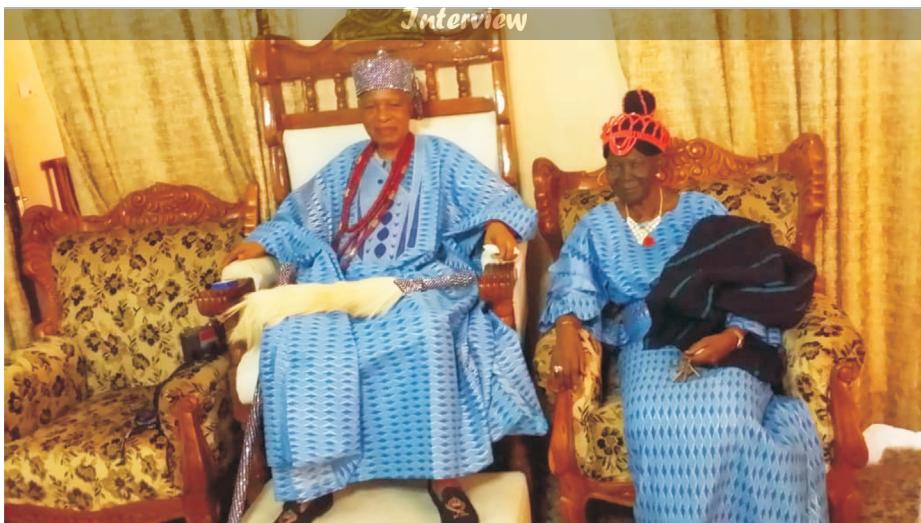


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16 APR 2019  
NIGERIAN ARMED FORCES

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Nigerian Armed Force Resettlement Centre  
OSHODI - LAGOS

16 April 2019

## RE: REQUEST FOR A GOODWILL MESSAGE FOR MAGAZINE OF THE NIGERIAN ARMED FORCES RESETTLEMENT CENTRE OSHODI

**Reference:**

A AFR/194/COMDT dated 12 March 2019

I wish to congratulate you on the activities and accomplishments of the Nigerian Armed Forces Resettlement Centre since its establishment in 1972, whose activities as stated in your letter will be chronicled in your upcoming magazine titled "THE HOPE".

I commend also the efforts made to train over 14,000 personnel in entrepreneurship and management skills, which is no doubt a right step in the right direction especially now our country is striving to be self-reliant in all facets of governance, with particular emphasis in agriculture.

These skills acquired by the retirees will strengthen the growth performance of the Nigerian economy, diversify its productive base, contribute substantially to a wide range of development objectives, and to some extent, facilitate the opening up of the rural areas thus assisting in mitigating rural-urban drift. Let me use this opportunity to urge all beneficiaries of the scheme to avert enterprise failure, by applying all the indices of successful business as taught to them during the training.

The magazine could not come at a better time as it will encapsulate relevant contemporary issues such as entrepreneurship skills, healthy lifestyle, entertainment and security which is one of the issues that the nation is grappling with. The enlightenment on these security issues will go a long way towards boasting our consciousness, abating or curbing the ugly menace out rightly.

Once again, I congratulate you and your team and also wish the retirees well as they proceed with hope into their new endeavors, while also wishing your magazine realizes its potential.

Mrs. Nuratu Batagarawa  
Permanent Secretary  
Ministry of Defence

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# Applying Lessons from Military Service In Business

By Aranrie Iyou Moses

Unemployment, poverty, even homelessness are only a few of the problems our military veterans face upon returning home. What many of them have discovered, however, is that they bring with them a powerful new ability: leadership. As a result, veterans are 45 per cent more likely to be self-employed than non-veterans.

There are some valuable lessons all business owners can learn from military veterans who have become entrepreneurs, according to veterans Mark Rockefeller, co-founder and CEO of veterans-focused social

make the best decision you can with the given information available."

Due to their work environments and experience, veterans are particularly adept at getting to the heart of an issue to resolve it quickly. "As the saying goes, we 'improvise, overcome, and adapt.' It's the ability to do just that under pressure and in extreme situations that really sets vets apart as entrepreneurs," Hafer says.

## Making decisions with incomplete information

In the same vein, veterans are familiar with a concept called the "fog of war," in which one must make decisions with incomplete data, in an unknown environment, and



lending platform StreetShares, and Evan Hafer, co-founder and CEO of crowd-funding platform TwistRate. Here are five of the biggest ones.

## Leadership

Veterans have the ability to lead and follow, take responsibility, and possess an attitude of being the first in and last out. "In the military, you develop an attitude of truly putting others before yourself while simultaneously becoming flexible problem solvers out of necessity," says Rockefeller. "You learn to quickly

sometimes even amidst confusion, according to Rockefeller. "One time, a convoy I was riding in came under attack in downtown Baghdad. As shots hit the Humvee, the driver had to quickly determine the best route out of the dangerous situation, without knowing whether greater risks lay ahead down his chosen path," he recalls.

Such quick thinking and decisiveness is also required in business when facing a similar "fog of business," in which the necessary data and metrics are unavailable to

provide a complete view of a situation.

## Team building

When it comes to life-and-death situations, extraneous issues tend to fall by the wayside and bring people together to accomplish a particular goal. Veterans have been through life-changing experiences together, and out of necessity have had to learn to collaborate, appreciate diversity, assemble a team from diverse individuals, and focus them on a common goal.

## Knowing the terrain

Veterans know that they need to understand the layout of the field of battle. They look for the key advantages and disadvantages to a certain position and understand who has the high ground and the most important strategic areas. "In business, the concept of terrain has obvious implications for knowing the marketplace: What are the strengths, weaknesses, opportunities, or threats to a given business model? (SWOT Analysis).

"What are the substitute products and who are your competitors?" adds Rockefeller.

Having a strategic mindset on and off the battlefield helps veteran business-owners think one step ahead and have a contingency plan should something go awry. What is your contingency plan?

## Efficiency and time management

As in the private sector, members of the military also have to deal with office politics, bureaucracy, and inefficiency. Veterans can spot these things and work to avoid them, preferring instead to concentrate on the tasks required to meet specific objectives. For example, most veterans have had a "basic training" experience in which trainees are given more tasks to do than can be accomplished in the time allotted. "Learning how to quickly prioritize, focus, and tackle the most important tasks is a hallmark of military training," explains Rockefeller.

In the business world, veteran business-owners apply the same skills. There are hundreds of things that require a business owner's attention in a given day. Prioritizing those "critical path" items--those tasks that most directly bring the business closer to its ultimate goals--requires a focus akin to that honed in military training.

Culled from [www.inc.com/marla-tabaka](http://www.inc.com/marla-tabaka)



# NAFRC Hierarchy



Air Vice Marshal Abubakar Sadiq Liman  
Commandant, NAFRC, Oshodi



Brigadier General DC Onyemulu  
Director of Training



Major General MO Enendu  
Deputy Commandant NAFRC



Commodore EB Duke  
Director of Coordination



Air Commodore T Oladega  
Director of Administration



Brigadier General JE Osifo  
Director of Finance



Commodore I Dam  
Director of Logistics



# Success Comes at Any Age

Chairman/CEO of Songhai Farms, Porto Novo, Rev Fr Nzamajo receiving a plaque from NAFRC on study tour to the farm

The thought of entrepreneurship as the ability, capacity and willingness to develop, organize and manage a business venture along with any of its risk in order to make profit is a very good definition of entrepreneurship. In economics, entrepreneurship is making use of the natural resources we all know, land, labour and capital to maximize profit.

Think you are too old to run your own business? Success can come at any age, there is no cause for alarm. The trick to succeeding as an entrepreneur is determination, persistence and hard work which the Nigerian Armed Forces Resettlement is focused at.

Fortunately, NAFRC has a vision designed to achieve a world class training institution capable of repositioning ex-service men and women to cope with the challenges of service in their post service life. It consistently provides quality training, geared towards preparing Nigerian Armed Forces personnel to face challenges of re-integrating into civil life.

The Centre provides management courses, skills in management, security and safety (practice), entrepreneurship and general studies. This way military retirees are given the chance to contribute immensely as citizens of this great country.

Departments like fashion, fine art and printing, soap and cosmetics, agriculture, wood work, building and civil works, electrical and electronics, auto mechanic, fabrication and welding are provided for retirees with different interest.

A good example which makes it clear that success can come at any age is;

Jean Newell, 62 years old, Melbourne, Fla. Newco Enterprises. During her decades long career in the real estate, Jean Newell stumbled into entrepreneurship with a pen and a napkin at a Denny's Restaurant in Melbourne, Fla. That's where she sketched the design of a Personal Utility Pouch (PUP) that would help real estate agents like herself, carry the myriad of supplies they needed. The idea was to make the bag look tasteful, not like a bulky

tool belt, it worked.

Hear her: "People were placing orders from other real estate companies and I had 75 orders on a bag that didn't exist yet says Newell, I started with nothing but I just kept plugging away".

Newell produced the bag and a video about how to use it. QUC snapped it up and it has been a big seller ever since.

That was just a very big start up for Newell Jean at 62 years old. Her age didn't limit her success rather it elevated her.

However, there are few tricks or tips on how to be successful entrepreneurs

Cultivation of interest is a necessity in order to be successful. Passion is key to keeping a business strategy moving. An individual must have a drive to be able to persevere in whatever field of interest.

Risk management is an essential factor in any startup. You can absorb losses more easily if you take smaller risks in the beginning.

Successful entrepreneurs often worked for others in their field of choice before striking out on their own. Using the NAFRC trainees as an instance, they are opportune to go for industrial attachment for a month, though it may seem short, but they get to learn a lot about how businesses are being run in various fields of choice.

Entrepreneurs are movers and shakers. Procrastination is not a quality of a good entrepreneur.

Henry Ford famously said whether you think you are right. Believe in yourself that you can succeed and you will find ways through obstacles

Finally, challenge yourself to do better.

Running a business isn't easy, it takes hard work and discipline to reach success. As a result, it should not be unsurprising that many times, it's the older and wiser amongst us who are better at navigating that road. So don't count yourself out, no matter the age. Success can come to anyone at any time. ●



**General AG OLONISAKIN** GSS CMH psc(+)fwc  
**CHIEF OF DEFENCE STAFF**

**GOODWILL MESSAGE BY GENERAL ABAYOMI GABRIEL OLONISAKIN GSS CMH  
NAM DSO psc(+) fwc CHIEF OF DEFENCE STAFF ARMED FORCES OF NIGERIA  
FOR THE NIGERIAN ARMED FORCES RESETTLEMENT CENTRE MAGAZINE**

1. I am delighted to congratulate the Commandant, Nigerian Armed Forces Resettlement Centre, Air Vice Marshal AS Liman as well as officers, men and staff of the Centre on the maiden publication of the magazine 'THE HOPE'. Let me begin by stating that magazines in the Armed Forces have been tools for the intellectual enlightenment of officers and men of our noble profession. This tool is therefore vital for the projection of the Nigerian Armed Forces Resettlement Centre, as a major hub for preparing retiring personnel of the Armed Forces of Nigeria for life after retirement and is pivotal in projecting the AFN's image. I therefore commend the Editorial Board and the entire NAFRC family for the outstanding initiative. I have no doubt that this Maiden Edition will inspire professional competence.

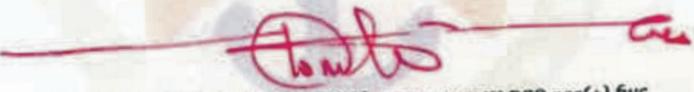
2. It gladdens my heart to state that from my findings on the performance of our retirees, your efforts in training them is yielding the desired result. I therefore urge you to maintain the tempo in order to ensure that set goals are achieved, especially in view of the enormous economic challenges facing the Nation at this



time. The Centre's ability to train over 14,000 retiring personnel since its inception on entrepreneurship and management skills is reflective of the important role the Centre plays in the Armed Forces. It has improved the ability of retirees to cope outside the military and also given hope to serving personnel on the possibility of having productive and fulfilling retirement lives. The choice of the title 'THE HOPE' for this magazine is indeed very thoughtful. It is therefore my belief that this publication will further rekindle hope in our personnel and encourage them to give their best to the service of their fatherland.

3. While the end state of the training conducted in the Centre is to produce skilled personnel that are able to survive retirement life, it also prepares them to compete favourably in whatever endeavour they choose to pursue. In view of this, the President, Commander in Chief of the Armed Forces of Nigeria, Muhammadu Buhari in his usual support of military welfare issues, has graciously approved the new pension scheme as contained in the Revised Harmonised Terms and Conditions of Service 2017. It is therefore my hope that the training received will help personnel make good retirement choices and assist in better financial management of the new entitlements. Be assured that the DHQ is working in consonance with the Services to actualise the dreams, ideals and vision of Mr President in improving the Armed Forces of Nigeria. It is therefore our ultimate goal to ensure commitment and selfless service to God and country.

