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# CAS MEMO TO ALL AIRMEN

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# COMMAND PHILOSOPHY

OF THE 22<sup>ND</sup> CHIEF OF THE AIR STAFF

***“To transform the NAF into an agile and resilient force that effectively meets the airpower demands of national security in all operational environments.”***

**Air Marshal HB Abubakar**

DFS GSS psc fdc FCMH FCM MIAD MNIM MCIPM FISP

## KEY ENABLERS

- **Optimizing Force Structure and Establishment for enhanced operational effectiveness.**
- **Deliberate training and mission-oriented force development.**
- **Proactive logistics support and strong maintenance culture.**
- **Prioritizing R&D leveraging cutting-edge technology, strategic partnerships and lessons learnt.**
- **Maintaining a highly motivated force by enhancing welfare and infrastructural renewal.**

# NIGERIAN AIR FORCE

*Willing Able Ready*

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**MEMORANDUM**

NAF/944/CAS

To: All Airmen

From: CAS

**MEETING THE AIRPOWER DEMANDS OF NIGERIA'S  
NATIONAL SECURITY IN ALL OPERATING  
ENVIRONMENTS**

**INTRODUCTION**

1. Fellow airmen, the “CAS Memo to Airmen” remains one of the most reliable avenues for updating personnel on the activities and achievements of the NAF as a key component of the overall Nigerian security architecture. On assumption of office on 19 Jun 23 as the 22nd Chief of the Air Staff, I assured Nigerians that the NAF, alongside sister Services and other security agencies, remains committed to reinvigorating our fight against terrorism, insurgency and other security threats facing our dear Nation. I also reiterated our commitment to adopting additional air power measures and approaches that will enable us confront our numerous security challenges and enhance our effectiveness in the various theatres of operations. About 100 days since I made these pronouncements, I am glad to note that the NAF has, to a large extent, been able to sustain and enhance its critical air power capabilities while ensuring that the activities of terrorists, insurgents and other criminal elements are

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significantly curtailed. Specifically, the coercive effects of NAF's efforts through air interdiction missions conducted deep into the adversaries' enclaves have led to decimation of their resources, disruption of their supply lines and denial of their freedom of movement.

2. Recent gains against terrorists and other criminal elements have however brought to fore the need for us to re-strategize if we must bring the current threats to an end in no distant time. Additionally, the introduction of new platforms requires that we reassess and realign the fundamental principles that guide the employment of these air assets in coordination with surface forces so as to achieve the overall national objectives. It is important to note here that even with our modest ORBAT and other efforts emplaced to enhance aircraft serviceability, only a carefully thought-out strategy guided by a strong philosophy can adequately situate the NAF and sister agencies to address the Nation's security challenges. Accordingly, my command philosophy intends to "To transform the NAF into an agile and resilient force that effectively meets the airpower demands of national security in all operational environments." Keeping faith with my philosophy, the NAF has, in the last 100 days, recorded modest but very significant achievements in the fight against insurgency, terrorism and other forms of criminality in the Country. These achievements have been largely facilitated by 5 key enablers of my philosophy which include:

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- a. Optimizing Force Structure and Establishment for enhanced operational effectiveness.
- b. Deliberate training and mission-oriented force development.
- c. Proactive logistics support and strong maintenance culture.
- d. Prioritizing R&D leveraging cutting-edge technology, strategic partnerships and lessons learnt.
- e. Maintaining a highly motivated force by enhancing welfare and infrastructural renewal.

## **AIM**

3. The aim of this memorandum is to acquaint airmen with the desired outcomes of policies and projects initiated by the NAF towards the realisation of my philosophy in the last 100 days.

## **OPTIMIZING FORCE STRUCTURE AND ESTABLISHMENT FOR ENHANCED OPERATIONAL EFFECTIVENESS**

4. Combating non-state actors and other criminal elements has become a common feature of our contemporary security landscape. While our current ORBAT and ongoing efforts at enhancing aircraft



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serviceability are commendable, the need to realign and optimize our current force structure to address these threats is imperative. In order to address these foreseeable challenges and set the stage for re-shaping our force configuration, the need to preserve NAF's combat capacity while shrinking its force structure also became expedient. Accordingly, we considered the need to have a compact force that will be manageable, context appropriate and adequate to deal with current and emerging threats. In optimizing our force structure, we took cognizance of the criticality of intelligence gathering which will minimize unnecessary deployments while enabling our forces to monitor trends, highlight relevant developments, predict potential threats and undertake situational assessments. Our focus here is on effective collection, collation, analysis, dissemination and an information-intelligence-action cycle run at the lowest possible unit level. As part of our optimization strategy, we shall also be phasing out some of our aging aircraft fleet as we look towards modernizing our entire ORBAT. This became necessary in view of our evolving security environment and the need for the NAF to tap into newer-generation avionics and engines for enhanced operational efficiency.

