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Barrister Adebayo Akinade

Production and Management Editor

Security and Intelligence Reviews

Institute of Security Nigeria

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EDITORIAL COMMENTS

The Journal of Security and Intelligence Review is a peer-reviewed journal that publishes articles addressing the topics of security, protection sciences, intelligence practices in the broad perspectives.

The journal aims to provide insight into contemporary security, protection science and Intelligence debates. It focuses on issues that are of interest to the security, protection and Intelligence actors who shape security innovations and best practices.

It offers contribution in a broad domain, covering contemporary academic research and practice on security-by-security scholars and practitioners. These phenomena are of interest to security actors. The scope covers education, strategies, styles, developments, policies and best practices.

With its primary aim of disclosing African research into views and analysis of security to the international community, the journal wants to reach both security and Intelligence researchers and practitioners worldwide.

In its ambition to help overcome the language barrier, the journal aims to disclose research from countries which often remain out of sight in publications and international policy comparative researches.

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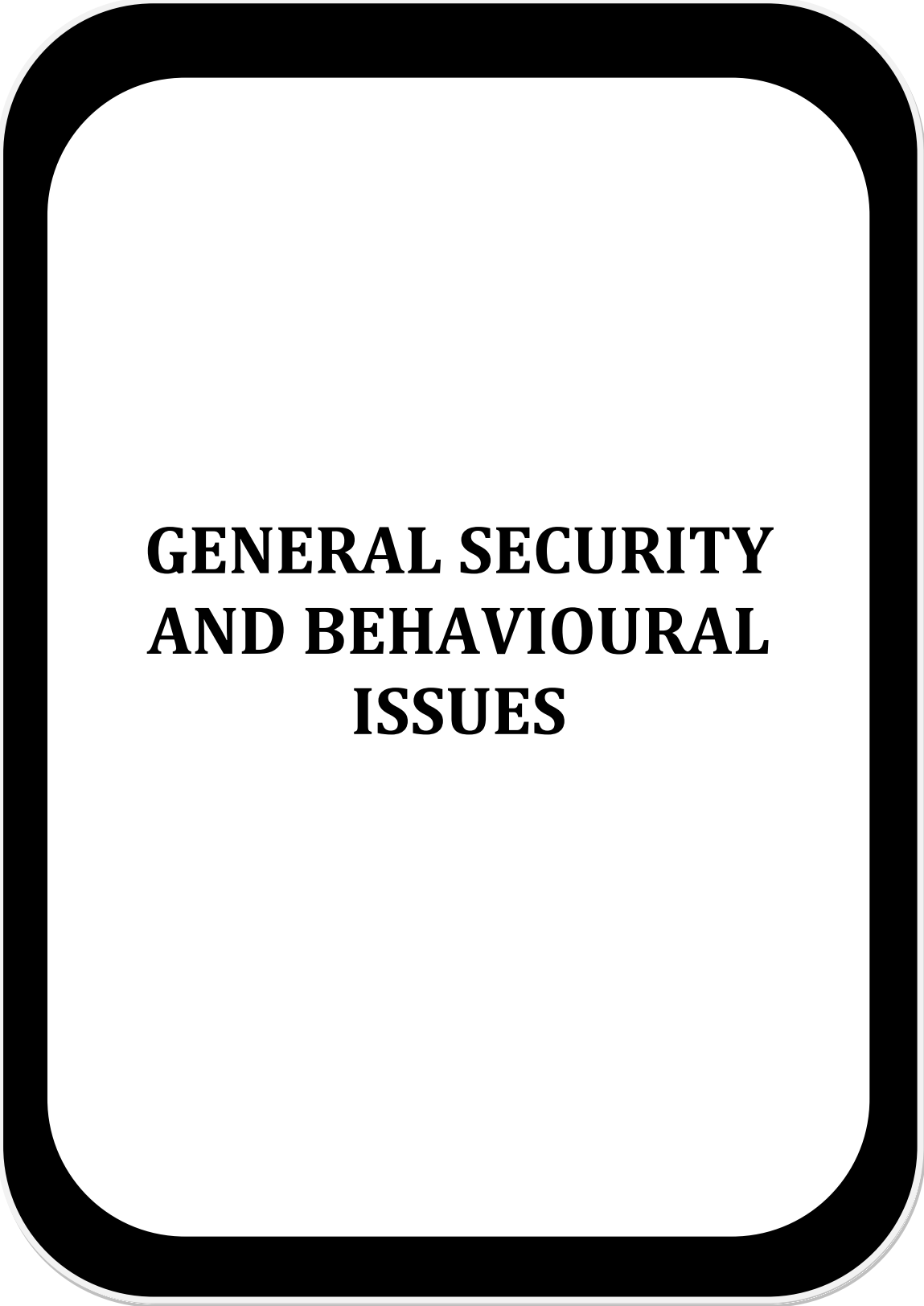
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This issue of Contemporary Security Journal and Intelligence Review is a special issue focusing on Community Policing and Neighbourhood Protection, Human, Social and Political Security.

Editors have succeeded in bringing papers together, all centred around the national security environment challenges, enhancement of security service delivery and productivity.

The debate concentrates on the Internal Security, Law Enforcement, Forensic and Investigative Sciences, Security education Human Resources Development Skills, and professionalism.

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GENERAL SECURITY AND BEHAVIOURAL ISSUES

PROTECTING YOUR EMOTIONAL WELLBEING BEFORE AND BEYOND ELECTIONS

Ayodele Olurotimi Coker & Coker Olayinka Olufunmilayo

Abstract

The forthcoming 2023 elections in Nigeria have been likened to an emotional tsunami for the followers of the three major political parties. Many Nigerians believe that the outcome of the 2023 elections will have a long-term impact on safety and the economy of the country. The Nigerian literature is scarce on the psychological reactions associated with elections in Nigeria. This perspective paper attempts to reveal how the 2023 presidential political engagements of the different political parties will affect the physical, psychological and social health of their followers in Nigeria; how the election is generating different psychological reactions among followers of main political parties; the expected different types of election stress, their preventions and how to develop emotional resilience before and beyond the elections.

Introduction

The emotional tension that is building up among the different political parties towards the forthcoming 2023 elections may probably be generating different forms of psychological distress among them. The 2023 election will be like an emotional tsunami of torment for some, joy for others and a let-down of psychological energy for those that will lose the elections. This is because Nigerians believe that the outcome of the 2023 elections will have a long-term impact on their safety and the economy. Political involvement of the masses is one of the apexes of any functioning democracy. Participating in political processes can make people face stressful situations because political elections are noted as profoundly stressful events.¹ Studies have indicated that adults who have a greater sense of political self-efficacy by exposing one's self to election-related media were found to experience increased psychological distress after an election, especially if their candidates lose.²⁻³ Studies have shown that there may be an increase in emotional reactivity in the days directly following an election.²⁻³ Furthermore, those who report higher levels of perceived negative impact based on an

election were more likely to report lower levels of physical and mental health.³ It is therefore important that we must understand the relationships between political electioneering and emotional distress.

Prior studies have found a higher risk of mental health disorders immediately following behavioural, psychosocial, and environmental triggers such as the pandemic.⁴ One big American Psychological Association survey in 2017 showed that 52% of respondents claimed that the then political climate was a substantial source of stress and 70% noted that concerns about the future of the nation were a substantial source of stress.³⁻⁵ An update of the same survey conducted in August 2020 found a larger proportion of the respondents (77%) indicating the future of the country as a substantial source of stress, enhanced by the ongoing Covid-19 pandemic. Thus, the pandemic made it worse. Furthermore, 68% reported that the 2020 presidential election was a substantial source of stress, and the prevalence was indeed high regardless of political party affiliation; fifty-two per cent of the participants believed that their mental health suffered due to the election; 51% anticipated that the economy will worsen after the election; 38% had insomnia because of election stress; 26% expected civil unrest and that the protests will get worse; 24% felt rage about the election. In all these emotional manifestations, 47% could not seek mental health treatment due to costs or lack of access; nonetheless, about 11% were able to receive psychotherapy to enable them to cope with election stress.⁵

The American Psychological Association, therefore, identified politics as a major source of stress for American young adults, and there were sizeable increases in rates of depression, anxiety, loss of sleep, and emotional reactivity among groups with high levels of opposition to President Trump such as Democrats, racial minorities and students.⁵ A 2020 survey conducted by Gartner

found that 78% per cent of United States of America employees talked about politics at work, but a third of those employees found the conversations stressful or frustrating.⁵⁻⁶ Regarding psychological distress among the politician and their families, One survey in 2018 reported that 35% of Republicans and 45% of Democrats claimed that they would be disappointed if their children married someone of the opposing political party.⁵⁻⁶

What was peculiar about the 2023 elections is that the young Nigerians have become overtly expressive towards their desire to support a younger political aspirant, and this preference influenced many other younger people nationwide. For this reason, the 2023 elections have led to heated discourse among the followers of the three major presidential aspirants. In this light, the ongoing heated debates may bring about relapses or even probably exacerbate pre-existing physical and mental health disorders among the followers of the aspirants. For example, it was observed that between President Trump's 2016 election victory and his 2020 re-election campaign psychologists and psychotherapists reported significantly higher rates of patients reporting that politics negatively affected their mental health conditions.⁶

Researchers have severally noted that politics is a chronic stressor; it saturates different cultures and permeates daily life through social media, various entertainment platforms and a 24-hour news cycle. For some people, politics shapes their social networks and individual identities, a source of negative emotions that could lead to decreased psychological and physical well-being. This is because it has been observed that at various political rallies, there was reported harassment from the followers of other aspirants. The chronic stress from the harassment at political rallies could exact a toll on the mental public health of the followers of the major political aspirants with increasing evidence that such encounters manifest with a range of physical and mental health conditions.⁷⁻⁸ In the same vein, at the workplace, on the streets, at various clubs and societies, including in nuclear and extended families, people are challenged to reveal their political alignments and if it does not tally with the predominant member of that group, the ensuing

political discussions may lead to despondency, anger, uncertainty, and symptoms of anxiety.⁵⁻⁷

For this reason, the forthcoming 2023 coming elections are already dividing friends, families, co-workers, and members of clubs and societies. The irony of these forthcoming elections is that it has brought about doubts about whether the election will resolve many problems facing the country which has further caused uncertainty. For some people, the forthcoming elections are making them develop overwhelming disturbing negative emotions that could be out of control. When one lacks emotional control, it could adversely impact the quality of life and well-being of the individual. The electronic and print media indirectly further added to the populace's stress with their biased broadcast and their polarized negative news which make the political situation bleak and overwhelming. Even before the onset of the political campaigns, Nigerians were already experiencing significant changes in their families, living styles, work-related issues, and economic and social functioning brought about by the covid-19 pandemic. The electioneering campaigns made the stakes to be higher and the resultant emotional variables are unknown. In this light, this paper will further attempt to reveal and demonstrate the sources of political emotional distress and how to cope with them by developing emotional intelligence and resilience before and beyond the elections.

What are the Election Stressors?

One survey that was carried out recently in the United States of America showed that there were different factors involved in the aetiology of political stress. These "election stressors" were things like negative political adverts, undesirable campaigns, fear-based speech, leaked bad video footage of political opponents, biased press conferences and negative social media posts. The electronic and print media sometimes exaggerate negative political stories to attract their audience to keep them watching or reading their negative political stories. This was how the election stressors are developed and perpetuated. In a charged electioneering environment, when people anticipate election stress, they also experience greater negative affect regardless of whether they experienced any election stressors that day. If someone was expecting to experience election

stress on a Monday, he was more likely to feel upset and nervous on Sunday, a day before the event even if the expected election stressors did not take place. Thus, there could be election-related stress, even if the real emotional consequences of the negative event did not happen.¹ Therefore, the more engaged one is in active politics, the more one can become emotionally drained, and one can also experience symptoms of emotional exhaustion, generalised anxiety and symptoms of depression.⁵⁻⁷ Again, if one is actively involved in supporting a candidate where one was not sure whether the candidate will win or not, the emotional investment in such a candidate could be a source of anxiety and panic attacks. Consequently, after the elections, the followers of a candidate who lost the election may remain glued to election coverage on the radio and television denying the announced results and not knowing what the future holds for them.

Role of Social Media in Election

Social media is a communication platform used to persuade, change or influence opinions when it comes to political views because of the abundance of ideas, thoughts, and opinions circulating through them.¹⁷⁻¹⁸ Again, social media may be used to appropriate election processes by influencing individuals toward a particular way of thinking. Various arguments on social media platforms between the followers of different political parties sometimes lead to uncontrollable anger emotions, hostilities, emotional tension, anxiety disorders, panic attacks, phobias, and depression and may even bring about relapses or exacerbate psychotic conditions from the arguments about politics.¹⁷⁻¹⁸

The Nigerian Communications Commission estimates that there are almost 150 million internet users in Nigeria. When compared globally, the average Nigerian social media user spends about 4 hours daily. That is why politicians take their messaging to where the people are. One 2015 study by Demos¹⁸ revealed that Twitter was ten times more active during the 2015 election period in Nigeria than in normal times. Social media users tweeted over 12.4 million tweets about the elections over that period. In the build-up towards the upcoming 2023 presidential elections, the three major presidential candidates have significantly increased their followership on social media within the last six months. Statistics showed that more than 1.4 million people were following

Bola Ahmed Tinubu, the All Progressives Congress candidate as of February 2022. Peter Obi of Labour Party candidate had more than 2 million followers, a tremendous increase of 1.3 million followers within eight months while the candidate for the PDP Party Alhaji Atiku had 4.5 million followers. Although, it was postulated and discovered that about 70% were fake social media accounts.