4. I must at this juncture commend the leadership of NAFRC for its relentless efforts in generating ideas for the transformation of this institution into one of global reckoning. I sincerely urge the Commandant to continue his laudable initiatives for high quality human resource development that will be gainful to our officers, servicemen and women as well as the society at large. I want to specially applaud the Commandant for conceiving the idea of this magazine and members of the Editorial Board for their determination to bring the dream to fruition. Finally, I urge you to give this publication the coverage it deserves through wide and extensive distribution. Well done and long live the Federal Republic of Nigeria.



GENERAL AG OLONISAKIN NAM GSS CMH DSO psc(+) fwc

Chief of Defence Staff



# Ido Ani: A Town In Its Own Shadows



By Col. Kingsley Umoh

The maiden edition of the Hope Magazine, a publication of the NAFRC as ordered by the big man himself, the Commandant of the establishment was cooking. The frenzy of activities in the editorial kitchen was growing. The heat was building. Articles. Features. Adverts. Interviews. All the ingredients required to do an excellent job of The Hope dish had to be sought and brought into the broth. And so on April 3, 2019, Priscilla Iyiorovbe, a Naval Lieutenant (and former CPRO, NAFRC, Oshodi) and I set out on a search mission from Lagos for one of the most highly priced ingredients of the Hope broth. We left Lagos for Ido Ani in Ose Local Government, Ondo State. Neither of us knew where that was. Neither of us had ever been in that direction. We were propelled by the purpose: to interview Oba (Major General) Olufemi Olutoye, the paramount ruler of Ido Ani and the first Commandant of the Nigerian Armed Forces Resettlement Centre, Oshodi, Lagos. So one can easily imagine the joint excitement to embark on this journey.

I will spare my reader details of the comedy of tragic errors or the tragedy of comic errors that finally led to the abortion of an initial plan to do this journey by road. The "big man's resilience showed up when the Commandant ordered that we set on the following day by air. Ticket were hurriedly procured for this purpose.

The first leg of that journey ended at Akure, Ondo State capital. From Akure a journey of about 40 minutes brings you to the Owoh intersection where you decide either to continue straight and approach Ido Ani from the Ikpele axis or go through Oba Akoko. My team and I (which now included the chartered cab driver from Akure) chose the Oba Akoko option. It was shorter.

On getting close to Ido Ani around 9pm, (we had been in





constant touch with the Kabiesi's PA) when the heavens released its showers in torrents and torrential it was in every sense. The winds whistled overhead, threatening to either toss our car to the trees or uproot the trees and send them crashing down upon us. Not willing to debate with nature over its might over us, we decided to park our car in complete submission to the powerful and mighty forces of nature and wait out the storm.

What a truly climatic welcome to what we were to find as a sleepy, spent town living in the shadows of what drips of the glory of a time long past. All these while we were communicating with the PA who was also trapped somewhere because of the downpour. It really was a heavy down pour and it all started so suddenly!

It rained for over one hour before it stopped just as suddenly as it started. And so the last leg of our journey to the palace started as now permitted by the elements. By the time we came into the town proper we were too deflated to attempt as it was obviously even unwise to insist on seeing the Kabiesi at such inappropriate time. Kabiesi we learnt had waited all day anxious to meet with the team from Lagos. It was for him a visit from a past of almost forgotten glory days; of pride; of achievements and of course service to the nation.

We were on our request led to a hotel directly opposite Federal Government College, Ido Ani. The hotel was an instructive symbol of Ido-Ani - a ghost town. No power, no lights, no staff in sight for over 20 minutes we waited except for a lonely dog that kept parading around not sure exactly where to get protection from the cold of this particular night.

Mr Kayode, PA to Kabiesi finally decided to take us somewhere else.

That was how another journey to find a hotel started and we drove back to the expressway for over 15 minutes before we came to a hotel that seemed like a stop point for travellers run by a retired civil servant and his family. Fatigue made it seem like the Marriott.

Ido Ani is a quiet small town living in the shadows of a past that sprawled in splendour and prosperity. Evidence of its past glory abound. Dilapidated infrastructure all over speak of a town that was once boisterous but is now crest-fallen from several decades of abandonment and neglect. The town would make a very peaceful holiday getaway for people running away from the hustle and bustle of the cities. The road in the centre of the town was

tarred in 1930s. An Anglican Church that can sit close to 2000 congregants still stands defiantly in the centre of the town, its splendour attacked and reduced by the presence of over a hundred denominations in a town that has less than 3000 inhabitants. The storey-building housing a police station in the town stand as if in mockery of what must have symbolized power in a distant past.

The Oba uses his personal residence as a palace although he took us to what should actually be the palace. The original palace stands desolate on an expansive ground, with a town hall that looks equally lonely (which the current king built). A dilapidated structure beside the Town Hall on this sprawling palatial piece of estate completes the picture of desolation as a place where past kings were buried.

**H**owever, something significant about the king which may have reflected in the defiant spirit that pervades the town as it struggles not to let go of the last vestiges of its glorious past is that; he restored the kingship back to his lineage which was rejected

by two generations before him. The grandfather rejected to sit on the throne, so also his father but the Oba redeemed that by ascending the throne. He is The Alani of Ido Ani Kingdom, Oluwatomiloye I, symbolising that he finally restored the kingship to the family.

The Oba took us on a brief guided tour to underscore his attachment to his childhood that must have been in the glory days of Ido Ani. Amongst places of interest were the house where his own father lived as well as his tombstone. We were also shown into the church where his father worshipped and which he himself attended as a child. At 89, he is now the Baba Ijo (most elderly) in the church.

The church is a gigantic structure built nearly 120 years old. That kind of structure 120 years ago, can only leave anyone who drives in to imagine how vibrant Ido Ani must have been at some point in its history.

Is there any hope that Idoani shall regain any part of its lost glory and emerge from the darkness of its own shadow? This is yet to be seen and remains only in the minds of those who imagine it!





## GOODWILL MESSAGE FROM LT GEN TY BURATAI NAM OMM (BR) GSS psc(+) ndc(BD) FCMH FNHAM BA (Hons) MA Mphil ON THE PUBLICATION OF "THE HOPE MAGAZINE"



LIEUTENANT GENERAL TY BURATAI  
CHIEF OF ARMY STAFF

I am delighted to pen this goodwill message for this important publication; "**The Hope Magazine**" which is an authoritative source of disseminating information and educating not only the college community but the larger Nigerian society. It is my hope that the magazine will continue to contribute to the existing body of knowledge and enlightenment. I congratulate the commandant, staff and students of the college for this commendable effort.

I must also commend the college's effort in sustaining an enviable professional competence and ensuring standardization in the Nigerian Armed Forces. It is also heartwarming that the institution is working assiduously towards attaining the high standard required of training our retiring colleagues. Your training of officers of some sister African countries has consistently impacted positively on our collaborative efforts at the sub-regional and global levels. It is for these giant strides that the college stands out when compared to other military institutions within and outside Africa.

The Nigerian Army, as a stakeholder will continue to identify with the aspirations of the college in preparing middle cadre officers for retirement. I commend the efforts of the editorial board for their dedication and diligence in packaging this special edition. I also urge the team to maintain the high quality while striving for even higher standards

Once more, I congratulate the commandant, staff and students of the college for this great achievement. Congratulations!

TY BURATAI  
Lieutenant General  
Chief of Army Staff

29 March 2019



AVM Liman with the directors, promoted MWO and families shortly after the decoration ceremony.

# Promotion Entails Higher Responsibilities

By Corporal Nkuma Mba

The Commandant Nigerian Armed Forces Resettlement Centre (NAFRC), Air Vice Marshal (AVM) Abubakar Sadique Liman has reminded newly promoted Master Warrant Officers that promotion entails higher responsibilities and more commitment. The Commandant made the recap recently at the SNCO/WO's Mess NAFRC Barracks Oshodi, during the decoration ceremony of Master Warrant Officer Daniel Ruth and two others.

AVM Liman stated that excuses are not entertained particularly when one has attained the enviable rank of Master Warrant Officer in the other ranks cadre, adding that "to whom much is given, much is equally expected". He urged them to eschew unhealthy rivalry and embrace professionalism. He advised the newly decorated MWO about the need to prepare for their retirement as they approached the zenith of their career, praying God to grant their families the good health to enjoy the dividends of the elevation.

In their vote of thanks, MWO Ruth thanked the Almighty God for their elevation in the Army. She appreciate the Commandant and the Nigerian Army for considering them worthy of the promotion as well as pledged their unalloyed loyalty to the COAS, promising to live up to expectation in order



Brig Gen DC Onyemulu assisted by Mrs Ikupolati decorate MWO Ikupolati

to justify the confidence reposed on them.

Dignitaries at the ceremony included; Duty Comdt NAFRC Maj Gen MO Enendu, Director of Training Brig Gen DC Onyemulu, Director of Finance Brig Gen YB Yakubu, Director of Logistics Cdre LA Nimyel, Director of Cordination Cdre ZM Ayabina, Acting Director of Administration Gp Capt AE Joseph among others. ●



# “Nobody believed NAFRC will last this Long”

**R**etired General Olufemi Olutoye, the traditional ruler of Idoani, Akoko, Ondo State was the first Commandant of Nigerian Armed Forces Resettlement Centre, Oshodi, Lagos State. He was born in Idoani on May 18, 1931 and had his primary education at St James Junior Primary School, Benin City and later moved to St Peters CMS between 1937 and 1944. He was admitted into Government College Ibadan in January 1945 and he wrote his School Certificate examination in December 1949. He was admitted into University College Ibadan in October 1950, and graduated in June 1954. He later went to Cambridge University, United Kingdom. After his studies, he returned to Nigeria and taught at Oluwa College Ijebu-Ode, where he introduced Science teaching to the school.

While at Cambridge College, he got involved with their Student Cadet Corps and this motivated him to join West African Frontiers Force. When he came back from Staff College in India in 1964, he was posted to the Education Corps of the Nigerian Army as the Director of Army Education. In fact Gen Olutoye was the first Nigerian Army Director of Education, especially when expatriates left and there was no Nigerian more qualified than him. So the post naturally came to him.

Gen Olutoye was Military Undersecretary, Ministry of External Affairs between 1966 and 1967 and during this period he attended the then Organisation of African Unity (OAU) meetings for four years. He also became the commander of OAU Force; the whole of countries under OAU; Brigade Commander, 2nd Area Commander. He was later appointed as Commander, NAFRC, Oshodi, between 1969 and 1975, and later Chairman National Youth Service Corps between 1975 and 1977. Between 1975 and 1977, he was also Federal Commissioner for Youths, Sports & Social Development.

He left service on March 15, 1977.

In this interview Gen Olutoye reminisces on his days at the Nigerian Army Education Corps and why



***During the war, when casualties were becoming heavier in number and seriousness, we decided to have a rehabilitation centre because some people lasted too long in hospital. And the idea was to teach them various trades and this has a historical background***

NAFRC was established. Excerpts:

**How was the idea of a resettlement centre muted?**

During the war, when casualties were becoming heavier in number and seriousness, we decided to have a rehabilitation centre because some people lasted too long in hospital. And the idea was to teach them various trades and this has a historical background.

During the 1939/45 war, many



## Interview

Nigerians fought on the side of the British. Most of them got wounded in Burma, such people when they came back they were discharged and sent home like that. That's why if you remember, there were so many beggars, amputees and so on, they were not catered for at all. They were paid pittance. The war ended in 1945 and there were so many casualties especially in the North. It was a sad situation then.

So it was understandable when the civil war started and we started having casualties, and I didn't have to do too much explanation in the army headquarters for people to understand what it was all about.

This led to the establishment of a rehabilitation centre, and it was situated at Oshodi. Many people were brought in and some had already gone through hospital for treatment with their arms or legs gone. Such people had to use prosthesis. Some of them are not qualified for pension and so it was decided that people who had up to six months before they were discharged would be sent there to learn a trade. The non-tradesmen are in the majority.

### Where there people who were against the establishment of the Centre?

When NAFRC started people looked down on the institution, even in the Army but they couldn't look down on me because Ojukwu [Chukwuemeka Odumegwu-Ojukwu] and I were the first university graduates to enlist in the army. I finished from University College Ibadan; and from Staff College, India I was posted to Education Corps as the first Nigerian Director, it was part of that that I was posted to start the rehabilitation Centre.

### What kind of training did the centre offer then?

We combined both military and civilian education, during that time anyone that graduated from NMS was free to join the army. As a new director of education I made it possible that any soldier that joined army from Class Four (in those days), and anybody interested will study at their own leisure hours. I arranged for some of them to take



**Portrait of Oba (Gen) Olutoye in his uniform**

courses from Rapid Results and the army aid. I arranged for them to have access to more studies, quite a number of them passed O'Level in the Army and proceeded to do A Level. Those who gained admission to universities, the army paid. Some studied law, one even became a reverend gentleman and when he retired, he became an archdeacon. These were the diversion then that there was no need to come to Oshodi at all. Some became governors that when they speak sometimes, you think they're university graduates without knowing that some of the trainings they had was during service in the military.