5. I have also authorized the establishment of the Directorate of Land Administration, under the Logistics Branch. This became expedient after observing that only 45 out of the over 200 NAF landed properties nationwide possessed valid legal title documents in the form of

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Certificates of Occupancy. These situations had hitherto exposed NAF landed properties to encroachments, disputes and revocation by states' ministries of lands in some cases. Similarly, in a bid to optimize and operationalize the safety measures we have emplaced in our various operational units, I have also directed the Policy and Plans Branch to commence the activation of the Directorate of Air Worthiness to be domiciled in the Standards and Evaluation Branch. The proposed Directorate will be saddled with the certification of aircraft and maintenance as well as establishment of standards, recommended practices and guidelines, and their enforcement in line with extant aviation laws.

6. To further enhance our operational efficiency, I authorized an overhaul of our entire operational environment in view of the need to readapt to the ever-dynamic nature of our current operations. The overhaul also became expedient in order to maximize the potentials of jointness as being exhibited by the Armed Forces of Nigeria and other security agencies. Through these efforts, the NAF was able to play a pivotal role in airlifting troops and equipment for the Economic Community of West African States Mission in The Gambia in June 2023. This operation did not only demonstrate NAF's operational capabilities but also contributed to regional peacekeeping efforts. We were also able to reinvigorate our air power roles under Operation UDOKA II in the Southeast, for enhanced security and stability in the region. The NAF was also able to deploy and sustain

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our Special Operations in Sokoto State, thus demonstrating our ability to respond rapidly to emerging security challenges. Within the same period, we have also continued to sustain NAF's presence and combat effectiveness in the 5 operational theatres across the Country. This sustained commitment to security operations highlights our dedication to safeguarding Nigeria's national security and territorial integrity.

### **DELIBERATE TRAINING AND MISSION-ORIENTED FORCE DEVELOPMENT**

7. For the NAF to function efficiently, both as a highly technical Service and a fighting force for the effective defence of Nigeria's territorial integrity, it must have the right numerical strength and, more importantly, the right quality of manpower in all relevant competencies. Pursuant to one of the key enablers of my command philosophy, which dwells on deliberate training and mission-oriented force development, the NAF has continued to train personnel of all specialties both locally and abroad and in line with NAF's short and long-term goals. Indeed, in the last 100 days, we have narrowed our training focus to the specific operational areas requiring improvement. We took this step knowing that troops confidence is improved when they are mentally engaged in trainings that are deliberately tailored towards achieving specific tasks.



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8. Within the period under review, various foreign flying and ground training courses were conducted for NAF personnel of various specialties. In terms of the foreign training, 92 personnel are currently attending 53 various courses in the United States of America (USA), Pakistan, Ghana, Egypt, Czech Republic, China and the United Kingdom. These personnel are undergoing courses in various fields cutting across operations, logistics, aircraft maintenance, safety and communications, amongst several others. Similarly, about 643 personnel have also completed or are currently undergoing various courses locally. In all, a total of 726 pilots, engineers, technicians and other specialists have either completed their training or are currently undergoing various courses locally or overseas. It is pertinent to mention that the NAF has also boosted its recruitment drive especially in the last 3 months with the graduation of additional 1,123 recruits at the Military Training Centre in Kaduna and 628 technicians from the Air Force Institute of Technology. These efforts are major boosts towards NAF's operational readiness.