Negative aspects of social media

Some followers use disinformation to dissuade voters from coming out in opposition strongholds with the threat of violence or simply false information about the electoral processes. Most political candidates use false information to discredit their opponents and embellish their records, with or without veracity. There were many paid and unpaid political influencers that were used as chief spreaders of fake news to make deliberate efforts to misinform the political climate in favour of their preferred candidate or targeted at damaging the image of their political opponents. For example, there were more than fifty claims that were fact-checked, directly related to the forthcoming 2023 general elections and they were doctored images and videos. Some of the false claims could be that the candidates talked out of context to mislead the public. This is so because people on social media just want to share or forward information that favours their preferred candidate, not minding whether or not it is accurate.¹⁷⁻¹⁸

The only rule in most political climates especially in Nigeria is to win at all costs. Based on this, some politicians deploy all propaganda tools or fake news on social media to secure victory. Fake news thrives when there is a dearth of real information. A timely response, regular updates and a viable information-delivery team will drastically reduce the spread of fake news. Fake news is less impactful when it does not go viral. Nigerians, especially the ones active on social media, can mitigate the spread of fake news when they share or re-share only verified information. It is therefore important that media organisations must ensure they disseminate accurate and reliable information during elections. As a matter of urgency and essence, media organisations should set up fact-checking desks to prepare for the influx of fake news ahead of the 2023 general elections. All contents should be objective, truthful, factual, and based on the principles of

journalism. Nonetheless, social media is not designed to solve political stress, they were designed to capture attention and that is why media experts label social media as a psychological form of mind control. Making political enemies on social media will not solve your frustration but may create some. If social media is not making your life better, uninstall the app and change your focus toward emotional wellness.¹⁶⁻¹⁸

How to Protect your Emotional Wellbeing Before and During the 2023 Elections

Since it is obvious from previous studies^{1,5-8} that general elections can bring about various forms of physical and emotional health conditions, it is pertinent for Nigerians to develop some stress management techniques and emotional coping and resilience strategies before, during and after the post-elections era. In these remaining days before the presidential elections, these are some tips to prevent Nigerians from developing mental health challenges.

- One must know when one can no longer cope with election stress; one should ask for help from a professional.
- One should unplug. If monitoring the election news gives one stress, one should stop watching political news or reading political news from social media.
- Set your boundaries around political conversations and maintain your space on aggressive political conversations
- Avoid emotional social media triggers. When you feel angered and want to respond to a post, take a break, go for a short walk, breathe in slowly and count from fifty to one backward.
- We must try and live in the now with our emotions for this moment. This means that we should not feel guilty about the past and try not to be anxious about the future. Today, our now is under our control.
- During the hectic elections period, we must be aware of the increased consumption of alcohol and other psychoactive substances. Some people may become addicted to alcohol and other substances unknowingly.
- To avoid political stress, speak with only those that share your political doctrines.
- We need to be optimistic about the future and stop catastrophising. Some people anticipate the worst outcome during elections.

- We should realise and acknowledge that the 2023 elections will not solve the country's socioeconomic problems.
- Screaming at friends and family members during political conversations does not change your opponent's mind, instead, it does the opposite.
- Prevent involving your nuclear and extended family members in aggressive political discussions because you will come back to them after the elections
- We must learn to refuel ourselves emotionally by developing our self-care health programmes. We need to drink plenty of water, sleep for 8 hours, eat healthy meals and carry out physical workouts daily.¹¹

How to Handle Post-Election Stress and Our Emotional Wellbeing After Elections

The post-election stress, although not a classified mental illness because it is not found in the books of psychiatrists or psychologists, however, it has been described as an emotion that sparks extreme reactions such as all-or-nothing thinking, blame-shifting, attacking, avoiding, denying reality, or irrationally clinging to only one side of an issue. Post-election stress can drain someone and if not properly handled can lead to posttraumatic stress disorder. It is, therefore, important that one must take control of one's moods.¹²⁻¹³ One study by Yan et al,¹² found that, following the 2016 U.S. presidential election, people who had backed the losing candidate experienced more days of serious emotional distress over the next month than in the month before the election.

High-stakes elections, such as the 2023 presidential election can take a big toll on the mental health of Nigerians. One reason why people develop post-election stress is that citizens tend to draw feelings of safety and security from their chosen leaders. This is because human beings need to always feel safe and secure but when safety appears to be threatened, they worry about how to fix it and regain stability. This is because when we vote for a leader that we trust, we feel that our lives will be more secure, which is only a mental perception. Nonetheless, if our candidate loses the election, we must keep in mind that we must still maintain our physical and mental health. When our candidate did not win, we need to know that it is not the end of the world, there will be another opportunity at the next election. These are

the tips to manage our post-election stress. These tips can be used to develop the leadership of your life since you will be the one to make your life better, not the politicians.

- Disappointment is part of life, it does not start or end with elections.
- We need to build boundaries around election traumatic topics and also maintain our space.
- Accept defeat and reconnect with your friends from other parties
- Avoid listening to political news from the social media
- Stop complaining and move toward creative communicating
- Stop making a mountain out of a molehill, be enthusiastic about the future
- Life must continue, we will continue to survive even if our candidate didn't win
- Acquire stress management techniques and practice relaxation techniques
- Spend energy on what you love doing, to prevent post-election emotional distress (Listen more to music)
- Election stress goes beyond election days, so practice self-care
- Channel your energy into productive volunteering
- If you feel sick, seek medical professional help. It is the time to develop the habit of emotional resilience and mental toughness.
- Refuel: with self-care emotional resilience techniques.

After the elections, we need to ask ourselves what is next. If one has not acquired the skills of stress management or emotional resilience, this is the time to learn and acquire them. After the election, one will win and the others will lose. For the losers, some may believe that their sense of hope is lost with the election. When one loses an election that one was sure to win, the reaction has been described as "Shocking and numbing." The associated mental health conditions of those who lose elections include anxiety, grief, or hopelessness.¹¹⁻¹³ We must, therefore, protect our mental health by following the acquired coping skills. They will give our physiology and brains a boost of positive energy to stay motivated and healthy no matter the circumstances. Post-election stress will drain some of us because documented research evidence showed that past elections elevated emotional exhaustion, anxieties, and

symptoms of depression and even shattered relationships in close family members.¹¹⁻¹³

Emotional Intelligence and Resilience

It is, therefore, important that we must acquire the strategies of emotional intelligence which is the ability to understand, use, and manage our emotions in positive ways to relieve daily stress, communicate effectively, empathize with others, overcome occupational and personal challenges and defuse conflict. The five pillars of emotional intelligence include a) self-awareness which is the ability to focus on yourself and how your actions, thoughts, or emotions do or don't align with your values and internal standards. b) Self-regulation, which is the ability to control one's behaviour, emotions, and thoughts in the pursuit of long-term goals and how to the capacity to manage disruptive emotions and impulses which is all about thinking before acting. c) Self-motivation which is the setting of personal-development challenging goals; the internal drive that leads us to take action towards a goal. It keeps us moving forward, even when we don't want to d) Empathy for others by walking in people's shoes to know where they hurt and by doing so, you become more aware of the feelings and emotions of other people. e) Social well-being is the ability to initiate and sustain quality relationships and being able to communicate effectively with others by integrating thoughts, emotions, and behaviours in a way that supports greater health and well-being in life.

Emotional resilience is the ability to respond to stressful or unexpected situations and crises. This is when we learn from our mistakes rather than denying them. When one sees obstacles as creative challenges and adversities inspires one to be emotionally stronger. In this manner, one can laugh away one's failures and frustrations. In summary, it is the ability to bounce back when one encounters hardships.

Conclusion

The activities of the followers of the major political gladiators have heated the political climate and may have a toll on the mental health of Nigerians with vulnerable emotions. It behoves public mental health providers in Nigeria to be alert to the possibility of deteriorating mental health conditions among some mentally vulnerable Nigerians following the presidential

election. It can therefore be deduced that the 2023 elections might also take a toll on Nigerians' mental health due to the lack of new Naira notes and the perennial fuel scarcity. Therefore, the Association of Psychiatrists in Nigeria (APN) should encourage their members to assist those that may develop clinical signs and symptoms of mental health deterioration and offer appropriate support and intervention. The APN should, therefore, consider that elections could cause at least transitory increases in poor mental health and tailor patient care accordingly. The APN should compel their members who are consultant psychiatrists and clinical psychologists in all states of the country to be accessible, relevant and sensitive to the unique circumstances created by the 2023 forthcoming presidential election. The support to be provided by APN members should include online consultations and mental Wellness Clinics in all secondary and tertiary medical facilities following the week after the presidential election.

Nonetheless, all of us must prioritize our self-care so that we can cope with any emotional distress associated with the coming elections and beyond. If you decide to discuss politics, don't do it to convince anyone; discuss it to gain more knowledge. My final question is, will mental health disorders increase before and after the 2023 presidential election? That is the food for thought for Nigerian researchers.

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THE INFLUENCE OF STRESS & TRAFFIC CONGESTION ON EMPLOYEES PRODUCTIVITY AMONG UNIVERSITY OF LAGOS STAFF

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Abstract

The study examined the influence of stress and traffic congestion on employee productivity among employees of the University of Lagos. Two hundred and fifty (250) employees (Academic and Non-academic staff) of the University of Lagos participated in the study. Anchoring on Lazarus (1988) Stress Theory, and French, Caplan, and Harrison (1982) Person-Environment Fit model, potential relationship that exists between employee stress level, productivity, and the environment (traffic congestion) was investigated. Three standardised scales were employed; Perceived Stress Scale (PSS) by (Cohen & Williamson, 1988), Employee Productivity Scale (EPS) & Traffic Congestion Scale (TCS) -Adapted by (Mohammed & Zannatul, 2019). It was hypothesised that: there will be a significant relationship between traffic congestion and stress; that the stress level of Academic staff and Non-Academic staff will be significantly different; Stress and Traffic Congestion will significantly predict the level of productivity of employees of the University of Lagos. Results of independent t-test, Pearson correlation coefficient and regression analysis revealed significant results. Findings clearly established that employee productivity was low with increased stress level and traffic Congestion. However, findings showed that there was no significant difference in the stress level of Academic and Non-Academic Staff. The study recommended (i) a comprehensive reform in employee's welfare and housing policy that is aimed at providing on-campus and near-off campus accommodation to substantial number of long distant staff members.

(Key: Traffic Congestion, Stress Reactions, Health Symptoms, Employee Productivity)

Background to The Study.

Stress is a common and inevitable component in the lives of every individual, regardless of cultural background or race. Stress has been receiving

continuous attention of researcher and a number of studies have showed that everyday stress is inimical to human health and psychological wellbeing (DeLongis, Coyne, Dakof, Folkman, & Lazarus, 1982; Eckenrode, 1984; Kanner, Coyne, Schaefer, & Lazarus, 1981). In today's workplace many major changes in the nature of work and employment have occurred in many countries, which is hitherto making workplace unfriendly and stressful (Marmot, 2015; Siegrist & Jian, 2016) with implications for physical, social and mental health. Noteworthy among the changes: first, employment sectors have shifted from industrial mass and lean production towards service delivery and information/communication technology-driven jobs; second, mainstream employment relations and job trajectories with long-standing continuity and security were increasingly replaced by more flexible arrangements, including mobility, retraining, de-standardization of employment contracts, and growth of job insecurity; third, with the advent of economic globalization, growing competition between transnational companies and the constraints of financial markets resulted in a sizeable increase of work pressure in many employment sectors, often in combination with decreasing job stability and security, in particular with the advent of the great financial crisis (Wahrendorf, Sembajwe, Zins, Berkman, Goldberg, & Siegrist, 2012; Siegrist & Jian, 2016). As a result, a growing burden of work stress-related poor health has been documented (Schnall, Dobson & Roskam, 2009; Wahrendorf, Sembajwe, Zins, Berkman, Goldberg, & Siegrist, 2012; Marmot, 2015).

Stress at work is costing industry a great deal of money (Arnold, Robertson & Cooper, 1991). As a result, there has been a reorientation in stress research from a nearly exclusive emphasis on major events to an appreciation of the significance of minor environmental stressors. These minor

stressors (e.g., work deadlines, marital arguments) has been an important focus that has dominated research because they provide a means of describing the stressful features of enduring relationships (e.g., spouse, friend) and roles (e.g., worker, student). Thus, in identifying organisational sources of stress, many previous studies have focused entirely on factors intrinsic to a job, role problems, relationships at work, career development, organisational climate and structure, and the work-home interface (Cooper, et al, 1988). Most experts agree that distinct demanding or threatening extrinsic features of job environments and employment conditions act as determinants of workers' health, and many researchers claim that specific intrinsic characteristics (personality traits, coping behaviour) increase the working people's vulnerability to stress (Cox, 1976; Cartwright & Whatmore, 2005). Yet, there is no consensus on how this interaction is best defined and how extrinsic and intrinsic components are weighted with regard to their impact on health (Edwards & Cooper, 1990; Van, DeJongr, & Landsbergis, 2005). Despite these research efforts there has been a dearth of or few studies on factors that are extrinsic to the job such as traffic congestion, long hours of work, heavy workload or overload, changes within the organization, tight deadlines, changes to duties, job insecurity, lack of autonomy, boring work etc. Stress can have both negative consequences on the individual and the negative consequences can result to loss of affection for reading, to perform well and declining mental and physical health.