The first military governors received their trainings in the army, and they did very well in their states.

### How was the centre built?

First of all acquiring large acres of land, I built the Danjuma Hall. I built NAFRC Oshodi from scratch from workshops, officers among others. Before then I spent three weeks in Zaria, where recruits were trained and it showed me the type of life recruits were subjected and when I had the opportunity to start NAFRC, I built from that experience.

When I had the opportunity to start something new, I learnt from past experiences because I had commanded a brigade, and I knew how difficult it was especially concerning accommodation. It was background knowledge that I had about all these that enabled me to sketch how I wanted the new place to be. I had to travel abroad at one stage to see how rehabilitation were effected in other countries. This was why I sent Nigerian soldiers to Wolverhampton in London to learn how to make prosthesis.

### Why was Oshodi chosen as NAFRC site?

There was a small medical centre there under 68 and had people like Matron IT Aina who later became a Lieutenant Colonel and doctors who come and go. It was initially Nigerian Army Resttlement School but later changed to Nigerian Armed Forces Resettlement Centre before I left and I encouraged Navy, Air Force and Army to send their members for training. It was initially being controlled by Army who later seceded to Air Force. When NAFRC was established 40 years ago, nobody expected it to last this long.



**Lieutenant (NN) PE Iyiorovbe, Oba(General) Olutoye, his wife and Colonel Kingsley Umoh**



**GOODWILL MESSAGE BY VICE ADMIRAL IE IBAS GSS AM  
psc(+) ndc MSc THE CHIEF OF THE NAVAL STAFF FOR  
MAGAZINE OF THE NIGERIAN ARMED FORCES  
RESETTLEMENT CENTRE OSHODI**

1. It is with deep sense of appreciation and honour for me on behalf of the officers, ratings and civilian staff of the Nigerian Navy commend the Commandant of the Nigerian Armed Forces Resettlement Centre (NAFRC) and the Editorial Board for the publication of "The Hope" Magazine. I am optimistic that this publication will not only continue in the excellent tradition but project the image of the NAFRC to the public in good light.
2. Over the years, NAFRC has remained steadfast in the discharge of its training since its establishment in 1972. This is evident in the laudable achievements of the Centre not only in the scope of training for retiring personnel but also in the significant improvement in critical infrastructure which have enhanced the quality of graduates of the Centre. Your accomplishments in the training of over 14,000 retiring personnel in entrepreneurship and management skills is a testimony that the institution is delivering on its mandate. It is therefore gratifying to note that the Centre has commenced entrepreneurship and management skills training for officers with emphasis on agriculture and business development. This is clear indication that NAFRC has remained focused in meeting its objectives for the benefit of retiring personnel.
3. One of the catalyst of this observed progress is your partnership with reputable institutions like Yaba College of Technology, Empretec Nigeria Foundation and Federal Institute of Industrial Research amongst others. Indeed, these engagements and collaboration continues to showcase the enterprise and scholarly standards NAFRC has attained. The Hope Magazine is also a veritable medium that has continued to inform the larger society of the activities of the Centre. It is in recognition of this and your of the Editorial Board for the rich content and quality of the publication. I am pleased to note that, the Commandant and his team have continued to exhibit high standards of discipline, hard work and dedication to duty. These values must be sustained and taken to the next level. Furthermore, I charge the retiring personnel to make good use of the skills acquired and brace up to the realities of contemporary life after retirement.
4. Once again, congratulations and be rest assured of NN continuous support. I wish you Fair Winds and ONWARD TOGETHER.

**IE IBAS**  
Vice Admiral  
Chief of the Naval Staff

June 2019



Exercise



# AVM Liman leads NAFRC Personnel on Route March

By Nkuma Mba

The Commandant Nigerian Armed Forces Resettlement Centre (NAFRC), Air Vice Marshal (AVM) Abubakar Sadique Liman has commanded personnel of NAFRC for demonstrating high level of physical fitness, stating that the national security challenges are very complex and required a sound mind in a healthy body.

He made this known when he recently led NAFRC personnel on its Second Quarter Route March. At the end of the exercise, Air Officer Commanding Logistics Command AVM RN Ekeh praised the participants including corps member serving in the centre for their doggedness during the exercise. He emphasized that the exercise was intended to enhance the combat survival and readiness of an individual soldier, which is undoubtedly dependable on his or her level of fitness, so that they could withstand rigors of military operations at all times.

The aim of the exercise was to keep officers and men of the military physically and mentally fit to enable them to perform their statutory role effectively.

The highlight of the event was presentation of souvenirs to some of the invited guests.





# 'FG should Establish Rehabilitation Centres across Nigeria'

— Alhaji Lateef Femi Okunnu, *Federal Commissioner of Works and Housing, 1967–1974*

When you meet **Alhaji Lateef Femi Okunnu** for the first time, you will see the reason why he was appointed the Federal Commissioner of Works and Housing between 1967 and 1974. Witty, charming, intelligent with a sharp memory. Even at 86, Alhaji Okunnu still recalls what happened during Federal Executive Council meetings during General Yakubu Gowon's regime. A lawyer and Senior Advocate of Nigeria, he was born on February 19, 1933. Alhaji Okunnu attended Ansar-ud- Deen School, Alakoro, Lagos (1938- 1947) and secondary education at King's College, Lagos (1948 – 1953). He proceeded to University College, University of London where he obtained his Bachelor of Law degree between 1956 to 1958. In order to obtain an internal degree of the University, Alhaji Okunnu attended a course in English and European History in his suspen-

year 1958/1959 at UCL. Gray's Inn, London, 1956-1960; Council of Legal Education, 1956-1960, and was called to the English Bar and Nigeria Bar on 9th February and 16th September, 1960 respectively. He resumed active legal practice in January 1975, and soon thereafter founded the legal firm of Femi Okunnu & Co, which runs to date. In July 1992 he was elevated to the rank of Senior Advocate of Nigeria.

Alhaji Okunnu had contributed immensely to the development of engineering in Nigeria. As the Federal Commissioner (Minister) for Works and Housing, he initiated the change-over from the British to the Metric System of Measurement in 1969. He granted charters to the professionals of Architecture (ARCON), Council for the Regulation of Engineering in Nigeria (COREN), Estate Surveying (ESVRSB),



## Interview

and Land & Building Technology, 1971-1974. At the global stage, Alhaji Okunnu led the Federal Delegation to the Organization of African Unity Consultative Committee on Nigeria (Nigerian Peace Talks to end the Civil War) in Niamey, Republic of Niger, Addis Ababa, Ethiopia and the Republic of Liberia; Special Emissary of the Nigerian Head of State on various occasions between 1967 and 1974 to the Heads of States and Governments of several countries in Africa (West, North, Central and East), Europe (Romania and Bulgaria) and the Caribbean.

In recognition of his contributions to education, he has been honoured with the Doctorate of Law degree (*Honoris Causa*) of the Lagos State University, 2008 and the Doctorate of Science, Public Administration (*Honoris Causa*) of the Crescent University, Abeokuta, 2009.

He holds the Fellowships of the Nigeria Society of Engineers, the Nigerian Institute of Estate Surveyors and Valuers, Lagos State Polytechnic, the Nigerian Institute of Architects, the Nigerian Institute of Building and Honorary Fellow, Nigerian Academy of Engineering. He is a Member of the Nigerian Bar Association, Chairman, Nigerian Bar Association (Lagos Branch), 2006, Member, Nigerian Institute of International Affairs, Member, Nigerian-Arab Association, President, King's College Old Boys Association (1995-1999). In 2001,

Alhaji Okunnu was awarded the distinguished National honour of the Commander of the Order of Niger (CON). He is a Commander of the Order of the Republic of Niger (CON) and Commander de l'Ordre National Du Dahomey and Commander National Order of Togo.

In this interview with Lt Commander CID. Yohana, NAFRC's Public Relations Officer; Oluchi Ugboaja, Editor, The Hope Magazine; Corporal Nkuma Mba, Lance

*Corporal Abiola Ademolu and ROJNL Nwabueze Ezebuilo*. He recalls how the concept of the rehabilitation centre was conceived and the part his ministry played to make it come to fruition, while advising the federal government to establish resettlement centre across the country to reduce crime. Excerpts:

### What informed the decision to establish NAFRC when you were Federal Commissioner of Works and Housing?

I will give the credit to federal government as a whole. After the cessation of hostilities in the middle of January 1970, we were faced with two problems about resettlement and relief materials. The ongoing problem during the war was about relief materials getting to the other side (Biafran side) I was very much involved with the negotiations for relief materials whether it is the air corridor, land or sea corridor to get the relief materials to people on the other side.

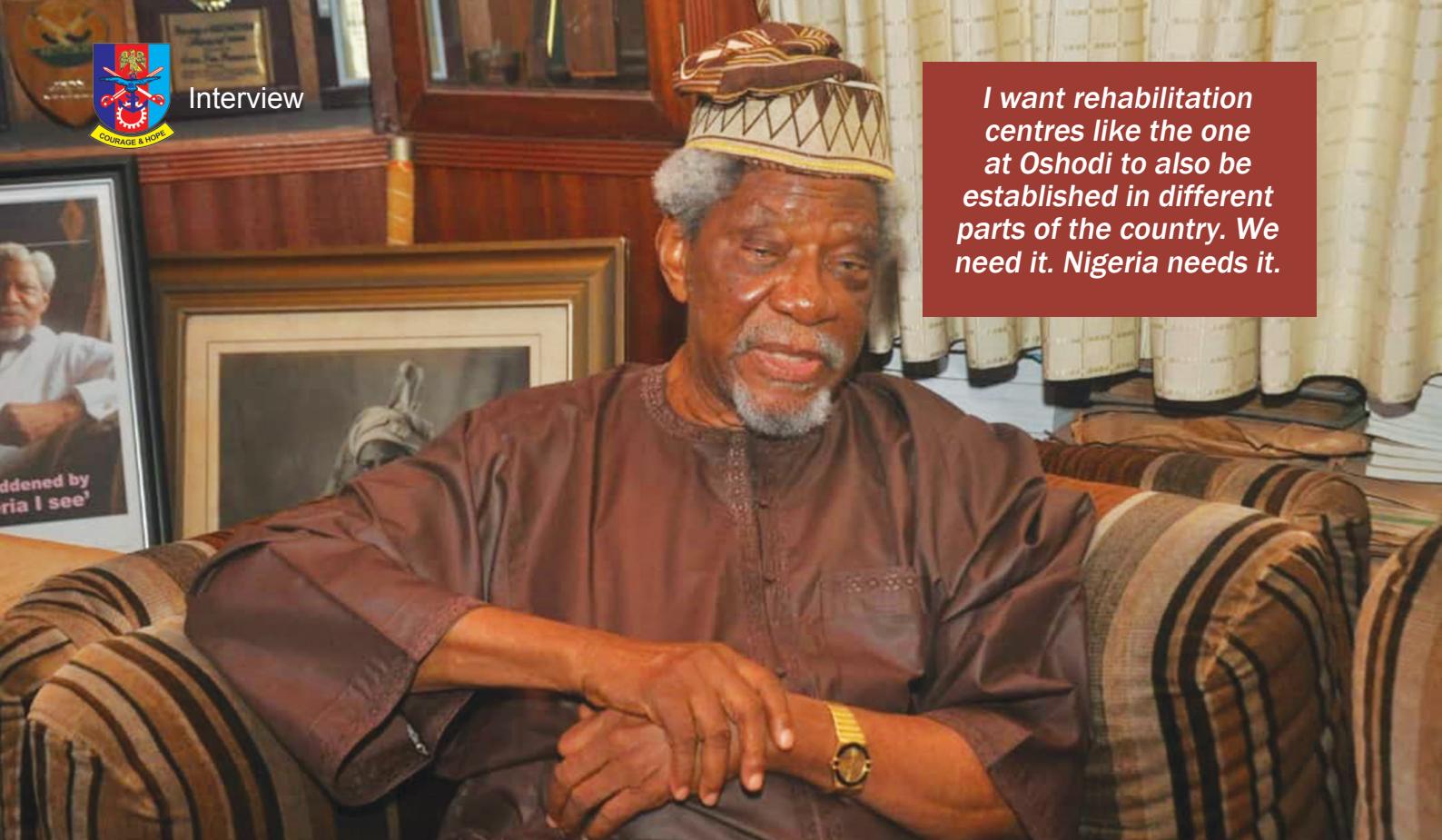
The republic had shrank from the old Eastern Region which embraces what is called the South-east now and greater part of South-south, including one or two states in the Delta., then it was in Eastern Region.