## **PROACTIVE LOGISTICS SUPPORT AND STRONG MAINTENANCE CULTURE**

9. To ensure a proactive logistics support, the NAF has in the last 100 days witnessed a tremendous boost to its aircraft and equipment holdings across various fleets, through the adoption of a strong maintenance culture. In

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addition to the previously acquired platforms, the NAF is expected to take delivery of 51 brand new aircraft, some of which are expected in the country before the end of October 2023. To this end, the Logistics Branch has been directed to ensure a hitch-free procurement process while coordinating the relevant stakeholders for the inspection, delivery and induction of these additional platforms. The induction and deployment of these platforms is expected to boost the combat capabilities of the NAF and ensure the expeditious return of normalcy to hitherto terrorists' ravaged areas in the North, while also curtailing the activities of oil thieves in the Niger Delta and secessionist elements in the Southeast.

10. While we have sustained the maintenance of the newly acquired platforms, I have also authorized the immediate restoration of all grounded aircraft to serviceability status by promptly mobilizing appropriate Original Equipment Manufacturers (OEM). The Service also embarked on several measures to enhance platform serviceability, including the timely provision of requisite and critical spares and consumables, provision of up-to-date technical publications as well as provision of Ground Support Equipment, tools and specialised equipment. Additionally, I have instituted the approval of funds on quarterly basis for consumables required for maintenance of all NAF aircraft fleets. Through these efforts, I am glad that we have been able to maintain an average serviceability status of about 70 per cent.

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11. Under my watch, the NAF initiated the establishment of an ISR Systems Maintenance workshop which is aimed at reducing aircraft down time during repairs of own cameras at the OEM facilities overseas. I am optimistic that the maintenance workshop would significantly reduce the huge amount of foreign exchange spent on the maintenance of the cameras. Additionally, to ensure prudence in the management of public funds, I have put stringent measures in place to ensure decisions taken by the NAF Tenders Board are executed in line with the Public Procurement Act 2007 and NAF Logistics Manual Volume 2. This, I believe, will enable the NAF to minimize wastage whilst ensuring probity, accountability and transparency in all our procurement processes.

## **PRIORITIZING R&D LEVERAGING CUTTING-EDGE TECHNOLOGY, STRATEGIC PARTNERSHIPS AND LESSONS LEARNT**

12. Within the period under review, the NAF has continued to prioritize R&D towards developing a robust capacity to surmount current and emerging security challenges while also enhancing its operational viability. To this end, the Standards and Evaluation Branch interfaced with the National Agency for Science and Engineering Infrastructure (NASENI) to optimize our strategic partnership in the areas of UAV Research and Development, small arms and rocket development as well as radar development. Additionally, AFIT and NASENI are

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currently working towards accelerating the take-off of the permanent site of the Aeronautics and Air Vehicle Development Centre to be situated within AFIT. Research and Development breakthroughs were also realised in the last 100 days through the efforts of the Air Force Research and Development Centre, Oshogbo. Major feats were achieved in the revalidation of Alpha Jet aircraft ejection seat, retrofitting of unserviceable 68mm rockets and the development of a test kit for determining specific impulse of pyro cartridges. Research has also commenced on the possibility of replacing weapons still in use on some aircraft but no longer in production. Attainment of this initiative would surely ease procurement of the affected weapons as well as reinforce NAF's lethality.

13. In our quest to build trust and rapport with different stakeholders while sharing ideas and resources, I have extended my hand of friendship and collaboration to some of our strategic partners. Indeed, on 14 September 2023, I was a guest speaker at the Future Air Force 2023 Conference held in Prague, Czech Republic, where I delivered a paper appraising our current pilot training system and challenges. I also held a meeting with the Czech Chief of the Air Staff where we agreed to explore further cooperation in the areas of counterterrorism and counterinsurgency, R&D and technology transfer, which will hopefully lead to domesticating future upgrades of the L-39 aircraft and possible acquisition of the new L-39 NG aircraft.

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### **MAINTAINING A HIGHLY MOTIVATED FORCE BY ENHANCING WELFARE AND INFRASTRUCTURAL RENEWAL**

14. The operational successes of the NAF are majorly hinged on a highly motivated force. This is because the most valuable resource that the NAF possesses is its personnel and without well-motivated and dedicated personnel, the most sophisticated weapon system will be ineffective. Realising that the availability of key infrastructure such as accommodation, roads and water in NAF Bases nationwide enhances morale with positive implications on NAF operational output, special attention is being paid to the provision of basic amenities and infrastructure in our Bases. In ensuring that contractors adhere to best construction practices, a quality control guide in line with NAF construction standards has been approved while project officers and works personnel have undergone workshops on site and project management. These measures are expected to lead to qualitative infrastructure in all our Bases nationwide.