Transportation system is an integral part of a modern day society, designed to provide efficient and economical movement between the component parts of a country and offer maximum possible mobility to all citizens (Leshem & Ritov, 2007; Kanruzzama & Rumpa, 2019). In a busy metropolis such as Lagos where people commute to workplaces amidst heavy vehicular traffic, traffic congestion has become a major issues affecting workers physically, emotionally and physiologically. Unlike, in advanced societies where transportation framework is well developed and planned to engender productive and practical development (Leshem & Ritov 2007), Africa and Nigeria experience is much more chaotic. Lagos being the most populated state in Nigeria, the commercial nerve center, workers has

to contend with traffic going and coming back from work daily. Lamentably, the current street organization, including the motorway framework, is turning out to be dangerously clogged because of increase in the number of vehicles and fewer to poor municipal roads (David & Gregory, 2010). Street gridlock causes pressure and weariness among individuals which altogether affect wellbeing and productivity.

Traffic congestion and crowded public transportation systems are the top causes of stress and declining productivity among employees of a heavily populated metropolis like Lagos. Hence, problem of road traffic congestion and its influence on the performance of employees is increasingly gaining the attention of human resource, management professional, academia and employers. In particular, time spent on road traffic congestions and time spent on work among the employee's plays a significant role on employee's performance in an organization (Lupala, 2010; Kanruzzama & Rumpa, 2019). Employers are feeling the negative impact of the daily traffic jams on their business. According to studies related to stress; job dissatisfaction and job changes are influenced by commuting factors (Novaco, Stokols, & Milanesi, 1990). Recent study in the United States report that 48 % of working adults reported their job dissatisfaction as an impact of commuting, 32% took commuting into consideration when deciding their current job, 27% of the respondents stated that they could perform their duties from home and 15% of the respondents reported they would change their jobs for a shorter commute (Road Wage Survey, 2011). Also as stated by Kluger (1998), long distance commuting can easily be associated positively with tardiness. Along with increases in productivity; motivation level, financial savings and employment opportunities enhance according to the quality of the commuting. Individual time and monetary costs and individual consequences such as distortion of work-life balance, some health issues, increased stress and environmental concerns such as carbon emissions and increased traffic congestions should also be considered (IBM Corporation, 2009; Lyons & Chatterjee, 2008; Kanruzzama & Rumpa, 2019).

The traffic congestion on the road commonly occurs during the peak hour or the rush hours of the day usually in the morning and once evening

when workers resumes and closes for their duties. There is also a possibility of a third peak hours especially in the central business district in the metropolis due largely to the volume commercial and haulage activities, which usually characterised afternoon periods. Moreover, an average Nigerian worker spend an average of eight hours as the supposedly official and universal standard working hours at work for workers, hence worker engaged the and disengaged the road almost at the same time of the day. Studies have variously established the influence of traffic congestion of man-hour loss, with some attendance psychological dysfunctions which ultimately affect human capacities and productivity (Oni, 1992; Levinson and Kumar, 1994; Crane & Chatman, 2003; Gordon et al., 1989). In contrast, empirical research on job-housing imbalance (Cervero, 1996; Cervero & Wu, 1998; Schwanen et al., 2004) suggests significant commuting burdens while theoretical urban economic models likewise imply congestion-induced urban economic inefficiencies (Anas & Xu, 1999; Arnott, 2007; Weisbrod, Vary & Treyz, 2001; Fujita & Thisse, 2002), most notably by reducing agglomeration benefits (Graham, 2007).

Moreover, research suggests industry-variant sensitivity to congestion's potential drag—most notably, service industries are least sensitive while manufacturing industries are most sensitive, indicating that industry mix is important. Commuting has inevitable consequences for workers. Monetary costs of transportation outstand as one of the most important factors upon deciding the job search location, intention to change jobs and to quit, and evaluating the wage offered for job candidates. Besides wasting quality time, it may lead to stress and loss of productivity. Along with monetary costs, time wasted during daily trips should also be considered.

Physical or mental, any commute is an effort and expenditure of resources for the individual. As stated, it is not only time, but the way it is allocated and individual differences that are important to interpret the outcomes. Van Hooff (2013) reports that psychological detachment from work during the commute is also important for commuters. According to the utilization of the commute or the subjective experiences about the process, commute from work can be the time for individual to relax and unwind from work. It is a transition

between work and home and helps people change their mood and provides a transmission between roles. Depending on the five pleasantness of the commute, it can be considered a form of recovery. According to Gatersleben & Uzzell (2007), this might be the only part of the day when individuals have the chance to dedicate to themselves.

Objectives of the Study.

This study was set out to achieve the following objectives:

1. To investigate the possible relationship between traffic congestion and stress among workers of the University of Lagos.
2. To evaluate the work stress and stress symptoms among some selected workers of the University of Lagos.
3. To investigate differences in the work stress level of Academic and Non-Academic Staff of the University of Lagos.
4. To evaluate the extent to which traffic congestion and stress can predict the level of productivity of employees of the University of Lagos.

The Concept of Stress.

Stress is a worded from the Latin word *stringere*, meaning to draw tight, which hitherto originated to early conception of strain and load in physics and engineering. This early definition eventually came to influence one concept of how stress affects individuals. Given this concept, it is believed that external forces (load) are seen as exerting pressure upon an individual thereby producing strains; which can hitherto be measured just as physical strains upon machine can be measure (Hinkle, 1973). While stress is seen as an outside stimulus, other schools thought conceived stress as a person's *response* to a disturbance. These later schools of thought believed that external or internal forces is capable of initiating short-term or long-term "fight or flight" reactions on people's psychological functioning (Arnold, Robertson & Cooper, 1998). Through this reaction, people, as well as animals, will choose whether to stay and fight or try to escape when confronting extreme danger. The term stress was first employed in a biological context by a famous endocrinologist Hans Selye in the 1930s. He later broadened and popularized the concept to include inappropriate physiological response to any demand. In his usage stress refers to a condition and the six stressor to the stimulus causing it. It covers a wide

range of phenomenon from mild irritation to drastic dysfunction that may cause severe health breakdown. According to Robbins (2004), stress is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important. Stress can be defined as any circumstances that threatens or are perceived to threaten an individual's well-being, thereby taxing one's coping abilities. The threat maybe to immediate safety, security, self-esteem, reputation, peace of mind or many things that one values. Stress affects physical and psychological health (i.e. physical, mental, physical, and emotional strain). From this definition one can say that stress is not necessarily bad, it also has a positive value when it offers potential gain. Moorhead and Griffen (1998) also defined stress as a person's adaptive response to a stimulus that places physical and psychological demands on a person. These definitions and descriptions of stress can best be seen as excessive demands that affect a person physically and psychologically. Thus, the mental or physical condition that results from perceived threat or danger and the pressure to remove it.

Types of Stress

- (i) *Acute stress*: Acute stress is a very short-term type of stress that can either be positive or more distressing; this is the type of stress we most often encounter in day-to-day life. It comes from demands and pressures of the recent past and anticipated demands and pressures of the near future. Acute stress is thrilling and exciting in small doses, but too much is exhausting. For example: having a job interview, having financial problems, dealing with a divorce or being stopped by LASTMA.
- (ii) *Episodic Acute Stress*: Episodic acute stress is a kind of acute stress that seems to run rampant and becomes a way of life, creating a life of ongoing distress. If one has episodic acute stress, one may feel like you are always under pressure or that things are always going wrong. This can be exhausting, both physically and mentally. The symptoms of episodic acute stress are the symptoms of extended over arousal: persistent tension

headaches, migraines, hypertension, chest pain and heart disease.

- (iii) *Chronic Stress*: Chronic stress is stress that seems never-ending and inescapable. It can stem from traumatic experiences and childhood trauma. This is the grinding stress that wears people away day after day, year after year. It destroys bodies, minds and lives. It is the stress of poverty, of dysfunctional families, of being trapped in an unhappy marriage or in a despised job or career.

Nature of Stress: Stress Process or Response Stages

One of the first scientific attempts to explain the process the process of stress-related illness was made by Hans Selye (1946), who described three stages an individual encounter in stressful situations:

ALARM -> RESISTANCE -> EXHAUSTION.

- (i) *Alarm is the first stage*: When the threat or stressor is identified or realized, the body's stress response is activated. In this state, an initial phase of lowered resistance is followed by counter-shock, during which the individual's defence mechanisms become active. During this stage adrenaline will be produced in order to bring about the "*fight-or-flight*" response. There is also some activation of the HPA axis, producing cortisol.
- (ii) *The Resistance stage*: Which represented the stage of maximum adaptation and, hopefully, successful return to equilibrium for the individual. Where the body has to decide to 'fight or flight'. If, however, the stress agent continues or the defence mechanism does not work, the individual will move on to a third stage. The body will try to add resources to help it cope through maximum adaption and hopefully, successful return to equilibrium for the individual. If, however, the defence mechanism does not work, or fails to cope, it will lead to the third stage which is Exhaustion.
- (iii) *Exhaustion stage*: is the third and final stage when and where adaptive mechanisms collapse. At this point, all of the body's resources are eventually depleted and the body is unable to maintain normal function. The initial autonomic nervous system

symptoms may reappear (sweating, raised heart rate, etc). if stage three is extended, long term damage may result as the body, and the immune system is exhausted and the function is impaired resulting in decomposition. The result can manifest itself in obvious illnesses such as ulcers, depression, diabetes or even cardiovascular problems, along with other mental illnesses.

Blumenthal (2003) differentiated different effects of stress as follows:

- *Behavioural Effects*: stress leads to accident proneness, substance abuse, impaired speech, restlessness and forgetfulness.
- *Cognitive Effects*: stress affects our thought process, leading to a difficulty or fear of making decisions, forgetfulness, hypersensitivity, mental blocks and difficulty concentrating or thinking clearly. This may be intensified by substance abuse.
- *Physiological Responses*: begin in the brain and spread to organs throughout the body. Catecholamine from the adrenaline medulla causes the kidneys to raise blood pressure and the liver to release sugar into the blood pressure and the liver to release sugar into the blood stream. The pituitary gland stimulates the release of corticosteroids, which helps to resist stress but, if in the system for a prolonged period of time, suppresses the immune system. These responses are adaptive for dealing with stress in the form of 'fight or flight' but this response is rarely useful in urban work, instead the accumulation of stress products in the body is immune-suppressive playing a part in degenerative processes and disease.
- *Effects on Health*: prolonged exposure to stress has profound and detrimental effects on health. Among possible complications stress may exacerbate or play a role in causing ailments like asthma, amenorrhea, coronary heart disease, chest pains, diarrhoea, dyspepsia, headaches, migraines, diabetes mellitus, ulcers and decreased libido. In a world where AIDS is frighteningly prevalent people need to be aware that stress is immuno-suppressive. HIV breaks down a person's immune system, which leaves them vulnerable to potentially fatal infections and diseases.

Theoretical Framework:

Several theories tend to explain the underpinnings of occupational stress. However, this study focuses on just two theoretical considerations: Lazarus transactional model of stress and coping theory and the Person-Environment-Fit model because they best explain the relationship between the variables under consideration.

According to Lazarus (1988) transactional model of stress and coping theory, stress is experienced when a person perceives that the demands exceed the personal and social resources the individual is able to mobilize. Neither the environment, event, nor the person's response defines stress; rather the individual's perception of the psychological situation is the critical factor. According to Lazarus, the effects that stress has on a person's psychological functioning is based more on that person's feeling of threat, vulnerability and ability to cope than on the stressful event or situation itself. This theory provided the basis to explain how stress or an employee's perception of work situations can affect his/her productivity. When an employee feels that he lacks the adequate resources needed to carry out his task, or that the work environment is incongruent with his personal abilities, this can cause stress for the employee which in turn influence optimal psychological functioning, which ultimately affect their capacities and productivity. On the other hand, French, Caplan, and Harrison (1982) Person-Environment-Fit model provided explanation regarding the potential relationship that exists between stress, an individual, and the environment. It was theorized that if there is not an accurate fit between the person and the environment, strain will occur with some attendant psychological and behavioural dysfunctions with adverse implications for productivity. More specifically, a person-environment-fit suggests that individual fit certain occupations based on the interaction of a multitude of variables. Theoretically, P-E Fit predicts magnitude of strain that is experienced by an individual is proportional to the degree of misfit between the individual and their occupation (Pithess,.....).

Research Questions

1. Will Stress and Traffic Congestion significantly predict the level of productivity of employees of the University of Lagos?

2. Will Stress have a significant impact on the level of productivity of employees of the University of Lagos?
3. Is there a significant relationship between Stress and The Traffic Congestion faced by the employees of the Institution?
4. Is there a significant difference in the stress level of both Academic and Non-Academic Staff of the Institution?

Hypotheses

1. Stress will have a significant impact on the level of productivity of employees of the University of Lagos.
2. There will be a significant relationship between Stress and The Traffic Congestion faced by the employees of the Institution.
3. Stress and Traffic Congestion will significantly predict the level of productivity of employees of the University of Lagos.
4. There will be a significant difference in the stress level of both Academic and Non-Academic Staff of the Institution.

Setting

Conducted in Lagos state, Nigeria. This study focuses the Academic and Non-Academic Staff of the University of Lagos located in Lagos. Considered as the financial capital of Nigeria, Lagos has been identified as the tech hub of the country with a significant number of academic institutions situated here in Lagos. With a population of 25 million people in Lagos, the estimated total population of Academic and Non-Academic Staff in Tertiary institutions here in Lagos state is pegged just above 10,000. This setting was chosen for convenience, time constraints, and most importantly the knowledge of respondents on the nature of this research.