After the war, we still needed for relief materials to get into the war-affected areas, and at the same time(that was in January), the Ministry of Labour which constitutionally was in charge of welfare; social welfare were so much involved in relief, my own ministry was involved in carrying/transporting the relief materials to the war-affected areas. That was why I got involved about peace talks to the other side.

The Federal Commissioner for Labour was Chief Anthony Enahoro, so in January and within a week to cessation of hostilities, the Federal Executive Council headed by Gen Yakubu Gowon, resolved to do something about rehabilitation of armed forces personnel, Police

**To think of the continued existence of your centre, the rehabilitation centre for the armed forces that is still there, 49 years on, I think it's a credit to some of us that were in government at that time**





*I want rehabilitation centres like the one at Oshodi to also be established in different parts of the country. We need it. Nigeria needs it.*

even came in but we were concerned about armed forces anyway, especially those to be demobilized after the war.

The strength of the Nigerian Army before the war was between 8,000 and 10,000 before the war and of course during the war there was recruitment of more personnel. So the whole idea was what to do with those who were to leave the army. Those who are injured, those who want to retire what do you do for them to resettle them to life after armed forces. That gave birth to the centre at Oshodi.

On 21st January, a week after cessation of hostilities, the matter came before the Federal Executive Council about relief materials and rehabilitation of armed forces. Then we had an extensive discussion at that meeting and then let me read to you some of the parts of discussion.

(Reads from his papers) "It was pointed out however that while the federal government appreciate the efforts of international organizations, as well as to avoid two parallel organizations in the resettlement scheme, that is the civilian and also armed forces, what was required immediately was programme for pre-demobilization for training and it will not help to put civilians in charge. There was no plan for immediate demobilization and arrangement whereby a senior army officer had been appointed the commandant for the pre-mobilization of the training programme, and safely avoided any confusion (that is the confusion of rehabilitation of civilians and demobilization and training of the military).

Nevertheless the need for close collaboration between the ministry of labour and the military authorities is duly recognized. It was therefore agreed that a coordinating committee should be established to work out and submit coordinated scheme. The membership will comprise Col O Olutoye, and representatives of ministries of Industry, Labour, Defence and Economic Development and Reconstruction" ...

So Colonel Femi Olutoye who was in charge of education wing of the armed forces was fully in charge, a very smart, very good soldier and he had a degree from University of Ibadan.

Col Olutoye was a fine soldier, and in charge of the committee to set up the centre. For the construction of the structures, that was squarely where my ministry was very much involved.

(He reads again from his paper) "The council accepted in principle the need to revive private sector activities in

the affected areas through providing emergency skills and assistance in kind as opposed to cash payment to individuals".

We tried to limit private sector involvement in the resettlement scheme and the council then agreed to a committee comprising of representatives of ministries of Economic Development and Construction, Industries, Labour, Defence and Col O Olutoye should be established to work out and submit coordinated programme for rehabilitation and resettlement of demobilized troops. That was our basic decision. His Royal Highness, Kabiesi, who later became a major general, was the head of the Committee who established the centre.

My ministry was really involved in the construction of the structures.

#### **Why was Oshodi chosen when siting the centre?**

I can't tell you exactly why we chose Oshodi. Oshodi is central as it is close to the Air Force Base, it is also close to Army Cantonment on Mobolaji Bank Anthony and it was convenient to choose Oshodi which was not heavily populated at that time. The population had reached a large number in Mushin

#### **Did your ministry design the structures in NAFRC?**

My ministry was very much involved.

#### **What about the layout?**

I cannot talk much about the layout as I couldn't lay my hands on any. We are talking about 50 years ago and the layout of such project will be in the ministry. The planning was done by my ministry, the construction was also handled by my ministry, not direct labour but by some local contractors.

#### **Have you been able to keep tab on the developments in NAFRC, Oshodi. Do you think the Centre has achieved the original aspirations for setting it up?**

To large extent to when the centre was established and to years thereafter, people like Oba Olutoye will be able to answer such questions ,I think it has served its purpose. The whole idea was what do you do with



## Interview

soldiers who are wounded and needed rehabilitation, those who wanted to acquire skills in different fields what do we do with them?

Do we throw them into the society without any help? Or the responsibility of government which we realised and appreciated to rehabilitate them to change from military background and life to civilian life.

### Have you come in contact with anyone that has passed out from NAFRC?

I can't remember now but I will quote off record that those admitted in the 70s appreciated the importance. You know the military needed to reduce its size after the war. Talking of military of 10,000 personnel before the war pushed to six figures after the war. So what do you do with these huge mass of people? Is it to throw them into the society with nothing to do? They would have been a huge burden on the society. See what is going on now with unemployed youths and graduates. So we avoided such that was why the centre was established to prepare them for life after the military.

### What advice will you give to the management of NAFRC?

I'm very happy that the institution is still running, it's very wonderful that at 49 years, after the war it is still on. I think it is a credit to the country. It's still serving some purpose, still training people in different skills. That's not what we have in the society today. When I was young to keep youngsters busy and off the road, in Lagos of the 40s/50s, they were boys and girls clubs. Where after school, people will go and play different games like boxing, football, Ludo, ayo to keep children off the streets. Hogan Kid Bassey from Cross River but he was a Lagos boy, was discovered from one of these clubs to become a Bantam weight boxing champion of the world.

I wish governments in the North will establish schools for the children of the Talakawa, herdsmen (they shouldn't be herdsmen for but they should be at school, some should be in universities) to remove social ills from the spheres.

Linking this to NAFRC and its existence how one wish there are still Boys and Girls clubs in Lagos and Nigeria to prevent cultism, banditry, kidnapping, all these social evils. But the Armed Forces are still keeping your centre afloat, unfortunately these days those children who had left primary and secondary schools especially the northern part of the country, where they are few schools.

To think of the continued existence of your centre, the rehabilitation centre for the armed forces that is still there, 49 years on, I think it's a credit to some of us that were in government at that time.

### What additional roles do you think NAFRC can play through the retirees considering that they are going back to the larger society?

You are playing a very vital role already by training them. This is a credit for those who founded the rehabilitation centre. If you talk about performance of various heads of state in Nigeria in terms of concrete achievements, I can't see any government which has performed as much as General Gowon's government from 1966 to 1975 when he left the government.

I'm happy that you are training people to fit into civilian life as security is a problem throughout the country. Security of the home, so that burglars both armed and unarmed will not come into our homes. And you are still training to be security guards, chief security officers keeping them off the street, to stop them committing mischief and crime. It is a very good thing. Also training civilians not necessarily armed forces now to fit into society on their own through entrepreneurship is very vital.

I hope your centre will not only be confined in Lagos alone. I want rehabilitation centres like the one at Oshodi to also be established in different parts of the country. We need it. Nigeria needs it. Not just one at Oshodi but all over the country to rehabilitate good children, in primary schools and so on because there is no work for them. They now resort to crimes. There's a challenge and I hope you'll emphasise this and keep on talking about it in your magazines subsequently.

The magazine should make it their policy to point out what I'm just saying now. We need to export the message of rehabilitation centre at Oshodi to the rest of Nigeria. We need it throughout Nigeria.





**GOODWILL MESSAGE FROM CHIEF OF THE AIR STAFF AIR MARSHAL  
SADIQUE BABA ABUBAKAR DFS GSS psc(+) fwc fdc(+) MSc ON THE  
OCCASION OF PUBLICATION OF "THE HOPE" MAGAZINE BY THE  
NIGERIAN ARMED FORCES RESETTLEMENT CENTRE OSHODI**

I am most delighted to send this Goodwill Message on behalf of officers, airmen/airwomen and civilian staff of the Nigerian Air Force (NAF) on the occasion of the publication of "THE HOPE" Magazine. The efforts of the Nigerian Armed Forces Resettlement Centre (NAFRC) in equipping personnel of the Nigerian Armed Forces with requisite entrepreneurship and management skills in preparation for life after retirement cannot be overemphasized. Since its establishment 45 years ago, the Centre has transformed itself into a beacon of hope for thousands of serving and retiring personnel who have been trained in one form of entrepreneurship or the other.

It is gratifying to note that the enviable height which NAFRC has attained today, as exemplified by the impressive successes recorded over the last 45 years, is a reflection of purposeful and visionary stewardship of successive Commandants of the Centre. The recent inclusion of serving personnel in the entrepreneurship and management skills training, with emphasis on agriculture and business development, would undoubtedly enhance their job performance as well as improve their service delivery and productivity while positioning them for productive life after service.

The current NAF administration has, in the last 4 years, made remarkable achievements in repositioning the Service into a highly professional force capable of effective, efficient and timely response to National security imperatives. We have ensured the improvement of NAF's operational capabilities and effectiveness through the result-oriented training of personnel, development of infrastructure across NAF Bases, acquisition of new platforms along with the reactivation and maintenance of existing ones



as well as the effective deployment of air assets and personnel to troubled parts of the Country. Additionally, in order to cater to the housing needs of our personnel approaching retirement, the NAF has emplaced a robust post-Service Housing Scheme which, it believes, would further compliment the efforts of NAFRC in providing succour for retiring personnel. I want to assure the Commandant and the entire staff of NAFRC that the NAF will continue to support the Centre in sustaining its professional excellence.

I am indeed very proud to be part of this publication which I strongly believe will serve as a veritable platform for cross-fertilization of informed intellectual ideas for personnel of the Armed Forces and Nigerians at large on the activities of the Centre. I am confident that it will live up to our expectation with incisive and informative stories as well as articles on security and entrepreneurship, amongst others.

On behalf of officers, airmen/airwomen and civilian staff of the NAF, I wish to congratulate the Commandant and the Editorial Team of "THE HOPE" Magazine for their efforts in ensuring the publication of this edition. I urge you not to rest on your oars but to keep working hard to ensure that the Magazine remains a credible source of information to personnel of NAFRC and the Armed Forces of Nigeria.



**SB ABUBAKAR** DFS GSS psc(+)lwc ldc(+)MSc  
Air Marshal  
Chief of the Air Staff



NAFRC Main Gate

# The New NAFRC: Expanding Its Frontiers

By Lt Comm CID Yoana

One of the greatest problems faced by General Yakubu Gowon after the Civil War was what to do with the Nigerian Armed Forces. When the war started in 1967, the Nigerian Armed Forces comprising of Army, Navy and Air Force had less than 15,000 troops. At the end of Civil War in 1970, there were almost 500,000 under arms. The government of the day was in a dilemma on what to do

with the veterans.

There were no structures in place to take care of post-war demobilization, rehabilitation and resettlement of combatants. Although, a Nigerian Army Resettlement Scheme was set up immediately after the war to cater for the medical resettlement of wounded army personnel; the other members of the armed forces were not included.

Earlier in November 1969 a special

study had been prepared by the Nigerian Army, which called for a counseling and education programme for soldiers and non-combatants who would eventually be demobilized. The scheme would provide vocational training in engineering, auto mechanics, commercial trades and handcrafts. Nigerian government then turned to Britain for assistance. Colonel Olufemi Olutoye in August 1970, sought the advice from the Department



Machine and Fitting workshop

of Labour and Productivity regarding tools and equipment for the proposed Rehabilitation Centre for the Nigerian Army.

In 1972, the Oshodi Rehabilitation Centre was established. At inception, the centre was saddled with the responsibility of rehabilitating those combatants who suffered disability during the civil war, but later shifted from rehabilitating the war-wounded personnel to resettling of able-bodied combatants and those with low disability so they can enjoy a productive post service life. Thus the centre was renamed the Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi.

**A**ccording to Major General Olufemi Olutoye (Rtd), who later became the pioneer Commandant of Centre, "during the war, when casualties were becoming heavier in number

and seriousness, we decided to have a rehabilitation centre where some people who had lasted too long in hospital can be taught various trades".

Thus the centre was placed under the direct administration of the Ministry of Defence, overseen by the veteran department. All the posts within the Centre are shared between the three service arms of the Nigerian Armed Forces.

The vision and mission of NAFRC is three faceted: first training system for rehabilitation of soldiers; establishment of an expanded resource centre for the resettlement and functional training of both able bodied and partially disabled armed forces personnel towards their re-integration into civilian livelihood. And thirdly the creation of a vocational resettlement centre for the primary objective of imparting skills relevant to the needs of ex-servicemen, and in favour of their economic productivity in the public or private sector.

To achieve this, NAFRC through its various commandants, has worked over the years towards transferring skills, enhance proper training and regimentation of soldiers on serious rehabilitation and provision of social amenities under the assistance of the federal government and the United Nations Department of Labour.

This is to make life meaningful for retirees undergoing training at the center. The center is also a reformatory center which ensures smooth transition from military to civilian life for retiring soldiers.