15. My tour of some commands and units also brought to fore the need to embark on several infrastructural renewal measures such as the renovation of dilapidated housing structures, provision of pipe borne water as well as resurfacing of roads and provision of new transformers to enhance electricity. Accordingly, the NAF under my watch has awarded contracts for the construction of



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asphalt roads within the Principal Staff Officers' Quarters at Air Training Command, Kaduna; road from Military Training Centre's recruit camp to their parade ground as well as the provision of erosion control measures around the parade ground. Contract has also been awarded for construction of a link way to connect the apron at 213 Forward Operating Base (FOB) Katsina to the runway of the Umar Musa Yar'adua Airport in Katsina. Work has commenced to upgrade the transformer at 213 FOB from 11KVA to 33KVA feeder. Contracts have also been awarded for the completion of all outstanding jobs on the hangar project at Special Operations Command, Bauchi. Additionally, funds have been released for the immediate remodeling and renovation of 24 flats at NAF Base Makurdi while construction of about 110 flats for airmen will soon commence at Legico in 055 HQ NAF Camp, Lagos. These efforts are all geared towards ensuring that our personnel and their families are provided with conducive working and living environment to thrive.

16. In placing importance on the health of our personnel and their families, priority is being given to the provision of quality specialist healthcare in all NAF medical facilities. Efforts have also been made in upgrading existing facilities, providing specialist equipment as well as exposing our medical personnel to advanced specialist training. Aside providing the needed healthcare cover to our personnel and their families, these efforts will also discourage the migration of our health personnel overseas in search of greener pastures.

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17. The inflationary trend in the country has also necessitated the need to review the NAF boarding schools meal subsidy which was found to be grossly inadequate in meeting the nutritional needs of the students. Accordingly, I have approved an immediate upward review of the meal subsidy from N300 to N1000 effective from September 2023. Priority has also been given to wards of NAF personnel seeking admission into NAF schools nationwide to enable them remain focussed on assigned tasks while concentrating on their core responsibility of defending the Nation.

18. Additional efforts at improving welfare and morale were also emplaced to ensure that Commands and Units function at their optimum. In this regard, I have since directed the Accounts and Budget Branch to ensure the prompt release of 100 per cent of monthly allocation to Commands and Units as at when due and I am glad that this has been sustained in the last 3 months since my assumption of office. We are also in the process of upwardly reviewing the monthly allocation to cater for the current inflationary trend in the Country. Ample measures have also been emplaced to ensure the judicious and prudent utilization of allocated funds while zero tolerance for misappropriation and waste of resources are being encouraged at all levels. Efforts are also at an advanced stage to commence the issuance of uniforms and accoutrements to all our personnel.

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## **CONCLUSION**

19. In view of the aforementioned milestones, our unbounded sense of duty and commitment to the growth and development of the NAF remains unshaken. Indeed, my passion for the NAF resonates with the words of the great Philosopher, Aristotle, who averred that, "Pleasure in the job puts perfection in the work." It should also be chronicled that I am committed to transforming the NAF into an agile, resilient fighting force that will operate seamlessly with the sister Services and other security agencies to ensure security, stability, and prosperity of our nation. Nigerians can therefore be confident that the NAF will continue to aim at higher standards of operational excellence and combat readiness while carrying out its statutory roles as assigned by the constitution of the Federal Republic of Nigeria. I enjoin you all to continue to be worthy ambassadors of the NAF as you show consistent dedication to duty while giving your best to the Service and the Country. Thank you all and God bless.



**HB ABUBAKAR**

Air Mshl

CAS

30 Sep 23

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The image shows a full-page view of a document template. The background is a light blue sky with soft white clouds. At the top center, the word "RESTRICTED" is printed in a bold, black, sans-serif font. Below this header, there are 20 horizontal grey lines spaced evenly down the page, providing a ruled area for writing. At the bottom center, the number "16" is displayed above another instance of the word "RESTRICTED", both in the same bold, black, sans-serif font.





## MISSION

To ensure the integrity of the airspace by gaining and maintaining control of the air while retaining a credible capacity to fulfill other airpower tasks demanded by national defence and security imperatives.

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