Sample & Sampling Procedure

Two hundred and fifty (250) Academic and Non-Academic Staff of the University of Lagos, selected randomly by accidental sampling participated in the study. A total number of one hundred and ten (110) male and one hundred and forty (140) female staff who are regularly commuting from their various homes to work were sampled for the study. The age range and tenure obtained for the participants are 35-65 and 5 years, respectively.

Design

Ex-Post-Facto research design was employed in the study. The participants under investigation has been regularly commuting to work amidst heavy traffic congestion with its attendant psych-physiological consequences. Given this condition the variables have been manipulated naturally, measures of workers reported stress levels, number of hours spent inside traffic and productivity level obtained for eventual analysis.

Instrument

Demographic information of the selected respondents which includes Age, Gender, and Years of Work Experience was obtained by Demographic Information Inventory (DII).

Perceived Stress Scale (PSS): Stress was measured with the Perceived Stress Scale (PSS) developed by Cohen & Williamson, (1988). The Perceived Stress Scale (PSS) has 10 items for measuring the perception of stress. It is a measure of the degree to which situations in one's life are appraised as stressful. Items were designed to tap how unpredictable, uncontrollable, and overloaded respondents find their lives. The scale also includes a number of direct queries about current levels of experienced stress. The items adopt a four-point Likert scale ranging from 0-Never to 4-Very Often. In this scale, scores are obtained by reversing responses (e.g., 0 = 4, 1 = 3, 2 = 2, 3 = 1 & 4 = 0) to the four positively stated items (items 4, 5, 7, & 8) and then summing across all scale items.

This scale demonstrated high internal consistency (Cronbach's α ranging from 0.84 to 0.89), and a test-retest reliability ($r = 0.75$).

Traffic Congestion Scale (TCS): The impact of Traffic Congestion was measured with a self-report test developed by Mohammed & Zannatul, (2019). This scale has 10 items and items adopt a Five-point Likert scale ranging from 1-strongly disagree to 5-strongly agree. The range of the score of this scale is between 10 and 50. Mohammed & Zannatul, (2019) reported concurrent validity of -0.39 with the TCS at (p values $< .01$). This scale demonstrated high internal consistency and a reliability score which ranged from ($r = 0.81-0.85$).

Employee Productivity Scale (EPS): This scale contains self-reported statements that concern Productivity. As an adaption of the scale used in the study conducted by Lee, (2010), the Cronbach's alpha was used to check reliability of a

questionnaire. Its lenient cut off is 0.6 and strict cut off is 0.7. As we are getting 0.657 which is closer to 0.7, it shows that questionnaire is reliable. It is further explained in the table below.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.657	.655	26

Procedure

Formal administrative approval was obtained from the concerned authorities, the consents of the participants were obtained and the purpose of the study was explained to them before commencement. Questionnaires were distributed to only willing participants at various points of the selected institution and the data was collected personally by the researcher. Respondents were given 30minutes to fill out their given questionnaire. This time frame was decided upon in order to give enough time to the respondents to reflect on the items on the questionnaire to

facilitate valid responses. Data collected from respondents, was treated with utmost confidentiality.

RESULTS

Demography Characteristics of the Sample

This section clearly portrays the socio-demographic characteristics of the respondents using a table. The levels, frequency and percentage distribution of these variables are shown in Table 1.

Table 1: Percentage Distribution of Respondents by Sociodemographic Characteristics

Variables	Levels	Frequency	Percentage (%)
Gender	Male	110	44.0
	Female	140	56.0
	Total	250	100.0
Age	20-30 Years	58	23.2
	31-40 Years	62	24.8
	41-50 Years	69	27.6
	51 Years-Above	61	24.4
	Total	250	100.0
Job Role	Academic Staff	109	43.6
	Non-Academic Staff	141	56.4
	Total	250	100.0
Years of Work Experience	5-10 Years	109	43.6
	11-15 Years	46	18.4
	16-20 Years	37	14.8
	21-25 Years	28	11.2
	26 Years-Above	30	12.0
	Total	250	100.0

Table 2: Table describing the variables studied. Mean and Standard Deviation of Perceived Stress, Traffic Congestion, Employee Productivity by Gender, Age, Job Role, and Years of Work Experience

Variables	Level	Perceived index		Stress		Traffic index		Congestion		Employee Productivity index	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Gender	Male	22.70	5.382	35.50	5.599	18.80	4.183				
	Female	24.28	5.699	36.39	5.865	19.31	2.323				
Age	20-30 Years	24.02	5.542	34.53	5.459	18.74	2.750				
	31-40 Years	24.23	5.240	37.39	6.276	19.39	2.531				
	41-50 Years	24.06	5.493	36.74	5.218	18.87	2.351				
	51 Years-Above	21.98	5.971	35.13	5.726	19.36	4.926				
Job Role	Academic Staff	23.83	6.032	36.35	5.327	18.88	2.406				
	Non-Academic Staff	23.39	5.267	35.72	6.070	19.25	3.818				
Years of Work Experience	5-10 Years	24.42	5.41	35.51	6.27	19.02	4.00				
	11-15 Years	23.48	4.32	35.93	5.31	18.98	3.30				
	16-20 Years	22.89	5.66	36.86	4.07	19.24	1.89				
	21-25 Years	22.25	6.36	37.39	5.32	19.32	2.45				
	26 Years-Above	22.80	5.84	35.47	5.92	19.10	2.29				

3.2 Test of Hypothesis (Inferential Statistics)

Hypothesis 1: *Stress will have a significant influence on the level of productivity of employees of the University of Lagos.*

In order to test the significance of the relationship between stress levels and productivity, Pearson product moment correlation Correlation analysis was employed. The result is presented in Table 3.

Table 3: Pearson R Correlation Test of Perceived Stress, and Traffic Congestion

	Mean	Std. Deviation	N	Perceived Stress	Employee Productivity	P>.05
(1) Perceived Stress	23.58	5.606	250	1	-.002	.200
(2) Employee Productivity	19.09	3.277	250	-.002	1	

*. Correlation is significant at the 0.05 level (2-tailed).

Table 3 present the correlational analysis between stress level and productivity among the sampled respondents. From the results, it is observed that there is no correlation between perceived stress, and employee productivity ($r = -0.002$). Therefore, hypothesis 1 is rejected.

Hypothesis 2: *There will be a significant relationship between Stress and The Traffic*

Congestion faced by the employees of the Institution.

Pearson-R Correlation analysis was employed to investigate the relationship envisaged in hypothesis 2. The result is presented in the Table 4.

Table 4: Pearson R Correlation Test of Perceived Stress, and Traffic Congestion

	Mean	Std. Deviation	N	Perceived Stress	Traffic Congestion	P < 0.05
(1) Perceived Stress	23.58	5.60	250	1	.165*	.009
(2) Traffic Congestion	36.00	5.75	250	.165*	1	

*. Correlation is significant at the 0.05 level (2-tailed).

From Table 4, it is observed clearly that there is a significant positive correlation between Perceived Stress, and Traffic Congestion ($r = 0.165$, at $p < 0.05$). Given this result, hypothesis 2 which states that there will be a significant relationship between Stress and The Traffic Congestion is therefore accepted.

Hypothesis 3: *Stress and Traffic Congestion will significantly predict the level of productivity of employees of the University of Lagos.*

In order to test the stated hypothesis regression analysis was computed. The result is presented in the Table 3.

Table 4: Relative Contribution of Perceived Stress, Traffic Congestion to the Prediction of Employee Productivity (df = 2, 248)

Model	B	Std. Error	Beta	T	Sig.	R	R ²	F ratio	P < .05
(Constant)	16.19	1.46		11.07	.00				
Perceived Stress	-.02	.04	-.03	-.44	.66	.16 ^a	.03	3.16	.000
Traffic Congestion	.09	.04	.16	2.51	.01				

a. Dependent Variable: Employee Productivity.

b. Predictors: (Constant), Perceived Stress, Traffic Congestion.

The summary of regression analysis in Table 3 suggests that Perceived Stress and Traffic Congestion significantly predicted or influenced the level of Productivity of the respondents. It is observed from the table that the 3% variation in Employee Productivity, is influenced negatively by Perceived Stress, while Traffic Congestion predicted 16.0% of the observed variation in employee's productivity. Perceived stress and traffic congestion jointly predicted only about 3%

of the observed variance in employee's productivity. Hypothesis 3 is therefore accepted.

Hypothesis 4: *There will be a significant difference in the stress level of Academic and Non-Academic Staff of the Institution.*

In order to compare the mean stress level of Academic and Non-academic staff, an independent t-test comparison was executed and the result is presented in the Table 6.

Table 6: Independent T-Test comparison of Stress by Job role

	Job Role	N	Mean	SD	T	D.f	P < 0.05
Perceived Stress	Academic Staff	109	23.83	6.03	.621	248	0.311
	Non-Academic Staff	141	23.39	5.26			

From the result in Table 6, academic staff of the institution reported higher mean scores ($M = 23.83$; $SD = 6.03$) compared to their counterparts who are non-academic staff of the institution ($M = 23.39$; $S.D = 5.26$) on Perceived Stress. The t-test comparison yielded a positive t-value of -0.621 at degree of freedom of 248 at 0.05 level of significance. The calculated of $t = 0.311$ was found to be lower than the critical Table-Value. This implies that there is no significant difference in the stress level of academic and non-academic staff of the institution. Thus, hypothesis 4 is rejected.

DISCUSSION

Within this study, it was hypothesized that Stress and Traffic Congestion will significantly predict the level of productivity of employees of the University of Lagos, of which analysis showed this to be true. This is substantiated by the claims of Khattak et al. (2011) who notes that stress puts drastic effects on employees. Employees in stress cannot meet the expectations of their organization, because of facing physical, psychological and organizational burnouts. According to Tsaur & Tang (2012), most of the employees in organizations feel that their job is stressful, that in return decreases their performance. The stimulus-based stress theory gives good reason to this finding, as this model proposes that external stressors in the environment result in a stress reaction or strain on an individual.

According to Lazarus (1988) theory on stress, the mental characteristics as well as environmental conditions of an individual combine to shape cognitive appraisals. The individual's cognitive appraisal classifies the environmental condition, event, stimulant, or stressor either as a challenge (eustress) or as a threat (distress). The difference here is that the individual employee can either appraise the conditions, stimulants, stressors, or events as opportunities for personal mastery of a situation, thereby motivating him for increased productivity, or he can perceive these conditions and events as potentially harmful and draining thereby leading to low productivity. By implication, an increase in functional stress (eustress) can cause an increase in employees'

productivity, whereas an increase in dysfunctional stress (distress) can cause a reduction in employees' productivity.

It was of no surprise to see that there was a significant relationship between Perceived Stress, and Traffic Congestion. Employees having to go through long hours in traffic while trying to commute to work will induce some level of stress. This finding corroborates Tykkyläinen (2010) who asserts that long distance commuting and time spent in traffic are both closely related and bound to impose a significant cost on workers' productivity especially in the absence of reliable and cheap transportation technology which is essential for establishing long-distance commuting operations. Further, literature suggests that long-distance commuting has negative implications for the employees' well-being. It is often assumed that the compact working schedule due to much time spent in traffic affects negatively the overall work conditions.

Lastly, it was observed that there was no significant difference in the stress level of both Academic and Non-Academic Staff of the Institution. However Non-Academic staff reported higher mean scores as regards stress level.

Conclusion

The purpose of this study was to interrogate the influence of stress and traffic congestion on employee productivity among University of Lagos staff that are regularly commuting to work. Also, by extension examined to what extent stress and traffic congestion can predict the level of productivity employees of the University of Lagos under reference. In this study, it was clearly established that stressful employees reported lower levels of productivity. Moreover, majority of employees was reported to have had poor performance feedback and that was also an indication that productivity had been affected by stress. It was observed also that in order to compensate for stress reactions experienced majority of employees sometimes stayed away from work, or reported late for duty due to the traffic congestion they usually face on their way to and from their workplace.

IS REVOLUTION THE ANSWER?

Dele Olaotan

Humans are always at the vicious circles of revolutions emanating from oppression. History shows that in spite of changes in rulership from country to country, oppression remains.(1) Oppression is explained as a malicious or unjust treatment or exercise of power, often under the guise of governmental authority. (2)

In extreme cases, oppression and conflict may lead to ethnic cleansing, as occurred in Cyprus, Palestine, Bosnia, or Sudan; and even to genocide, as horrifically witnessed during the Nazi extermination of Jews, and in more recent times in Cambodia and Rwanda. (3)

Revolution is an instrument of change and often an attempt to promote equality and to combat oppression. The Encyclopedia Britannica defines vicious circle as a repeating situation or condition in which one problem causes another problem that makes the first problem worse.

The primary problem is oppression or predation. This primary problem leads to a breaking point of enough-is-enough agitation, rebellion, insurgency, uprising or war. The process eventually results in a revolution. However, revolutions have in most cases always failed as an instrument of change to promote equality and combat oppression, instead, they have tended to produce a repugnant vicious circle. Similarly, governments around the world have taken more positive steps to forestall insurgency and uprising that could lead to revolution through increased militarization.