### Training

The NAFRC was established, with the sole mandate of training in order to ease the retirees out of military service to rejoin the society as civilians. The retirees are given vocational training courses. The



Remodelled Tailoring Workshop



## Cover Story

center focuses on assisting the ex-service men in achieving their different goals and aspirations where they can all be entrepreneurs and become independent of pension.

The training offered by the Centre is grouped in departments and each department has a group of workshops under it.

These include:

### Fashion Department

- Shoe making
- Barbing
- Tailoring
- Laundry
- Weaving hairdressing
- Printing & Fine Art Department
- Printing
- Fine Art
- Ceramics
- Photography
- Creative Art

### Soap & Cosmetics Department

- Soap and Cosmetics
- Domestic products
- Agricultural Department
- Poultry
- Fishery
- Rabbitry
- Ruminant
- Snailery
- General Agric/Food/Cash Crop

### Woodwork Department

- Carpentry & Joinery
- Furniture Design & Construction
- Machine Woodwork

### Building & Civil Works Department

- Block laying, brick laying and construction
- Plumbing & pipefitting
- Painting & spraying

### Electrical & Electronics Department

- Refrigeration and air conditioning
- Electrical installation and maintenance practice
- Radio and Television

### Auto Mechanics Department

- Mechanical Engineering
- Handcraft
- Battery Charging
- Vulcanizing
- Car washing
- Glass/Screen repair

### Fabrication & Welding Department

- Fabrication
- Welding
- Machining & Fitting
- Foundry

### Management Courses Department

- General Management
- Security and Safety Practice
- Management
- Entrepreneurial and General Studies

### Info/Tech Department

- Computer Appreciation
- Hardware Maintenance
- Networking and Internet



Unisex Salon



NAFRC Bakery



Block Laying, bricklaying and Construction Workshop





- System Development and Design

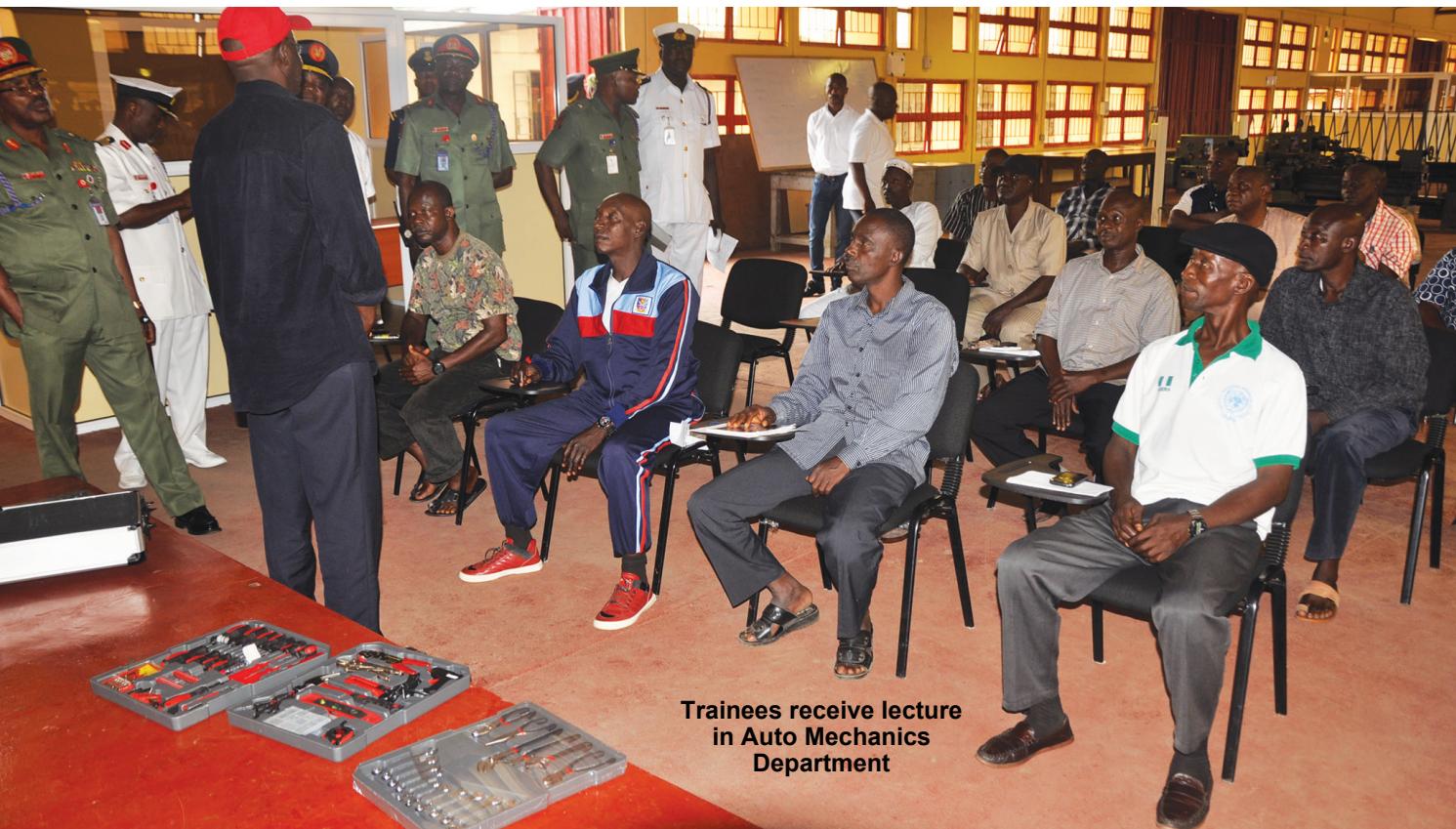
### Music Department

Playing of Musical Instruments

Food & Beverages Department

Bakery

All these trainings are comparable to ones offered by technical institutions in the country, thereby prompting the National Board for Technical Education (NBTE) to give full accreditation to some courses run by the centre.



This means certificates awarded by NAFRC are recognised in the public or private sectors.

Some of these departments/workshops have participated in local and international trade fairs, while their products have been approved by National Agency for Food and Drug Administration and Control, while their soap and cosmetics has passed laboratory test of Standards Organisation of Nigeria.

The workshops have small, medium and large-scale motorized machines.

**T**rainees receive practical and theoretical training in the centre in the course of the six months training before being awarded a certificate and carrying out industrial training in a reputable related establishment.

Improving the quality of the



centres facilities is an expensive undertaking but with the help of the federal government, however when the positive impacts of facility improvement on the center and retirees are translated into cash, the reward of such investments so far outweighs the sacrifices.

### Counselling Section

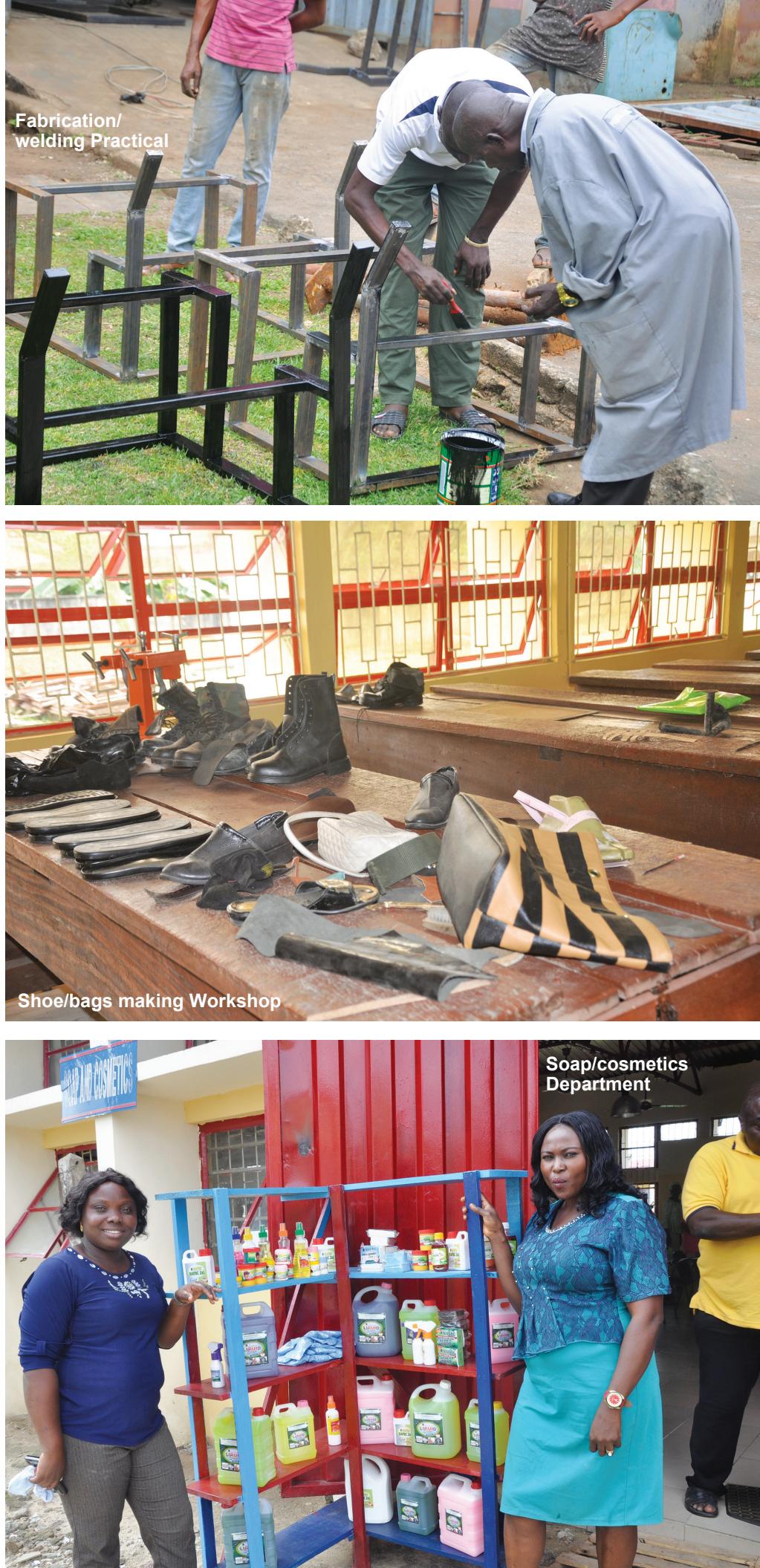
The Counselling Section of NAFRC has the responsibility of educating, rehabilitating and guiding the trainees in making appropriate choice of trade to learn while at the centre. All trainees visit the department on arrival, each is interviewed on one on one basis by a counsellor, the trainees are then exposed to demanding which involves organized lectures and demonstrations, visits as well as industrial attachments to civil organisations to enrich their practical knowledge.

### Administration and Logistics

The Nigerian Armed Forces Resettlement Center holds administration and welfare of its trainees and personnel's in high esteem. Accordingly, it has instituted a reward measure for hard work and distribution of food items and other things to motivate and boost their morale. The centre has also built a medical centre to cater for the health needs of its trainees and personnel's. This is necessary in view of the fact that some of the trainees are old and would require medical attention from time to time. The center conducts monthly directors meeting to articulate their needs and in the same vein proffer solution. It also meets with other security agencies and the local government area officials so as to enhance Civil Military Cooperation (CIMIC) and the public image of the center. The center has also engaged the service of Groveg Security for clean environment.

The center has signed an MOU with the Yaba College of Technology for the training of its trainees in various areas of interest. It also intends to seek the assistance of other institutions for similar engagement in the nearest future. This is intended to make these men and women compete favorably and transit to civil life with ease.

Additionally, the centre also planned weekly lectures at the parade ground for all personnel on the vision and objectives of the center. Similarly, the center under the leadership of the present





# Vox Pop

**G**iven the necessary political and financial support, the various departments that make up the Nigerian Armed Forces Resettlement Centre (NAFRC) have the potential to operate as fully-fledged commercial outfits, generating income and self sustaining. The trainees receive five months of intensive instruction and a general course in entrepreneurship and management of small-scale businesses. The entire programme lasts for six months during which each trainee is required to produce a practical project in partial fulfillment for the award of a NAFRC Certificate.

As part of a long-term continuous restructuring and modernization of the Nigerian Armed Forces, the NAFRC has continued to successfully reintegrate, rehabilitate and resettle demobilized armed forces personnel into the civil society; and also contributes significantly to economic development of the nation.

The magazine recently spoke to two officers who had graduated and incoming officer about their experiences during and after their trainings and expectations. Excerpts.

## 'You will Enjoy all kinds of Benefits in NAFRC'

– Warrant Officer Moses Oyajeh (rtd)  
Supplies/Transport Department and  
December 2018 graduate of NAFRC, Oshodi.



### How has the training you undergone impacted in your life?

When I was working in NAFRC I didn't know what was happening right under my nose; but it was when I joined the training that it became clear to me what NAFRC is all about. Initially I joined the Agricultural wing of the training but when Security and Safety Management was introduced to us, I asked the HoD if I can combine the two? He agreed. So I combined both courses.

### Did you pay for the training?

I didn't pay a dime. The training is for free. It's just the handouts that we pay for every other thing is free. Buying the handouts is for one's benefit especially when one wants to make references in future. We were taught how to rare goats, breed fishes, chickens, pigs and other animals, including the type of medicine to give them and their feeds/feeding too especially chicks. This is why the handouts are important because all these are written down there.

### What you learnt during your trainings are you practicing them now?

Yes. I am rearing chickens now and I started while my trainings were going on so I can see challenges and speak to our instructors about it. Any chicken that died I called an expert to check what happened. I also want to start fish farming because it's even easier than rearing chickens.

### Where did you do your Industrial Training (IT)?

I trained in Jos at Plateau State Agricultural Development. We did mostly practicals of all the things we learnt, and handled the birds, goats, pigs and others. Their treatment, feeding most especially fish feeds.

### Is it NAFRC that sent you for IT?

Yes. They paid our transportation, feeding and other allowances.

### What advice will you give the incoming trainees?

People that retired without undergoing training at NAFRC used

to think that if they come here their salary will be slashed; that's the rumour they we hear outside. It is when they come in that they will know those are all lies, rather you will enjoy all kinds of benefits.

Most people out there do not know what is happening here. You will learn how to make soap, cream, detergents and cosmetics, tailoring, vulcanizing, barbing, carpentry job with modern equipment. Even you learn engineering with equipment that will help you practicalise them and how to mould block. This will help you become an entrepreneur and start your business no matter how small your money is. Employ one or two people to help and manage your business well.

### What do you say to the management of NAFRC?

The Commandant has tried a lot for us especially we that passed out recently. Once you voiced our fears about what happened to previous trainees, he would allay our fears and settle us immediately. When we finished our training and our salary was stopped, we were worried that it would take time before we were paid but within a week we received our gratuity and the following month, we received our pension too.

I want to thank the staff officers, instructors for the knowledge they imparted on us. I want them to keep up their good work. They should not relent but continue to improve as they go forward. They should improve more on agriculture and security and safety management. The latter is very important not to offices alone even one's own house, locality and area as anyone that wants to create crisis in an area you will know how to handle them.

## 'It Has been a Wonderful Opportunity'

### MWO Olatoye Olatunji

Course 1 2019, NAFRC



### How has the training impacted in your life?

It has been wonderful and an opportunity for us to pass through this process because it will ensure we are reintegrated into the larger society. The training has been so wonderful, I have learnt a lot and I want to thank the management for allowing us to learn. I joined the Agric section of the course and it has opened my eyes because I thought agric is farming alone but it has opened my eyes to different aspects of farming. I was able to see that agric is broad that it entails piggery, fishery, ruminants and so on.

### How did your IT experience help you concerning your training?

I did my IT in Kano, at the Ministry of Agric from there we were deployed to various locations in Kano. I was deployed to Wudil. I got to know a lot about Agric too there. We practiced general farming—fishery, piggery among others.

### What are your plans after graduation?

If you want to go into proper farming (mechanized) you must have enough fund but the little amount I am paid will not be enough. I plan to go into fish farming, I will acquire a plot of land, erect my fish ponds and with what I was taught during lessons in NAFRC and the little I learnt during my IT I will put them to practice.

### What advice will you give to those that are coming in?

My advice to incoming trainees is that they should know what they are doing, face their studies/trainings. This is very important as this will provide their future livelihood so they should be well prepared.

### Last word to the management of NAFRC

I will say a very big thank you to the Commandant and his staff officers. May the good lord continue to bless and guide them in all their endeavours.



## Cover Story

commandant deemed it necessary to carryout renovations of the various workshops, office buildings and living quarters.

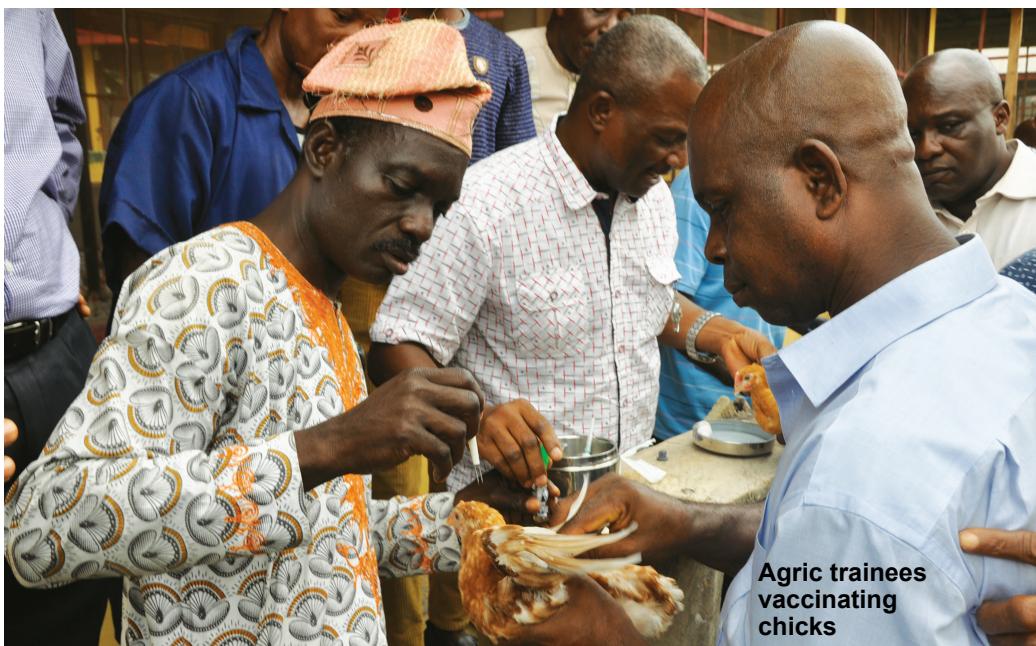
### Buildings and other Infrastructures

The Centre had embarked on the construction, repairs and renovation of old dilapidated buildings, offices, accommodation, and the acquisition of needed infrastructure amongst other things. Hence, the Nigerian Armed Forces Resettlement Center now has a new look with modern remodel and renovation.

**A**ir Vice Marshal (AVM) Abubakar Sadique Liman since his assumption of office as Commandant of NAFRC in June 2018, has enhanced the quality of the center.

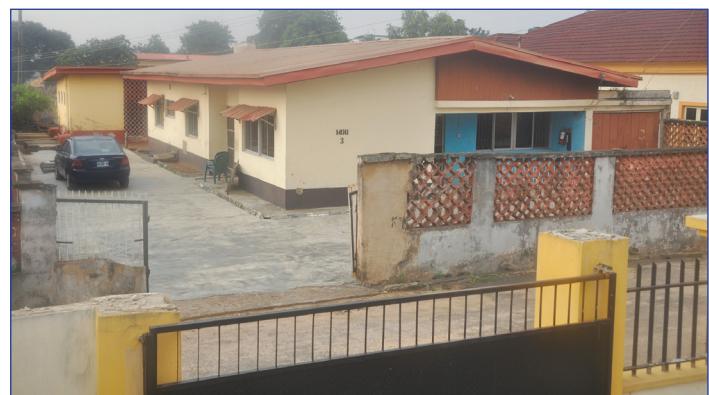
At the change of baton from his predecessor, AVM Ajibola Jekennu, AVM Liman acknowledged that his predecessor transformed the centre, while urging NAFRC workers to accord him support because "if NAFRC fails or succeeds today, it is all of us that failed or succeeded not just the commandant"...

During the 18 months AVM Jekennu held sway at NAFRC he renovated and commissioned the Service Men's Club; NAFRC Main Gate; Agric Nursery bed, Senior NCOS Quarters; Directors Quarters, Retired Army, Navy



Agric trainees  
vaccinating  
chicks

MOQs before renovation





## Cover Story

and Air Force building C Company, Provost and Agric Department.

Leveraging on the achievements of his predecessor AVM Liman has taken the centre to greater heights. In less than one year as the helmsman in charge of NAFRC, some of his achievement include:

- Renovation of B coy Trainees hostel
- Establishment of NAFRC cattle ranch
- Renovation of Children's park
- Reconstruction of FIIRO/Link Road
- Renovation and furnishing of NAFRCOWA Secretariat
- Establishment of oven auto spraying workshop
- Establishment and equipping of electro-plating workshop
- Provision of 100KVA transformer
- Equipping of modern tailoring facilities
- Construction of quarter Guard...
- Building of ATM outlets within the barracks
- Interlocking of NAFRC roads
- Construction of park for commercial motorcyclists (Okada)
- Renovation and equipping of woodwork workshop
- Provision of water dispenser for trainees
- Provision of Sports equipment



Gen AG Olonisakin and AVM Liman after commissioning the SNCos Quarters



Gen Olonisakin unveils the SNCos Quarters



MOQs after renovation





Gen Olonisakin and Commandant before commissioning the MOQs

- Reconstruction of basketball court
- Renovation and remodeling of quarters
- Distribution of tricycles (Keke NAPEP) to empower Okada riders
- Provision of 100KVA generator
- Refurbishment of vehicles

- Acquired new musical instruments for NAFRC bands

The activities of the center have been anchored on the present administration as enunciated in the change mantra. In other words the achievement of the center can be attributed to this mantra. Thus

the basics thrust of this article is on the journey so far vis a vis the "Change Mantra" which is a key to opening our minds to both challenges and opportunities of continually renovating as well as re-invigorating the present in a way that will make the future better. Additionally it has served as a beacon in which the centre used



SNCO Block 6 before renovation



SNCO Block 8 before renovation

in converting some of our challenges to opportunities. Similarly this has reinforced our commitment by placing our hand firmly on deck to ensure the kind of future that we envision.

**F**urthermore, it is important to state that since the last two years there is no doubt that solid foundation has been

laid for the Armed forces towards providing leadership within its area of responsibilities. It is with a sense of duty that the center has tailored its leadership to the port of call to achieve a deserved future.

The Centre activities are informed by the imperative of ICT, Administration Logistics, training and civil military relations in realization of the Change

Mantra. This mantra provided the connections for a sense of purpose and meaning commensurate with the Defense Headquarters (DHQ) leadership role in accomplishing its task.

- **Service Mens Club**

The mess now has a refreshing and improved befitting look and the furniture's are remarkably tasteful with





## Cover Story

very high standards. It comes alive at night with mix of people and music. The interior very impeccable, with its cream and different shades of brown interior designs. It has multiple rooms that are soundproofed should you prefer to have a restful night out.

- **NAFRC Main Gate (Charity Gate)**

Once you step into the center from the beautiful main gate, you are arrested by the sheer beauty of both the exterior and interior. The main gate is an imposing, colourful structure that rises majestically above other buildings in that vicinity. It is so unique and unmistakable that many stop just to have a look at its sheer beauty and high standard.

- **Agric Nursery Bed and Agric Department.**

The nursery is fast becoming a commercial center for agricultural products. They are being patronized by



NAFRC cattle ranch



100KVA generator



## Cover Story



Electroplating workshop



Before

individuals from inside the center and outside. The commandant has made it possible that the center becomes commercial by all means.

The attraction is not only hyped it is a fact that all those who have been in the center have applauded its exquisite stylish furnishing and classy designs.

Contributed by Olomu Eunice  
and Nkuma Mba



Before



Interior before



After



B Coy after



GOODWILL MESSAGE FOR NIGERIAN ARMED FORCES RESETTLEMENT  
CENTRE'S THE HOPE MAGAZINE BY THE COMMANDANT  
NIGERIAN DEFENCE ACADEMY, MAJ GEN A OYEBADE  
GSS psc(+) fdc(+) CCA FCMH TSM MSc MNIM



1. I am indeed delighted to felicitate with the Commandant of the Nigerian Armed Forces Resettlement Centre (NAFRC), Air Vice Marshal AS Liman, and the editorial board of *The Hope Magazine* on the publication of this very special Magazine.
2. Since its establishment in 1972, the NAFRC, Oshodi, has helped over 14,000 servicemen prepare for integration into the civil populace after retirement from active military service. This is particularly important due to the peculiar hectic nature of service in the armed forces and its marked difference from civil life. I am well aware of your quality entrepreneurial and management training for retiring personnel over the years, which has helped many of them find a steady source of income to support their pension. I am also pleased to learn that you have commenced entrepreneurial and management skills training in agricultural and business development for retiring officers of the armed forces. This is highly commendable.
3. It is on this premise that I see the publication of *The Hope Magazine* as a timely and important event. It is my hope that the magazine will capture and highlight the many activities of NAFRC and discuss salient and topical issues relating to the wellbeing of retired personnel and the growth of the Nigerian nation.
4. I therefore, wish to congratulate the Commandant of NAFRC and members of the editorial board of *The Hope* magazine on the successful publication of this magazine. My sincere hope is that the magazine will continue to remain relevant for many years to come.