Incapacity of Economics Philosophy

The shortcomings of Economic philosophy have been articulated in recent times. In spite of the height of human knowledge today, economic ideas for human survival have not been appropriately and adequately modeled after the pattern of sustainability that ordained the universe, of which the planet Earth and its humanity is an integral part. As a result of this inadequacy, man has essentially become destructive in the pursuit of his self-seeking nature. Essentially, the gain of one

person is the loss of several others, while the happiness of one person is the sadness of several others in a survival of the fittest struggle.

Basically in-existent knowledge could not have been applied by rulers. This explains why at the onset of philosophy over twenty five centuries ago, Thrasymachus in Plato's Republic said: "I say that justice is nothing else than the interest of the stronger. . . . The different forms of government make laws democratic, aristocratic, tyrannical, with a view to their several interests. These laws, which are made by them for their own interests, are the justice which they deliver to their subjects, and him who transgresses them they punish as a breaker of the law, and unjust. This is what I mean when I say that in all states there is the same principle of justice, which is the interest of the government.(4)

Thrasymachus is therefore frequently portrayed as an early version of Niccolo Machiavelli who argues in *The Prince* that the true statesman does not recognize any moral constraints in his pursuit of power. Machiavelli was thus established as a teacher of wickedness.(5)

A distinguished Professor of Economics at the University of Illinois writing on the Secret Sins of Economics, Deirdre McCloskey, says: "The progress of economic science has been seriously damaged. It is all nonsense, which future generations of economists are going to have to do all over again. Most of what appears in the best journals of economics is unscientific rubbish. They are vigorous, difficult, demanding activities, like hard chess problems. But they are worthless as science.(6)

In the same vein, Professor Fredrick August Hayek in his Nobel Prize Lecture in 1974, titled 'The Pretence of Knowledge' admitted: "On the other hand, the economists are at this moment called upon to say how to extricate the free world from the serious threat of accelerating inflation which, it must be admitted, has been brought about by

policies which the majority of economists recommended and even urged governments to pursue. We have indeed at the moment little cause for pride: as a profession we have made a mess of things."(7)

A Professor Emeritus of Agricultural Economics at the University of Missouri, John E. Ikerd after carefully considering the incapacity of Economics has put up a proposal to develop a new theory. The new theory must be sufficiently broad to encompass "oikonomia", for the purpose of guiding sustainable, long run human progress. After that new policies could then be built upon this new theoretical foundation.(8)

The Effect of Revolution on both the Oppressor and the Oppressed History had shown that revolution is a double edged sword that had harmed both the oppressor and the oppressed. For the oppressor, it had resulted in his inability to attain and retain sustainable greatness and mightiness as ordained in the sustainability modeling of the universe. More than all of these, it had resulted in the development of political divisions and polarization in both developed world and underdeveloped world, which have now accelerated to pernicious polarization. McCoy and Somer have defined pernicious polarization as the division of society into mutually distrustful political camps in which political identity becomes a social identity.(9).

Bill Gate recently warned that political polarization could mean disaster of civil wars that could end it all with a hung election in the United States. (10) This is the gory picture with advanced democracy of the world. While for others, it had resulted in unending political turmoil which had pushed the countries concerned to the precipice of failed states. Here, two outstanding examples of revolutions will be given to demonstrate the assertion very clearly. The first is the American revolution of 1775 - 1783 as it involved Great Britain, while the second example is that of Haitian revolution 1791 to 1804.

American Revolution 1775 - 1783

The American Revolution was an extraordinary political and military struggle waged between 1775 and 1783 when 13 of Britain's North American colonies rejected its imperial rule. The protest began in opposition to taxes levied without

colonial representation by the British monarchy and Parliament. As the political disagreements grew, they triggered a perpetual cycle of defiant acts and punitive laws that led to open rebellion. With the assistance of France, the American colonies were able to defeat the British, achieve independence and form the United States of America.(11)

The case of Great Britain represents a clear example of contradiction of self-interest and non-attainment of sustainable greatness and mightiness. By the year 1919, Great Britain had reached her full height as the greatest empire in history. For over a century, she was a foremost global power. She held sway over numerous countries and territories. According to the British Historian, Stuart Laycock, out of the 193 countries that are currently UN members, the British invaded or fought in the territories of 171, which is about 90 per cent.

The first setback for Great Britain came from colonised America. The predatory exploits of King George III of Great Britain and his ruling team were vehemently repelled by colonised America. Consequently, the American war of independence was fought as a necessity. The Americans won the war and declared their independence from Great Britain in 1776.

It appeared that the American experience had set a model for all other colonies to follow. Accordingly, one after the other, the rest of the colonies agitated and secured their independence from Great Britain.

Notwithstanding the perilous exploration undertaken by Great Britain to achieve greatness, the knowledge gap of how to achieve sustainable greatness has forced the greatness being sought to wane to a level of unimaginable smallness. Today, Great Britain, a former foremost global power has been reduced to the United Kingdom.

Let us suppose that the knowledge existed at that time that Great Britain could sustain her mightiness by investing in the integration of all the colonies into systemic prosperity, her mightiness would have known no bounds today.

After independence, the general pattern in the former colonies, particularly in Africa, is that the

powerful elite predated, oppressed and usurped virtually most of the resources needed for the overall development of the general population for their personal aggrandizement. Therefore, the vicious circles of oppression-insurgency-revolution has become a common phenomenon.

Haitian Revolution 1791 - 1804

Haiti was the first independent nation of Latin America and the Caribbean, the second republic in the Americas, the first country in the Americas to abolish slavery, and the only state in history established by a successful slave revolt.

Before the revolt 1791 to 1804, Haiti was a striving and prosperous agricultural economy established by the French. The economy based mainly on slave labor grew sugar cane, coffee, the dye indigo, cotton, tobacco and many exotic spices which were in high demand in Europe and Asia. The planters produced the goods but were prohibited from processing the crops in the colony itself. Thus all the goods were shipped to France and processed there. From the processing plants French merchants spread out to the whole of Europe and near-Asia creating a booming economy for France. Another huge portion of this economy was the slave trade itself.

However, the French by default, cheer wickedness and carelessness or so allowed the number of slaves to grow without any concern and within a 100 years of colonial rule had arrived at a very dangerous 10-1 ratio of free to slave population. In 1791 there were approximately 500,000 slaves and about 50,000 free people. The majority of the slaves were Yoruba from what is now modern Nigeria, Fon from what is now Benin, and Kongo from the Kingdom of Kongo in what is now modern northern Angola and the western Congo.(12)

In the midst of the French Revolution (1789-99), slaves, maroons, and free people of color launched the Haitian Revolution (1791-1804), led by a former slave and the first black general of the French Army, Toussaint Louverture. After 12 years of conflict, Napoleon Bonaparte's forces were defeated by Louverture's successor, Jean-Jacques Dessalines (later Emperor Jacques I), who declared Haiti's sovereignty on 1 January 1804. Jean-Jacques Dessalines himself was assassinated in 1806. Ever since, the country has suffered cycles

of violence, invasion, repression and revolutions for most of its subsequent history up till now.

In her 200 turbulent political history, Haiti recorded innunerable assassinations and overthrows. Today, the explosion of gang violence engulfing Haiti has caused famine, forced hospitals to close and pushed the country to the precipice of a failed state.

In addition to these outstanding examples, there are still other countries that have experienced coups. Coups are also a form of revolution involving blood baths. Nigeria is an outstanding example of coups and counter coups:

January 15-16, 1966: Chukwuma Kaduna Nzeogwu overthrows Abubakar Tafawa Balewa

July 29, 1966: Yakubu Gowon overthrows Johnson Aguiyi-Ironsi

July 29, 1975: Murtala Mohammed overthrows Yakubu Gowon

February 13, 1976: Buka Suka Dimka led a failed coup that resulted in the death of the head of state Murtala Mohammed

December 31, 1983: Muhammadu Buhari overthrows Shehu Shagari

August 27, 1985: Ibrahim Babangida overthrows Muhammadu Buhari

April 22, 1990: Gideon Orkar failed to topple president Ibrahim Babangida

November 17, 1993: Sani Abacha overthrows Ernest Shonekan.

One of the adduced reasons for military intervention in Nigeria's politics was the politicization of the Nigerian Army. The Nigerian army was seriously politicized to the extent that appointments and promotions were based on tribe and political sentiments rather than seniority and merit.

The military saw that each of the 3 political parties - NNDP, AG and NPC was indirectly fighting for the interest of their personal tribes/regions. So that was the reason why they should take over power and correct the problem as regional and tribal based political parties caused so many crisis and killings in the country.

Corruption was also a major causative factor for the frequent military intervention in Nigeria. Politicians became so corrupt and the economy of the country was mismanaged. The wealth of the country was spent recklessly and this encouraged incessant military coups in the country. However, in spite of the several intervention of the military, corruption did not reduce in the country and it appeared that the military didn't actually wanted to stop corruption and simply wanted to take power into their own hands. Hence, the actual reason could be adduced to the political ambition of the military itself.

There were pockets of crises that also led to military takeover in 1966. Some of these were the Action Group Crisis of 1962, Creation of Mid Western Region, Inflation of population census 1962/63 figures and Western Region Election crisis of 1965.

In spite of the intervention of the military in Nigeria politics since 1966 and involvement until now, Nigeria, a once prosperous nation at the onset of military rule in 1966 is now a heavily indebted nation in 2023 to the tune of N77 trillion left behind for the incoming administration. (13)

The implication of this prodigious debt stock is that each of 200 million Nigerians will be owing N384,864 when President Muhammadu Buhari leaves office in May 2023.

Much earlier in November 2022, the World Bank had projected that debt servicing will gulp 123.4 per cent of the Federal Government's revenue in 2023.

This was according to a presentation made by the new World Bank Lead Economist for Nigeria, Alex Sienaert.

Sustainability Modeling of Economics

The prevalence of oppression has been traced to the incapacity of Economic philosophy. This means that even under rulers with very good intentions, the incapacity of Economic philosophy will continue to lead to the vicious circles of oppression-insurgency-revolution. The simple truth is that rulers can only apply available knowledge and the prevailing knowledge of Economics could not take care of everyone. In other words, with the application of Economics as

it is, everyone can not be happy and this is a basis for oppression.

However, a point of transformation has been achieved in the course of a just concluded 40year multidisciplinary research into Universal Sustainability, which facilitates the sustainability modeling of Economics. The great research was facilitated by two frontline Professors Emeritus of the University of Lagos: Professor Emeritus Isaac Ayinde Adalemo and Professor Emeritus Oyewusi Ibidapo-Obe with this writer.

Sustainability modeling of Economics began with an outside of the box rethinking of a new concept of sustainable grass roots development which sees the planet Earth and its humanity of 8 billion members as an integral part of a self-organizing, self-sustaining and ever-bugeoning universe.

In this outside of the box thinking a set of system sustainability laws that organizes the entire universal system incorporating innumerable trillions of stars and planets (conservatively estimated at not less than 10 sextillion (10,000,000,000,000,000,000,000) for automatic sustainability and systemic prosperity was discovered. The system-sustainability laws are functionally responsible for giving every star and planets of the universe an identity in terms of its definite role, definite location and definite relations with all the others.

The adaptation and replication of the universal model in the human situations would systematically enlarge the scope of traditional Economics to give identity to each of the 8 billion human occupiers of the planet Earth, in terms of the definite occupational role, definite location and the definite relations with all the others. Such an adaptation would de-myth money and redesign the money system in order to make money the servant of the creation and protection of real wealth. This would be the harbinger of a new economic paradigm capable of improving everyone's quality of life, while living within environmental boundaries.

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EFFECT OF VEHICLE USAGE CATEGORY ON THEIR INVOLVEMENT IN ROAD CRASHES IN NIGERIA

Balogun S.A and Abiti B.P

Abstract

The study 'Effect of vehicle usage on their involvement in Road Crashes in Nigeria; is borne out of the need to further investigate factors contributing to the high rate of road crashes in the country. The investigation on respondents' involvement in road crashes in the past 5years was done with online survey and analysed with simple percentage and Pearson Chi square analysis respectively. Findings show that though more male are driving vehicles, road crash is not selective of any gender in terms of exposure. The private vehicles are more involved in road crashes even though commercial vehicles drivers tends to repeat the mistakes that get them involved in crashes before. The study therefore submit that the focus of public enlightenment of Federal Road Safety Corps and other traffic law enforcement agencies to cover activities of women drivers and commercial drivers that have been involved in crashes before.

Introduction

Road Traffic Crash (RTC) is a major health burden confronting man. It involves heavy loss of lives and properties whose estimate cannot be easily quantified. This is not limited to the loss of breadwinners, hospitalization expenses, repair of damaged vehicles, insurance losses and so on.

With the increasing level of motorization and use of less occupancy vehicles, the World Health Organisation (WHO, 2002) predicted that RTC may move from its current 9th position to 3rd position among the human health burden. This makes RTC a major killer than Cerebrospinal Disease, Chronic Pulmonary disease, Tuberculosis, Wars even HIV. This description is scary.

Balogun (2006), shows that one person is killed in less than two hours and one RTC case occur every 58minutes and death every 54 minutes respectively. Furthermore, eighteen states in Nigeria have individual fatality average exceeding the national average of 83death /100,000 populations. Prominent states with high fatality

rate are Ogun, Edo, Lagos, Niger and Plateau States respectively.

Accidents can be explained in various ways, in the last decade the following models were utilized; Domino Accident Model, Swiss Cheese Model SCM, Human Factor Analysis Classification System Model HFACS, System Theoretic Model and Process STAMP etc. the limitation with most of them is that the cause factor were not placed at the centre to finding preventive measures.