A OYEBADE  
Maj Gen  
Comdt

Apr 19



# NAFRC Gets New Directors



Commodore Ilya Dam  
Director of Logistics



Brig Gen J.E. Osifo  
Director of Finance

## By Corporal Nkuma Mba

The newly posted directors to Nigerian Armed Forces Resettlement Centre (NAFRC) had resumed duties. The directors were introduced by the Commandant NAFRC, Air Vice Marshal Abubabar Sadique Liman, during his dubar with Officers, Servicemen and women, Ministry of Defence Staff, Temporal Staff and Okada Keke Napew riders within NAFRC. They are Director of Finance, Brig Gen Julius Ehizee Osifo, Director of Administration, Air Cdre Taofiki Oladega, Director of Logistic, Cdre I Dam and Director of

Coordination respectively, while the outgoing Directors were Director of Finance, Brig Gen Yusuf Brown Yakubu, Director of Logistic, Cdre Lohnan Alexander Nimyel, Director of Coordination, Cdre ZM Ayabina and Ag Director of Administration Group Captain EA Joseph. Earlier, the Commandant thanked the personnel and the entire NAFRC community for their conduct during the 2019 general election and urged them to remain discipline and dedication to duties. Also, the Deputy Commandant NAFRC Maj Gen MO Enendu urged parents to take proper care of their children and their attitude towards phone. He also cautioned the Okada riders against driving roughly in the night without light. ●



Brigadier General DC Onyemulu  
Director of Training



Air Commodore T Oladega  
Director of Administration



# Waste to Wealth: A Sure Pathway to Economic Empowerment

By Adeniyi Sanyaolu

Evolution of ideas and concepts still stand out as the gateway to desired positive transformation, development and fresh breeze of accomplishment across the globe. While this has been the stand out accomplishment of the developed and developing nations, emerging economies like ours are genuinely agitated to embrace tested and productive concepts that are capable of positively steering our exploding population towards sustainable development, economic empowerment and industrial growth.

In recent times, emerging waste management practices have been identified to

## Planning

# Strategic Pre-retirement Planning: Relationship Management and Networking

By SW Prince B. Anso

**A** loss of structure and possible change of location at retirement has been known to lead to depression and the inability to make and keep friends. In retirement, relationships with family, friends and associates change in a dramatic way.

That change comes from the perception of the retiree – whether they feel empowered, or whether they feel powerless.

**Immediate Family relationship management:** According to social worker's (SW PB Anso 2013). "One day salary will stop". Our immediate family feels the pressure of our retirement almost more than we do the children continue to have needs and succumb to pressure of peers irrespective of our retirement. Our bills continue unbated despite our retirement.

More challenging may be the fact that everyone – especially our spouses – having built their lives

around our busy work schedule, now have to cope with more of us than the bargained for or are willing to adjust to in a hurry.

When we are hypersensitive about money, it puts immense pressure on the entire family as we tend to be touchy and aggressive.

Involving the family in healthy discussions pre-retirement is the best way to manage expectations and to get the buy-in and support of everyone in the family.

It is always amazing how much cooperation a little collaboration can create. Experience shows that by involving the immediate family in your retirement planning can create closer bonding with and appreciation by each member of the family.

Extended family is a phenomenon found more prevalent in developing countries create, as a form of social securing where the less privileged receive assistance from those which can afford it

through a web of obligation and guilt; it is also open to abuse.

Especially where one has been a major source of financial assistance which the family a transition into retirement can be, truly traumatic experience. From not being consulted on, or invited to major events in the family, it can be a rude awakening to realise that the respect you received was because of your ability to provide.

Realise that this is human nature, and take it in stride. Realise also that these people will appreciate you only if you are useful to their dreams and aspirations and, when you get your emotions out of the way, that is how it should be. This is the more reason why you must seek personal relevance through all the information provided in this pre-retirement write up.

Tested step to managing extended family relations range from sharing your perspective with key dependants in advance. Playing on advisory role in family issue.

## Interpersonal Relationships

Outside of family, our relationships with other people will also change in

*When we are hypersensitive about money, it puts immense pressure on the entire family as we tend to be touchy and aggressive*



## Recycling

provide significant buffer for our challenged economy which has been confronted with the need to identify sectors of the economy with concepts that can be adopted to tackle unemployment, create and sustain productivity.

### What is waste?

Waste is any substance which is discarded after primary use, or it is worthless, defective and of no use to the original owner. Examples include municipal solid waste also known as household trash/refuse, hazardous waste, wastewater such as sewage, which contains bodily wastes like faeces, urine and surface runoff, radioactive wastes and others.

Furthermore according to the Basel Convention which Nigeria is a signatory to,

"Wastes are substances or objects, which are disposed of or are intended to be disposed of or are required to be disposed of by the provisions of National law for example Nigerian Law.

Therefore waste management is the collection, transport, processing or disposal, managing and monitoring of waste materials. All waste materials, whether they are solid, liquid, gaseous or

**The vision of "From Waste to Wealth" is that the economic and social benefits of nutrient recycling, biogas generation, soil amendment and new livelihoods from wastewater management will be a financial incentive for communities ...**



a major way. The first challenge comes from loss of daily contact with people with whom we might have spent many years working together in the office. Without consciously knowing it. Their opinions about us have largely become a part of how we perceive ourselves. We may have developed relationships in the workplace where we discuss more challenging family issues and over the years have received sound advice from colleagues and associates.

They have helped us with a deeper perspective on our assignment, achievements and ambition. Without knowing it, our colleagues and associates have become a part of our support system, and no matter how much we prepare for retirement, actually losing access to all this is always a rude awakening.

This bonding with colleagues and associates has been so powerful that there are well documented cases of people who return to the work environment daily and are even willing to keep working grants just to be with their career colleagues and associates.

The second challenge may come from our associations and affiliations. We live in a society where we are invited to chair or be in committees based on our job positions. It can be quite easy to get used to it, no matter how humble a facade we put up. We forget, conveniently, that when we get recognition based on our job position, that recognition must be impacted

when the job position is no longer there. Unfortunately, rather than take this in stride, too many of us become bitter and feel side-lined.

As we get into retirement we should actively seek the opportunity for others to lead, we must take steps to expunge bitterness from our vocabulary. It is more important than ever that we use positive, empowering words, and be genuinely interested in the success of others.

The irony of managing our relationships in this way is that after a while – when people get to know the stuff that we are made of – our relevance to these affiliations is established and our respect and significance is established.

When we are aware of and manage our interpersonal relationships in this way our self-esteem soars, social scientists have linked healthy self-esteem and a sense of significance to longevity.

### Self-Management

Managing yourself may be the most important relationship management you can engage in. after all, if you feel less than optimal in the management of your own affairs you will be sending a powerful and negative signal to your family and all those around you.

### Roles

The first step is to list the significant roles that you have to play. This is

radioactive fall within the remit of waste management.

It is also noteworthy that waste is classified as waste only when the user finds it worthless and discards it. And interestingly waste management activities have thrown up dynamic scenario of resource recovery, reuse of discarded materials as well as conversion of dumped materials. These processes have been successfully carried out and the economic community has now taken delivery of a laudable concept which we now refer to as WASTE TO WEALTH.

### Waste to Wealth

The vision of "From Waste to Wealth" is that the economic and social benefits of nutrient recycling, biogas generation, soil amendment and new livelihoods from wastewater management will be a financial incentive for communities to collect and treat their waste, forming the basis of a sustainable and affordable economic activity.

In simple terms, this simply means recycling or conversion of discarded or used materials to new and useful products. This concept is widely accepted as it has found expressions in both complex and simple production lines.

It is also significant to state that these

impotent for two reasons. First, there are roles you might have neglected during your active working career that are now in need of redemption. Secondly, we tend to ignore and then forget roles that may not be so pleasant, even if they are very vital to our well-being and that of our family and community.

Examples of roles will include:

Father/mother

Husband/wife

Teacher

Employer

Coach

Mentor

Sunday school teacher

Under each role, describe exactly what that role means to you. For example, husband could mean; significant partner, emotional support, provider, protector and friend.

Coach could mean; study supervisor to the children as much as it could mean actual coach to the neighbourhood secondary school football team.

### Goals

Having established you roles, go ahead and set clear and empowering one year goals in each area of the roles you have identified.

For example, as husband you could purpose to spend three hours of quality time with your wife every

**Continue on page 32** ➔



◀ Continued from page 31

economic cycles constitute vibrant value chains. Which are essentially broken into profitable business hubs or opportunities for example

- Collection, storage and sale of PET bottles, plastics, metals to manufacturers
- Fabrication of tools from scrap metals,
- Production of waste bags from discarded materials,
- Sale of paper to companies producing toilet paper,

serviettes among others.

The Nigerian Armed Forces Resettlement centre trainees through training and industrial attachment to several thriving companies involved in recycling business activities.

Finally I will like to say that as the developing world moves towards the era of zero waste, all efforts at being part of this noble trend will surely produce positive economic transformation, jack up our economic development indices, empower our people and posterity will surely commend us for guiding our people in changing their lifestyles and practices to emulate sustainable natural cycles, where all discarded materials are designed to become resources for others to use.



## Planning

Friday outdoors, invest time to use your experience to build your wife's business and so on. As a mentor, you could purpose to sponsor a meeting for 25 young people every half-year to share with them some area of expertise that would be of value to them in their careers.

### Hold Yourself Accountable

Having set Roles and Goals for oneself, the next aspect is to hold oneself accountable to meeting those goals. Committing to them will give you an immediate sense of purpose, and achieving them will give you an incredible amount of significance and self-esteem.

Your disposition will be better and you will be contributing immensely to the lives of all those around you.

Handled well, there is no reason why your years of retirement will not be the best years those around you have ever had with you. This is a true opportunity to leave a legacy, and it all begins with effective self-management.

### Effective Networking

#### Retirement:

A Quantum Leap to Another Level of Personal Effectiveness

There is no doubt that retirement means a cessation of one universe of activities, but why should not that mean the commencement of another? The truth is, it always does.

Here is how to make sure that what you get involved with is what you want, and not what simply becomes available.

#### Is It Positive or Negative?

As your universe of activities change, the result is a quantum leap that takes you from one phase to another. You can consolidate all that you have learned and experienced and use it to explore the further reaches of your potential.

In which case it is positive – or you can let your life unfold as it will-in which case by default, it will not be all that you want – and can be classified as negative.

As you enter into retirement, you release that you do not have the luxury of proceeding with haste and repenting at leisure. This means that you must be more concerned with effectiveness than you are with efficiency.

To be effective you must always start with the end in mind. What are you trying to achieve? Make that

very clear and then ask yourself what needs to be done by therefore your objective to become a reality.

### Master the Art of Effective Networking

There is an art to effective networking. Handled properly, it can generate more income than any form of advertising you can do, especially in the area of service and expertise marketing.

In the next section we show you the secrets of master net-workers.

### How to Network like a Pro

The secret is to find them, preferably in large numbers and meet as many of them as possible with your best possible pitch in a way that is memorable and makes them want to meet with you again. Remember that everyone is there to network and the last thing you want to do is tie anyone up in conversation and make the event unproductive for them.

**SW Prince B. Anso J.P,**  
MISOWN, MISN, UMMN, MSM,  
GJM, PGD,

**Deputy Chairman, Institute of Social Work of Nigeria Lagos State Chapter/Command Children School, NAFRC Oshodi,**



# Twenty one Secrets of Success from the Best Military Generals

By Aranrie Iyou Moses

## Respect others

People worked hardest and gave the most respect to generals who treated everyone like a human being — an adult human being, not a child. You only get one chance to show your teammates that you value them and regaining their loyalty is nearly impossible once lost. Be a team player.

## Look first at capability, not rank

Sometimes the smartest voice in the room is one of the most junior people. Smart generals listen to all advice and ideas and go with the best idea regardless of the source. Often the other high-ranking people have lost the edge on creative solutions.

## Counsel in private; praise in public

If you must tell someone about their deficiencies do it away from others. Anytime you can, especially with their peers present, publicly reward your people with a kind word or actual award. Give credit where credit is due.

## Acknowledge the people behind the scenes

Hundreds of nameless people enable the daily activities of senior leaders in a given day. Remembering to thank and recognize those people inspires them to do their often thankless jobs. Treating them like servants ensures you a painful experience next time you see them. This goes for your staff as well — don't let them mistreat others; in the end they are a reflection of you.