Nantulya and Reich, (2002) said most of the RTC occur in cities and large towns where population is often large and means of transportation are many. The causes of the Road crashes are quite many and mostly human related. Of note are the attitude of lawlessness, risk taking, optimism bias among others. But Wang and Yang, (2020) noted that the cause of these crashes are many and complex and not limited to drivers behavior but include external defects too.

Above notwithstanding, the condition and usage of vehicles is viewed as major contributory factor to road Traffic crashes in the country. Commercial vehicles were seen to be more involved in Kintampo North Municipality (MT & TD, 2017) According to Mingnei et al, (2021), crash statistics in China reveled that Commercial Vehicle present a more serious safety problem particularly when the severity of losses in which they are involved are considered.

Hypothesis

H₀₁= No significant difference in crashes among the gender of drivers.

H₀₂ = No significant difference in crashes involving private and commercial drivers

Methodology

The research utilized Primary data obtained with electronic survey. The questionnaire was developed on google form engine (docs.google.com>forms) and distributed to

respondents on the researchers facebook account. The researcher's facebook account was leveraged upon since he is a road safety officer and most of his facebook friends have knowledge of road safety. The responses were collated automatically in an excel format inside the google form software as soon as the questionnaire was completed by the respondent and click submits.

As at the time of distributing the online questionnaire, the researcher had a total of 4768 friends on his facebook account and these formed the entire universe of interest for the research. Five possible outcomes were expected from their responses viz; like, comment, share, complete the form and no response respectively as shown below;

Table 1A: showing the various responses obtained from the online respondents

Likes		comment		Share		Completed		No response		Total
N	%	N	%	N	%	N	%	N	%	
357	7.5	91	2	40	1	246	5.2	4034	84.6	4768

Cochran Formula was used for sampling size determination viz
 $N = \frac{z^2 p(1-p)}{e^2}$

Where z= SD at 95%=1.96
 P=1/outcomes =1/5=0.2
 e=error=0.05
 =246 samples

The questionnaire was reshared on the facebook account weekly for the two months to ensure it reached all the audience and receive the needed 246 responses. Data from the 246 completed

forms were further subjected to frequency distribution and Pearson Chi-square test respectively.

Table 1B: Shows the frequency distribution of responses by Gender, Driving category and category of vehicle driven

Analysis

		Frequency	Percentage	Mean	SD
Gender	Male	176	71.5	1.2846	0.45212
	Female	70	28.5		
	Total	246	100		
Driving	Drives a Vehicle	143	58.1	1.4187	0.49435
	Does not drive	103	41.9		
	Total	246	100		
Category of vehicle driven	Private Vehicle	130	52.8	1.8902	0.96898
	Commercial vehicle	13	5.3		
	Nil	103	41.9		
	Total	246	100		

The table shows that one hundred and seventy six (176) male and seventy (70) female responded to the questionnaires out of which 143 (58.1%) drives a vehicle. Out of the numbers that drives,

52.8% drives Private vehicle, 5.3% drives Commercial vehicle and 41.9% do not drive at all.

H₀1: No significant relationship in number of times male and female respondents were involved in crashes

Table 2: Pearson Chi square analysis of gender involvement in crash

Gender	No of crashes						Total	Pearson Chi-Square		
	0 time	1 time	2 times	3 times	4 times	5 times				
Male	98	58	4	13	2	1	176	36.229 ^a	5	.000
Female	66	2	2	0	0	0	70			
Total	164	60	6	13	2	1	246			
%	66.7	24.4	0.4	5.7	1.2	0.4	100			

Table 2 shows that 66.7% of the respondents were never involved in crash in the past 5 years while 24.4% were involved once. Male respondents were more involved in the crashes because there were more male drivers. While 55.7% of male (98/176) were never involved in crash (94.3%) of females were never involved in crashes. Similarly 33% of male have been involved once while only 2.9% females have been involved once

respectively. However the low significant value of the relationship shows truly that gender factor cannot explain the number of times an individual is involved in a crash hence the hypothesis can be accepted.

H₀₂: No significant relationship in number of times that different vehicle categories were involved in crashes.

Table 3: Pearson Chi square analysis of involvement different vehicle categories in crash

Category of vehicle involved	No of crashes						Total	Pearson Chi-Square		
	0 time	1 time	2 times	3 times	4 times	5 times				
Private vehicle	82	34(70%)	4(9%)	7(15%)	2(4%)	1(2%)	130	4.984 ^a	10	0.892
Commercial vehicle	8	4(80%)	0	1(20%)	0	0	13			
Nil	74	22	2	5	0	0	103			
Total	164	60	6	13	2	1	246			

A total of 82 respondents (63%) said private vehicles were never involved in a crash. Out of the vehicles involved in crashes, 90.1% involves private vehicles and 69.4% of these private vehicles have been involved in a crash once. Commercial vehicles account for only 10% of vehicles involved in crashes. The hypothesis that the category of vehicles does not determine frequency of involvement in crashes is therefore rejected at $p=0.297$.

Discussion

The study haven utilized Cochran formula to determine the Sample size arrived at a size of 246 respondents. In line with earlier researches with on line data (Nayak and Narayan, 2019) an online questionnaire was developed with the help of docs.google.com>forms and shared on the researchers facebook account until the desired 246 sample size respondents out of the total 4768 friends on the researchers facebook account responded to it.

The statistics shows that 71.5% of these respondents are male and 28.5% female. Furthermore, 58.1% of the respondents actually drive vehicles while 52.8% of these drive Private Vehicles, and 5.3% drives Commercial vehicles respectively. The low representation of commercial vehicle drivers is not unconnected with the friendship on the researchers facebook account but this will not invalidate the outcome of their responses.

Most of the respondents across gender class claimed not involved in road crash in the past five (5 years. However a total of 49 respondents have been involved in one crash or the other during the years studied while 23.6% have been involved once. While 58% of male were never involved in crashes, 31.8% have been involved at least once. The low significant effect of gender factor in number of times involved in crashes does not agree with Al-Balbissi, (2003) which credited more crashes to the male drivers.

By implication, male and female may differ in driving performance but their exposure to crashes is similar. This agrees with the finding of Islam and Hernandez (2013) which states that, though male have higher degree of risk acceptance and aggressive driving (Abrari vajari et al, 2021) female are also prone to stress which affects their driving habits (Deffenbacher et al 2003).

The hypothesis (H_{10}) further indicates that the category of vehicle involved can determine their exposure to crashes. More of Private vehicles (61.1%) have been involved in crashes while only 39% commercial vehicles have been involved in crashes. Though Asaju et al (2021) and Mingnei et al, (2021) said there is little difference in involvement of Private and Commercial vehicles, ascribing 56% to commercial makes the result a lot different from the finding in this study. It is therefore opined that the greater number of private vehicles compared to commercial vehicles could be attributed to the difference in findings.

It is also noted that while more Private vehicles have been involved in crashes at least once in the last five years, more commercial vehicles have been involved in crashes at least twice in the last five years. The implication of this is that commercial vehicles drivers seems to either refuse to learn from the mistakes that led to the first crash or willingly repeat the driving mistakes thus causing the road crash again. On the other hand, involvement of Private vehicles can be regarded as mistakes of first time.

Policy implication

Above shows that exposure to road traffic crash is hardly gender sensitive. Both male and female drivers can be equally involved in crashes provided the necessary crash causative factors such as reckless driving maneuver or vehicle and road defect is present. Moreover, private vehicles can particularly be more exposed than the commercial vehicles because of the greater number of the former on the road.

The traffic law enforcement agents should therefore not underrate the Private vehicle owners in their public enlightenment activities. Specific enlightenment campaign should be targeted at private vehicles just as monthly Motor Park rallies is targeted at commercial vehicles. The commercial vehicles have been given priority in

campaign in the past because of the number of passenger carried, the loss if such number of people are involved and possibly because of their tendency to repeat driving mistakes that cause them to crash as discovered in this study but this needs to be reviewed.

Furthermore, many studies (Al-Balbissi, 2003) shows that male drivers are more involved in crashes than female drivers because their number is greater as drivers but the gender exposure to crashes is similar. Consequently, more enlightenment campaign targeted at factors in female involvement in crashes such as fatigue, stress, multitasking domestic activities and so on should be the focus of Federal Road Safety Corps enlightenment campaigns.

Conclusion

Road crash is caused by a combination of factors that present itself in such a manner that the driver cannot comprehend. Though drivers defect has been fingered as the most prominent causative factor, vehicle characteristics and defects is also a very important cause of road crashes. It is on this premise that this research is focused on finding how the vehicle is put can contribute to road crashes. The result has shown that many private vehicles actually get involved in crashes but commercial vehicles tend to get involved more frequently.

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Questionnaire

1. Gender: Male-----Female-----
2. Do you drive vehicle: Yes----- No-----
3. What category of vehicle do you drive: Private-----Commercial-----
4. How many times have you been involved in Road Crash in the past 5years-----

SECURITY SCIENCE AND TECHNOLOGY: EXPLORING THEORY, PHILOSOPHY AND POLICY DEVELOPMENT

Adebayo Akinade

Introduction

Security

The word "security" has been defined as freedom from danger, risk, harm, care, doubt or anxiety. It is a condition of safety or a state of well-founded confidence. It is a device that offers protection or defence. In its socio-economic interpretation, the word "security" may be said to be freedom from financial cares or want. In its political sense, security means all forms of precautions taken to guide against crime, violence, accident, attack, conspiracy, sabotage and espionage. It is a protection or precaution taken to ensure proper custody and prevent escape or losses of anything of value. Security is something that is dependable, firm and not liable to fail or disappoint. A security agency may also refer to a department or organization responsible for protection or safety.

The word "security" in this context can best be understood in its political connotation as all forms of devices, machinery, precautions and arrangements established by government or guarantee peace and corporate existence of the nation as well as to give people effective freedom from danger, risk, harm, doubt, accident, violence and undue anxiety.

According to *Imohighe (1990)* 'security could be seen as: the freedom from or the absence of those tendencies which could undermine internal cohesion and the corporate existence of the nation and its ability to maintain its vital institutions for the promotion of its core values and sociopolitical and economic objectives of the people". Internal security, he said, also implies freedom from danger to life and property and the presence of a conducive atmosphere for the people to pursue their legitimate interest within the society.

Security, like most concepts in the Social Sciences, does not lend itself to precise definition. A review of most works on the subject reveals that the individual perception of security differs from

person to person. and from group to group. For instance, Ian Bellanyu's school of thought views security as: "relative freedom from war coupled with relative expectation, that defeat would not be a consequence of any war that should occur".

Robert McNamara in his book **The Essence of security** (1968)¹⁷ posits that: "In a modern society security means development. Security is not military force. **though it** may involve it. Security is not military activity, though it may include it. **Security is development and without development** there can be no security".

Sola Ogunbanwo on the other hand postulates that: "Security is more than military **security or security from external attacks. The non-military dimensions of security should be applied in the broadest** sense to include economic security, social **security -the quality of life, technological** security, physical security and legal security".

In the same vein, **O.B.C. Nwolise**¹⁹ contends that: Security refers to "safety. Freedom from danger or risk, protection from espionage, infiltration, sabotage, theft and etc.

One common denominator identifiable in all the above is that **SECURITY IS NECESSARY**. Also, security can be seen in two broad perspectives - **external security** and **internal security**.

Security is diverse and multidimensional, leaving the ability to define and understand the concept of security open to debate. Nevertheless, security can be contextually defined, once the practice domain and its functions have been articulated. Many parts of the practice domains of security lack definition and are defuse, yet are distinct fields of practice and, to some degree, academic disciplines.

Security can be defined in many ways. One such method is the nature of security, where security can be considered as international systems,

security of nation-states, security of groups, or the security of individuals (Rothschild, 1995). In addition, security has to be considered from an objective, subjective, and symbolic perspective. Such duality allows theories and ideas to more effectively consider all parts of security. For example, the security of the individual may use Maslow's hierarchy of human needs (1943), or the related but distinct concepts of security safety, and the effect of risk. Risk has always been closely related to the concept of security, but it is only in recent times that the management of risk has played such a significant role in applied security.

Security of groups has to consider the underlying nature of law and the social contract, where law may be considered a foundation of society and security is an output, being a maintainer or enforcer. The security maintainer has, for over 100 years, been considered the function of public security (policing), although private security is becoming more relevant and both domains are converging. The security of nation-states and international arenas include military defense, which is one of the more traditional views of security. More recently, homeland security has been applied at the nation-state level, converging traditional security practice areas such as defense, public security, and private security. (Akinade A. 2012).

SECURITY: VALUE, ASSUMPTIONS AND PHILOSOPHICAL IDEAS

Security is a core value of human life. To be secure is to be untroubled by danger or fear. According to Thomas Hobbes, *"without security there is no place for industry... no arts, no letters, no society; and which is worst of all, continual fear, and danger of violent death; and the life of man, solitary, poor, nasty, brutish, and short"*.

In Hobbes' "**state of nature**" every human being is a potential threat because the struggle for survival in a world of limited resources is 'war of all against all'. One human being may be stronger, another more cunning, but each in his or her own way is capable of inflicting harm upon another. Accordingly, there can never be complete trust and mutual security between human beings. The human condition is precarious even in the most hospitable of circumstances because we are all unavoidably exposed — at least to some degree — to others who are weak and unreliable and at worst mean and

malevolent. It is precisely because human nature is flawed that perfect security cannot exist in any human society. Some measure of insecurity, however large or small, is always present or possible. People who live in stable and generally peaceful and prosperous societies nevertheless install burglar alarms to protect their homes. And they may also avoid certain areas at certain times of the day where they calculate that a reasonable risk of being mugged, raped or even murdered exists.

Our safety is protected by creating barriers, bulwarks, ramparts, police forces, armed forces, etc., to keep us out of harm's reach. The opposite of safety is vulnerability — being exposed to danger, in peril, at risk, etc. Safety requires only that everybody respect everybody else's freedom and leave them alone. Security is achieved wherever and whenever men and women do not threaten or harm one another.

Unfortunately, not everyone is prepared to forgo their own desires or ambitions if these infringe the well-being of others. We put locks on our doors and alarms on our houses to keep out those who would otherwise take our possessions or in other ways rob us of that which we hold dear (be this life, liberty, property or whatever). Insecurity arises when some people will not restrain themselves and cannot be restrained by others.

Security can be achieved in two ways: through deterrence on the part of the would-be protector or diffidence on the part of would-be attacker. Some theorists, like Thomas Schelling, prioritize the credibility of deterrence as the key component of security policy. Other theorists, like Thomas Hobbes, prioritize diffidence, which is a mental condition that disables people who otherwise would be a threat. Deterrence and diffidence are not unrelated ideas far from it, consequence of deterrence. Providing security is thus all about instilling fear in the mind of a would-be attacker with a view to preventing an attack.

Security is a core value of human relations. The necessity of security arises from the fact that people do want to live together and are thus vulnerable to each other. Security makes possible what otherwise probably could not be achieved: a flourishing society that is relatively safe from would-be attackers. Of course, within society, one

can never be completely safe. That is precisely why we need security policies. Such policies usually involve creating and maintaining police and military forces that are prepared and equipped to carry out that essential job for the public good. (Akinade A. 2012).

Normative and instrumental approaches to security

There are two very different approaches to security evident within international relations: one (i) **normative** (ii) **instrumental**.

A normative view of security is one predicated upon values, ideas and identities. The clear implication of this subject guide is that security should be regarded as fundamentally normative because without it human life is reduced to a basic struggle for survival. This normative view is also evident in the Buzan, Bain, Economides and Berdal and, to a lesser extent, Hough essential texts. When we approach security in this way, our analysis tends towards hard choices between competing values (e.g., as between security of the state and security of the person). These choices are concerned not only with the ends or goals of security policy but also with the means used to pursue them. Thus, security policy itself comes to be regarded as a series of moral dilemmas to which there can be no easy solutions.

The instrumentalism or the belief that policies should be judged only by their outcomes is very important. Neo-realism is a case in point. Neo-realism is a material approach informed by power capabilities and quantifiable risks. Moral dilemmas are not only absent from such analyses but tend to be regarded as deeply inappropriate because of their ability to distract us from the rational pursuit of our interests.

SECURITY OF THE STATE AND INDIVIDUAL

International relations are fundamentally concerned with relations between states. A huge amount of state resources is directed towards maintaining effective police and armed forces, implementing anti-terrorist measures, ensuring civil and emergency defences, using intelligence to detect and counter external attack and internal subversion, using diplomacy to strengthen alliances and isolate threats and using economic power to encourage cooperation and isolate or weaken political rivals.

Hobbes' solution to the problem of personal security is the creation of a political order or sovereign which he terms '**leviathan**' to protect the people. 'Leviathan' can only come about if individual men and women are prepared to exchange their personal freedom to individually protect themselves for protection by the sovereign. The state for Hobbes is essentially a collective security arrangement. But as he famously indicates, that statist solution to the problem of personal insecurity simultaneously gives rise to a new threat of insecurity between states: kings, and persons of sovereign authority, because of their independency, are in continual jealousies, and in the state and posture of gladiators; having their weapons pointing, and their eyes fixed on one another... and continual spies upon their neighbors; which is a posture of war.

So, paradoxically, at the very moment that 'leviathan' resolves the problem of personal security within the state, it creates a new problem of insecurity between states. That security dilemma between states is a defining feature of international relations up to and including the present time. It is the consequence of the existence of a plurality of independent sovereign states, which Hedley Bull describes as an 'anarchical society'.

There is, however, an important distinction between security of the state and security of the person. Personal security is an essential precondition for human flourishing. It frees people to pursue their own interests, goals, ambitions etc. without the fear of harm by others provided they, in turn, do not violate the harm principle by causing deliberate injury to others. Personal security is our individual protection from harm by other people. Personal security means peace of mind.

Security of the state refers to a state's ability to protect itself from external dangers and menaces: for example, intervention, blockade, invasion, destruction, occupation, or some other harmful interference by a hostile foreign power or terrorist group. The methods of state security are analogous to the burglar alarm on personal house. The goal of state security is to deter, prevent or defeat attacks against the state and its population. (Akinade A. 2012).

The ideas of state and people are closely related. Indeed, a classic definition of sovereignty (which is the key attribute of a state) is effective control over territory and population. Nevertheless, it is crucial not to collapse the distinction between state security and personal security as some liberal political theorists try to do. In liberal political theory, the state not only belongs to the people but is in fact a creation of the people; it is the people's government, the people's law, the people's army, the people's police, the people's courts and ultimately the people's prisons and even the people's gallows. Therefore, in theory at least, the state cannot pose a threat to its own citizens whose personal interests are synonymous with state interests. For that theory to hold true, however, the coercive power of the state should be used as a last resort and as rarely as possible. In other words, the state is legitimate only in so far as its coercive power 'affects most people marginally, negligibly, and indirectly, while its full might is meted out to a relatively small (and in principle) indefinite group of 'lawbreakers'.

In practice, however, security of the state does not always translate into security of the people in the way that liberal theory would like it to do. There are many states which are unable to provide personal security for their populations because they do not exercise effective control over all the territory within their jurisdiction — we often refer to these as 'weak' or 'failed states'. There are also states which directly and purposefully threaten their own peoples in order to maintain control or fulfil ideological or economic goals. We often refer to these as 'totalitarian' or 'police states'. If we collapse the distinction between security of the state and security of the people, we will not be able to adequately analyse circumstances like these.

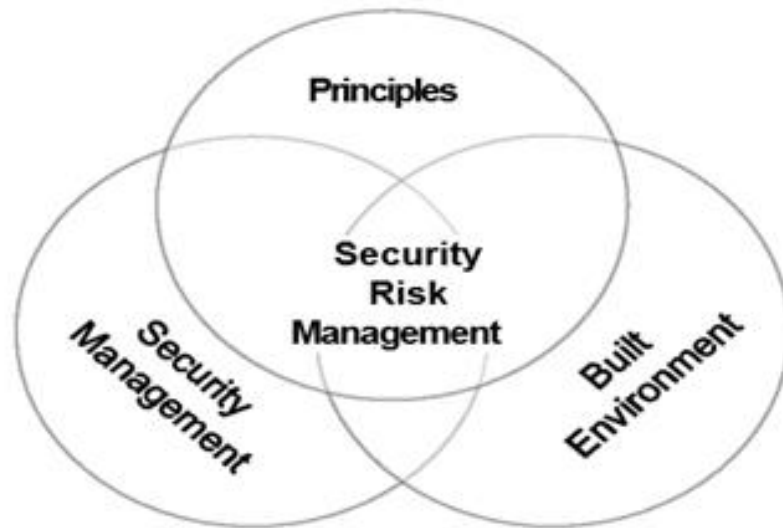
THE CONCEPT OF SECURITY SCIENCE

Security science is an idea that brings together many concepts and principles—with some, in the future, becoming theories—into a developing and

structured body of knowledge. Such convergence is the beginning of an academic discipline in the traditional sense. Nevertheless, security science is still in its formative years with a developing set of characteristics that will, in the future, make it a profession and an academic discipline.

It is important that security science develops a structured and defined body of knowledge, with a clear context or practice definition. A more simplistic view of security science—beyond the integrated knowledge framework—can be presented as a Venn diagram, which integrates the concepts of security management, the built environment and security principles, informed and directed by security risk management (Figure 1.4). Security management encompasses the human function of security, including tasks like management, business, finance, administration, awareness, and policy and procedures. The built environment includes the physical and technological environment we live, work, and play in. Principles are related security strategies, including allied academic theories appropriate in supporting the function of security. Such principles may include the functions of deter, detect, delay, respond, and recover to criminology offender studies. Finally, security risk management directs, informs, and, to some degree, quantifies the security mitigation strategies. Thus, such a model may provide some overview of the function of security science.

Nevertheless, we must always be aware that we are attempting to counter at the extreme, motivated attackers with the intent to use knowledge and resources to circumvent our mitigation strategies. In addition, being secured is a paradox as it is “measured by the absence of activities which would have negative effects on the corporation if they occurred” (Challinger, 2006, p. 587). When security controls are working, it appears as though nothing is happening, and to some degree there lies the paradox.



Security science is an emerging academic discipline that brings together concepts into a structured body of knowledge. At its most simplistic, knowledge areas include security management, security theories and principles, the built environment, and security risk management. These concepts can be expanded into an integrated framework that also includes business continuity, security technology, physical and personnel security, and industrial security (see Figure 1.3). Thus, context provides many parts of security with clear understanding of its operating boundaries, from which further consensus in a body of knowledge can be achieved.

SCIENTIFIC SUPPORT FOR SECURITY SCIENCE

The foundation for the continued development of formal knowledge of security and its applications for the protection of assets in the national and international contexts will depend on an understanding of the principles and concepts of the emerging discipline of security. Research and development in the structure of the discipline of security is crucial for the professional application of a new generation of conceptual principles of security for the protection of assets. As Fischer et al. (2008, p. 482) suggested, the future of security is very positive considering the growth indicated in the discipline.

Security lacks characteristics of a discipline, with a defined and inclusive definition, as the *concept* of security is diverse and multidimensional. Nevertheless, security can be defined given context. The concept of security provides definition through context and the presentation of

supporting theories, models, and frameworks. Thus, a definition goes some way in achieving such understanding as to why security is multidimensional in nature through a staged approach, commencing from security of the individual to security of national and international systems. Security is a human characteristic that is objective, perceived, expected, and demanded by people in many different forms.

The development of the knowledge base in security science depends on its advancement as a discipline, and the extent of interaction between academia and professional practitioners of the security industry. The knowledge base for the emerging discipline of security will be enhanced by ongoing research both in the fundamental context of theory development and the applied context of asset protection. It is necessary for government, academia, and the commercial security industry to contribute to this knowledge base.

The stages in the development of a scientific discipline depend on the application of the scientific method to the knowledge base under consideration. The scientific method is a process for experimentation to seek cause-and-effect relationships between observable factors in the information of data gathered.

A definite feature of a science is that there are a set of procedures that demonstrate how outcomes are produced, and these procedures are sufficiently detailed so that others may replicate the process to verify or refute the outcomes. The scientific

method is a process of inquiry that regards itself as fallible, and as a result purposely tests itself and criticizes its outcomes to correct and improve itself. Although there are several versions of the scientific method, a basic approach involves a four-stage model to develop knowledge of a natural phenomenon:

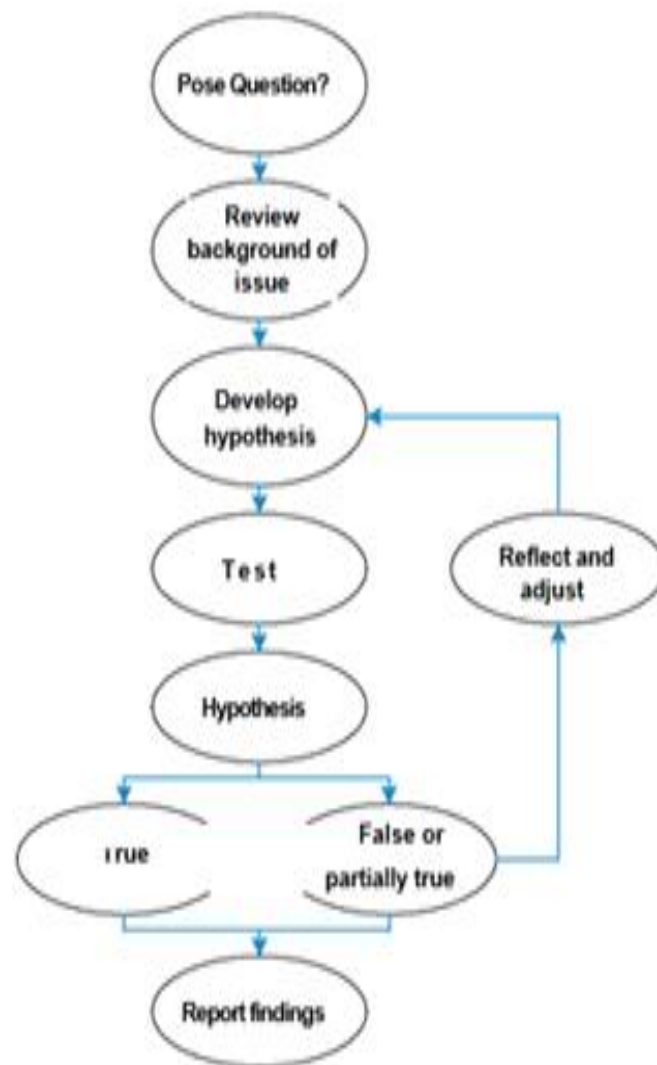
1. Gather data by measuring or recording the observations of the phenomenon.
2. Construct an idea of how the phenomenon operates or functions in the form of a hypothesis.
3. Test or evaluate the idea or hypothesis by designing an experiment to show the operation or function of the phenomenon.
4. Analyze the results of the experiment to see if the hypothesis is true or false; if it is true, then the idea may be formalized as a theory.