## Give a clear vision

No one can read minds (well your aide-de-camp better be able to), so frequently and concisely explain your vision about how to achieve the mission at hand. If your vision changes let people know. If people on your team are not doing tasks that achieve the mission, let them know.

## Trust your subordinates

Once your team has a clear vision of the overall strategy; empower them and let them do their part. Back them up when they make an honest mistake trying to achieve your vision. Highlight their success to others when someone really gets it right so others may emulate. If you can't trust them,

then maybe they shouldn't be working for you or you might not be leading them well.

## Be honest with superiors

Never sugarcoat your reports about the progress of the mission. Never hold on to bad information — like fish, it only stinks more with passing time. Be respectful, but be honest so that they never accuse you of being a liar or disloyal.

## Build teams slowly

Don't be in a hurry to build a new team for a new project. Hire the right people at the right time of the overall project. Having lots of people sitting around trying to figure out what to do is a recipe for disaster. Having a small team at the beginning that is full of self-starting, creative people you can trust completely will set the entire project up for success.

## Keep calm and carry on

Don't freak out. If you are calm in the midst of chaos the mood will be calm. If you fly off the handle every time something doesn't go your way, people will stop being honest with you. Everyone is watching you, always.

## Let incompetent people go

Be honest with teammates who are not keeping up with the team. Sometimes they lack training and sometimes they have reached their maximum potential. Let them go in the best way possible if they are trying hard. If it's an ethical issue, then getting them what they deserve is the key.

## Share information

Some of the best bosses not only kept almost all information in the public domain, they even cc'd and bcc'd them on nearly every email. Use your discretion, but the flatter you can make your organization, the more nimble it can be. Someone you include on your email might already have the answer to the problem; hell, they might have already solved the problem that you are just hearing about for the first time.

## No one is too busy for correspondence

I have heard crap generals say they are too busy for email. I guess they are too busy to communicate and likely their people are often guessing what they are thinking. Even if they need their aides to draft multiple daily emails for them, the best generals know how to write well and quickly and communicate constantly in multiple mediums.

## Always increase your network size

Never be happy with your circle of contacts and always look for others who you can help or can help you achieve your mission.

## Help connect people who can help each other

If you see two people in a day who don't know each other but should, take time to introduce them. Do this constantly throughout your career

## Mentor and coach.

Your job as a leader of two or 200,000 people is to build the next generation of leaders. My bosses took time to teach me the simplest and most complex concepts daily. They did it for everyone they could.

## You are never off the clock

Your days as a leader often go into the night and that is okay sometimes. Your people might need you for something important and you need to accept that. Also you can never assume you are free to "be yourself" because you are being watched as a leader. Constantly be your best self and be disciplined.

## Don't forget your family

Here is the sometimes part. You must take care of your family and friends or they will not be there when you need them. Teach your teammates to do this as well.

## Put the mission first

Never put personal gain above mission success. It shouldn't even be a thought. You will be rewarded for a job well done or you won't. If you are truly a selfless leader, rewards shouldn't matter. Just do your best.

## Drop everything you are doing to help a friend

If a friend asks you to help them, it's because it's important and you should immediately help them even if it inconveniences you. They will repay you.

## Choose your friends wisely

If you have selected poor friends, then number 19 might ruin your career, so choose well and be honest with yourself about who your friends are, and who might be trying to use you for selfish reasons.

## Know when you are tired

There will come a point or a series of moments when you are mentally or physically exhausted. Sometimes you just need to push through like you ask your teammates to do. Sometimes you need to take a break or you will stop being able to live by the previous 20 rules. Your people will know when you need a break so when a trusted friend tells you to take a knee, do it.

Culled from <http://taskandpurpose.com>



**GOODWILL MESSAGE FROM THE COMMANDANT ARMED FORCES  
COMMAND AND STAFF COLLEGE JAJI AVM LS ALAO GSS psc(+) fdc(+) MBA  
MSc MNIM mcips FOR PUBLICATION IN THE HOPE MAGAZINE OF THE  
NIGERIAN ARMED FORCES RESETTLEMENT CENTRE**

1. I am delighted to extend my goodwill to the Nigerian Armed Forces Resettlement Centre (NAFRC) on the publication of the 2019 Edition of ‘The Hope’ Magazine. The NAFRC has indeed done exceptionally well in delivering on its mandate of training and equipping retiring personnel with the right skills to thrive after retirement from the Services. The NAFRC has continued to play a vital role of reintegrating and empowering retiring personnel of the Armed Forces of Nigeria (AFN) who have served the nation selflessly for decades, helping them effectively to transit from military to civil life. In the past, such transition had proven to be a challenge for many military personnel owing to fear of unknown, poor preparation and economic challenges, amongst other factors perceived to be associated with retirement. However, I must say that the NAFRC has done very well in changing this narrative through functional empowerment, counselling and training initiatives designed for the benefit of the retirees. These initiatives have indeed provided the needed stability, sense of direction, confidence and certainty for retiring personnel to decisively face the seemingly uncertain life after retirement. I therefore use this medium to commend the Commandant and staff of the Centre for the giant strides they have made towards improving the quality of training in the Institution, as well as the lives of the training beneficiaries.

2. The publication of this Edition of the Hope Magazine is coming at a time when the Institution is consolidating on its efforts towards becoming a degree awarding institution through accreditation of various vocational and entrepreneurial training. This is undoubtedly a milestone in the NAFRC’s quest for excellence in developing the competencies of retiring personnel of the 3 Services. It is on record that the initiatives of NAFRC cuts across the entire spectrum of empowerment from capacity building through mobilization of capital and rendering of post-training technical assistance. Having successfully trained over 14,000 retiring other ranks, it is laudable that the Centre has also expanded its scope by introducing entrepreneurial and management training for retiring officers. There is no doubt that a lot of thinking, resources and efforts have been invested



through improvement of training infrastructure, optimising the curricula of various vocational training and partnering with reputable institutions such as Yaba College of Technology and Federal Institute for Industrial Research. The NAFRC has also excelled in creating the needed synergy with banks and other financial institutions to mobilize capital and technical assistance required to support graduating retirees of the Centre.

3. The aforementioned achievements coincide with the recent implementation of the revised structure for pension and gratuities by the President and Commander in Chief of the Armed Forces, which has significantly enhanced the disposable income of retirees. The combination of higher retirement benefits and the capacity building thrust of NAFRC has indeed restored the dignity of retirees, improved their wellbeing and ultimately given the concept of retirement a human face. The foregoing goes a long way in boosting the confidence and morale of serving personnel who are now beginning to see retirement as a thing to look up to rather than a dreadful expected end. Credible reports from the field attest to the improved morale of personnel, which in turn enhances the operational effectiveness of the AFN. The NAFRC is therefore encouraged to sustain its high standard of training in order to ensure effective empowerment of retiring personnel of the AFN.
4. At this juncture, I am obliged to commend the Editorial Team for the relentless efforts at sustaining this unique medium of education, information dissemination and entertainment. Let me also commend all those who have contributed articles and supported the publication of this Magazine.
5. Finally, I once again offer my hearty congratulations to the Commandant, staff and trainees of the NAFRC for yet another training year. I wish our retiring personnel peaceful and successful transition from military to a fruitful civil life. I also re-state the AFCSC's continual support to the NAFRC as the centre continues to produce productive citizens who will contribute towards the development and prosperity of Nigeria. Please accept the assurances of my esteemed regards and wishes.



# Twenty-two Graduate from NAFRC Mid-level Officers Course



Rear Admiral OH Ngalabak, AVM Liman and other officers with the grandaunts

By Nkuma Mba

The Nigerian Armed Forces Resettlement Centre (NAFRC), Oshodi, recently graduated 19 officers and three civilians from mid-level officers course which lasted for four weeks, the participants were drawn from the Armed Forces. During the graduation ceremony, the Guest of Honour, the Flag Officer Commanding (FOC) Western Naval Command, Rear Admiral Habila Ngalabak urged the Graduates of Mid-Level Officers Entrepreneurship and Management Training to apply the acknowledge they had acquired during the four weeks effectively in carrying out their duties. Earlier, Air Vice Marshal Abubakar Sadique Liman, Commandant, NAFRC, in conjunction with the Empretec Nigeria Foundation, stated that the aim of the training was to equip the middle Cadre officers of the Armed Forces of Nigeria within the retirement bracket with essential tools and requisite information towards empowering them for useful and productive life after disengagement from the Service. Highlight of the event were presentation of certificates to the graduants and group photographs.



Rear Admiral Ngalabak inspects guard of honour



AVM Liman,  
Commandant,  
NAFRC



Rear Admiral Ngalabak presents certificate to a grandaunt



Rear Admiral Ngalabak presents certificate to grandaunts



Rear Admiral OH Ngalabak and AVM Liman



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## GOODWILL MESSAGE FOR MAGAZINE OF THE NIGERIAN ARMED FORCES RESETTLEMENT CENTRE OSHODI

1. It is with great delight that I write this Goodwill Message for the publication of this edition of the Magazine of the Nigerian Armed Forces Resettlement Centre (NAFRC) Magazine. This innovative magazine "The Hope" will serve as an avenue for information dissemination and exchange of noble ideas within and outside the NAFRC community. It will also showcase the activities, giant strides and achievements recorded especially with the current efforts of revamping the Centre. I am particularly glad with the strides made by the leadership of NAFRC towards repositioning the Centre to fulfill its mandate in line with the transformation policy direction of the Armed Forces of Nigeria. I am sanguine that the recent collaboration with reputable institutional partners in entrepreneurship and management skill training with emphasis on agriculture and business development will provide the requisite transferable skills for the personnel of the Armed Forces in post-retirement life. This will also facilitate the additional human capacity which will reposition NAFRC as a centre of national excellence in national development.

2. The National Defence College, being a major stakeholder within the training architecture of the Nigerian Armed Forces, will continue to identify with the vision of the NAFRC towards meeting international standards and best practices. I heartily convey my sincere congratulations to the entire NAFRC community and members of the Editorial Board for this rich, educative and fascinating edition of "The Hope" Magazine.

*Kadiri*

MM KADIRI

R Adm

Comdt



# ...And The FOC West came Calling

The Commandant Nigerian Armed Forces Resettlement Centre Air Vice Marshal Abubakar Liman recently hosted the Flag Officer Commanding Western Naval Command, Apapa, Lagos State, Rear Admiral Oladele Bamidele Daji and his high powered team at the Headquarters NAFRC. During the visit, the FOC appreciated the efforts of the commandant and his team for providing security, leadership and conducive atmosphere for people within the environment, staff and trainees of the centre.

Rear Admiral Daji stated that the existing collaboration between NAFRC and Western Naval Command should be sustained; maintaining the commands' support on any issue especially on collaboration between the two organizations.

AVM Liman in his response explained how the Centre had graduated about 4,500 trainees and he as well as some of its modest achievements. He further applauded the relationship between the two units noting that talks are at advance stage on setting NAFRC annexes or centres in the six geopolitical zones of the country.

He added that already the Niger State government has given the centre 400 hectares of land for farming. The Commandant said that these centres when fully formed would be launching ground for bigger mechanized farming in all the zones.

The Commandant disclosed to the visitor the centre's automated car spraying oven, tailoring workshop for any form of uniform or mufti and a modern green house technology for growing both out of season

crops and all year round crops. He added that the NAFRC has developed a model animal ranch which they intend to replicate in all the zones.

He commended the visitors for their contribution and support in the provisions of needed advise and other assisitant to the centre, pointing out that the line of communication are open for future discussions and engagement .



Quarter guards welcome Rear Admiral Bamidele



AVM Liman, Rear Admiral Bamidele, Maj Gen Enendu and principal staff officers



# AOC Logistics Command Lauds NAFRC Commandant



AVM Olabisi inspects  
Guard of Honour

By Christiana Oladimeji

**A**ir Vice Marshal Abdulganiyu Adeyinka Olabisi, the Air Officer Commanding (AOC) Logistics Command, during his maiden visit to the Nigerian Armed Force Resettlement Centre (NAFRC), commended the Commandant, Air Vice Marshal Abubakar Sadique Liman for the achievements of the Centre.

AVM Olabisi stated that there is no doubt that Armed Forces retirees have a lot to benefit from the programmes in NAFRC, for both officers and servicemen. He wished the Commandant and the Directors success to attain the lofty objectives of their plans for the Centre.

In response, the Commandant NAFRC thanked the AOC for making out time despite his tight schedule to pay him a maiden visit. He equally congratulated him for his new appointment as Air Officer Commanding Logistics Command. He described him as a senior officer with impeccable records that speaks volume.

Dignitaries that witnessed the visit include Deputy Commandant NAFRC Maj Gen MO Enendu; Director of Training Brig Gen DC Onyemulu; Director of Finance Brig Gen YB Yakubu; Director of Coordination Cdre ZM Ayabina and Acting Director of Administration Group Captain AE Joseph among others. ●

AVM Olabisi