The model of the scientific method can be expanded with preplanning for background research or information seeking before the hypothesis testing stage, and the model can be extended with an outcomes communication or reporting stage after the analysis to disseminate findings to practitioners and interested people (Figure 1.1). The strength of the scientific method is that a formalized process is applied to the problem, and an outcome will either be gained or rejected. A feature of the scientific method is that the hypothesis of the problem can be tested time after time, and if the hypothesis continues to be accepted then it is accepted as knowledge. However, if the hypothesis is rejected once, then the model will not be accepted. The strength of the

scientific method is that anyone can conduct the hypothesis testing for the problem, and thus establish the validity of the model.

The regularization of observations of a phenomenon can eventually be presented as a theory, provided the phenomenon is scrutinized many times from a variety of viewpoints and with the same outcomes for each experiment. Figure 1.1 shows that if the result of hypothesis testing is false or partially true, then a modified hypothesis must be tested. When consistency of testing the hypothesis is obtained, then the idea becomes a theory and provides a coherent set of propositions that explain a class of phenomena. The theory can be considered as a framework to explain further observations, from which predictions can be made.

The strength of the scientific method is that it is unprejudiced—that is, it is not necessary to believe the results or outcomes of a particular researcher, as one can replicate the experiment and determine whether the results are true or false. The outcomes of the hypothesis testing do not depend on a particular experimenter, so that faith or belief does not play any part in the logical proof or material evidence on whether a scientific idea or theory is adopted or discarded. Thus, a theory is accepted, not based on the proponent, but rather on the quality of the results obtained through observations or experiments. Results obtained through the process of the scientific method are repeatable and reproducible.



An important characteristic of a scientific theory or hypothesis is that it must be *falsifiable*. That is, if any single experiment relevant to the hypothesis is shown to be negative or untrue, the hypothesis must be rejected. Thus, theories cannot be proven when the hypotheses are tested, but only rejected when a negative test results from an experiment. The philosopher Wittgenstein (1953) in his analyses of experimentation claimed that “there is no independent criterion of correctness,” so that the scientific method must continue to test the validity of its knowledge.

In a tested scientific hypothesis, a prediction is a rigorous, often quantitative, statement forecasting new outcomes under specific conditions of the idea being considered. The scientific method is formulated on testing assertions that are logical consequences of scientific theories, developed

through repeatable experiments or observational studies of a phenomenon. Thus, a scientific theory of which the assertions are contradicted by observations and evidence will be rejected. The ability of an idea or hypothesis to predict further outcomes is a strength of the scientific method in its regularization of information from observation of experiment. Therefore, the power of the scientific method is to be found in the ability to predict further outcomes from the original hypothesis of the phenomenon. This important outcome of prediction from the scientific method is a strong indicator of validity of the process, as logical predictions of an idea can then also be hypothesis tested for acceptance or rejection. The philosopher Karl Popper (1963) sought to show that challenges to the scientific method are based on a series of misconceptions about the nature of

science, and about the relationship between scientific laws and scientific prediction.

The application of the scientific method to ideas in natural phenomena has scientific researchers propose hypotheses as explanations of the phenomena. Thus, they are able to design experimental studies to test these hypotheses and make predictions that can be derived from the hypotheses. The process must be repeatable, to safeguard against mistakes, confusion, or prejudice by a particular experimenter. Theories that embrace wider domains of knowledge from similar fields of study may coalesce several or many independently derived hypotheses together in a coherent supportive knowledge structure. These knowledge structures are the foundations for the development of an academic discipline and are particularly relevant to security science.

The scientific method is an enduring cycle that constantly develops more accurate and comprehensive methods and models. For example, when Einstein developed the special and general theories of relativity, he did not refute or discount Newton's principia, which was the foundation for

Newtonian mechanics in physics. Newtonian physics was correct in its day and was true for the observations in nature. But Newton's equations could not cope with the enormity of mass in the universe, the tininess of particles in the atom, and the huge speeds of objects in space, which became observable data in the twentieth century. So, Einstein's theories are extensions and refinements of Newton's theories, and therefore increase our confidence in Newton's ideas of the natural world.

ENGINEERING DESIGN PROCESS AND EMERGING TECHNOLOGIES IN SECURITY

The application of the scientific method has evolved over centuries, but interestingly, the engineering design process has more recently been developed to service the needs of the engineer who creates new products or processes. For engineers, the engineering design process is a set of phases or actions that establishes a need for a product, system, or environment. Table 1.1 shows the methodology of the engineering design process, and also the correspondence with the scientific method.

TABLE 1.1 Scientific Method versus Engineering Design Process

Scientific Method	Engineering Design Process
State a question or problem	Define a problem or need
Gather background information	Gather background information
Formulate hypothesis; identify variables	Establish design statement or criteria
Design experiment, establish procedure(s)	Prepare preliminary designs
Test hypothesis by doing an experiment	Build and test a prototype(s)
Analyze results and draw conclusions	Verify, test, and redesign as necessary
Present results	Present results

The engineering design process defines the problem by seeking responses to the following questions as a reason to engage in the development of a product, system, or environment:

1. What is the problem or need?
2. Who has the problem or need?
3. Why is the problem important to solve?

The engineering design process rarely proceeds in a linear manner through stages, but rather moves back and forth while converging to a solution. Thus, feedback loops in the logic of the design process are an important characteristic of the procedure. Table 1.1 demonstrates that similar logic is presented in each of the methodologies for science and engineering. The rigor of both of the processes is the strengths of the approaches for testable outcomes. While the scientific method

modifies hypotheses that do not test positive and are hence rejected, the engineering design process features iterations between stages to achieve design outcomes that are both logical and sustainable.

Security science will use both scientific and engineering design methods. However, due to the applied nature of security science, it would be expected that the engineering design method is equally relevant in developing the discipline. Such applied research allows directed evaluation of real problems within the social environment rather than theoretical research, better supporting the security industry.

Security science is an emerging discipline that is developing its own theories for the structure of knowledge within the context of its knowledge

domain. Although some theories in security science are discipline specific, generally current theories are adapted from other disciplines and knowledge domains for the security context, such as criminology, psychology, and engineering, where relatively strong theoretical contexts have been developed. However, security science is in its formative phase, and will evolve over the next decade into an accepted science. Thus, evolution will be based on rigor and logical application through science and technology theory and principle. The emergence of security science as an accepted discipline will herald the advancement of security as a profession.

SECURITY AND SOCIAL PROBLEMS: SOLUTIONS

Security is multidimensional in both concept and application; however, we can define security and understand its nature when we consider it from a contextual perspective. For example, security is comprehensible when we consider a lock and key, but less so when we consider the fight on terrorism. The meaning of security can be unbounded, for example, in the past decade the increasing world exposure to terror attacks has raised social concern over the ability of nation-states to protect its citizens. When we use the term *security* without context, it can and does mean many things to many people.

Security may be considered assured freedom from poverty or want; precautions taken to ensure against theft or espionage; or a person or thing that secures or guarantees (Angus and Roberston, 1992). Furthermore, Fischer et al. consider that security “implies a stable, relatively predictable environment in which an individual or group may pursue its ends without disruption or harm and without fear of such disturbance or injury” (2008, p. 31). A traditional definition of security may be the provision of private services in the protection of people, information, and assets for individual safety or community wellness. In addition, private or commercial security may be considered the provision of paid services in preventing undesirable, unauthorized, or detrimental loss to

an organization’s assets (Post and Kingsbury, 1991).

Nevertheless, security has to be expanded to consider national security and the defense of a nation-state through armed force or the use of such force to control its citizens. Security may also imply public policing by state-employed public servants. Still others consider security as crime prevention, secure technology, risk management, or loss prevention (Brooks, 2009). The *Protection of Assets Manual* (Knote, 2004, pp. 1–2) states that the title was chosen because the term *security* is too narrow a definition, whereas the title of *protection of assets* better describes the function of security; however, it is argued that the reverse holds greater validity. Asset protection does better define the function of a part of security, but it is only one part of many.

Security may be considered to be all of these statements; however, such diversity results in a society that has no clear understanding of security, with a divergence of interests from many stakeholders (Manunta, 1999). As ASIS International stated, “every time we think we’ve got the definition of the security field nailed, somebody... starts taking some of the nails away” (2003, p. 10). Security has to have a shared definition among the many disciplines that incorporate and contribute to security. However, security does present rather different meanings to different people (Davidson, 2005), given time, place, and context.

As shown in Table 1.2, the *nature* of security has to be considered. Security may be extensions—namely, security of international systems, nation-states, and groups and individuals (Rothschild, 1995). In addition, the aspect of security can be an objective concept (e.g., a lock and key), subjective and driven by our perceptions (e.g., the installation of public CCTV to make a community feel safer), or symbolic (e.g., aviation security restricting passengers taking excessive liquids airside). We need to consider security from the individual to international, as well as the objective, subjective, and symbolic aspects.

TABLE 1.2: Nature of Security

Security Extensions		Security Aspects
Security of individuals		Objective
Security of groups		Subjective
Security of nation-states	Symbolic Security of international systems	

SECURITY OF INDIVIDUALS

Security of individuals can be discussed within the context of a number of theories. These theories include Maslow's hierarchy of human needs (1943), the related but distinct concepts of security and safety, and, finally, the risk effect. Risk has always been closely related to the concept of security, but it is only in recent times that the management of risk has played such a significant role in applied security.

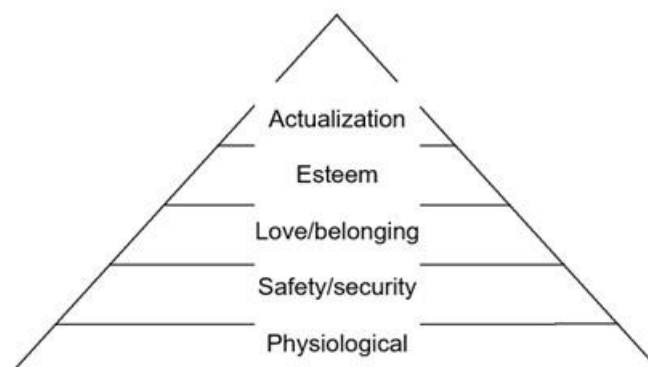
Hierarchy of Human Needs

In 1943 Maslow proposed the theory of hierarchy of human needs, ranking an individual's motivational needs within a priority schema. The theory is often presented as a triangle (Figure 1.2), with five successive stages. Maslow integrated two distinct groupings, being deficiency of needs and growth needs. Deficiencies at each stage must be satisfied by the individual before they can proceed to the following level, resulting in the higher needs only being considered once the lower or more basic needs are satisfied. Once these lower needs are achieved, creativity, self-fulfillment, and realization of one's potential may be reached. However, if lower-level needs are no longer being achieved, the person will temporally refocus on

such lower needs and not regress to the lower levels.

Physiological needs are concerned with human survival—breathing, homeostasis, water, sleep, food, and excretion. Once these physical needs are satisfied, safety needs are considered. The safety level is often presented as *safety and security*, with an individual's needs for personal security and extending to aspects such as order and control, financial security, job security, health, and well-being.

Once physiological and safety needs are reached, the need of love and belonging follows. This third stage involves emotional-based relationships and a sense of belonging, such as friendship, family, affiliation, intimacy, and love. The next level, esteem, considers an individual's need to achieve, seek, and gain peer approval and recognition, gain self-value, and respect others. Finally, the highest level is actualization, where one gains self-fulfillment, understanding, and realizes one's potential. Such actualization leads to creativity, morality, spontaneity, problem solving, and acceptance of others (Huitt, 2004; Maslow, 1943).



As Maslow's hierarchy of human needs demonstrates, safety and security is a primary need for the individual. Without feeling safe and secure, our ability to cooperate as a cohort and achieve creativity is restricted. Thus, such an understanding leads to the conclusion that security should be an important focus within an organization, allowing employees to be as efficient as possible. As Huitt (2004) states, Maslow's—and more recent research in this area—is important for anyone concerned with developing and using the human potential.

Safety and Security

Safety is freedom from danger or risk of injury, which reflects a past definition of security. Notwithstanding Maslow's view on the relationship of safety and security, these two concepts are distinct from each other. They do have a degree of relationship, but should be considered as unique concepts. Safety focuses on hazards that tend to suggest an accident or an internal threat. As Ale states, "*safety is associated with incidents and accidents. Security deals with malicious acts, such as sabotage and terrorism. There is a grey*

area, however, where the distinction between security and safety, between accident and criminal act, is difficult to draw" (2009, p. 12).

However, the distinction between the concepts of safety and security is the added emphasis on being protected from dangers that originate from outside. A security threat or risk is someone or something that intends to or could cause harm, applied from the external (the idea of external threat should not be taken literally). Safety focuses on the process within the internal environment. It could be considered that security threats and risks are far more difficult to address, as the attacker will try to use his or her human ingenuity to bypass any protection system put into place.

Risk-driven Security

Security is considered a form of risk, applied within the management approach of risk management. All activities carry some form of risk and, thus, one makes a decision as to whether to conduct an activity based on the utility of the activity. In other words, does the risk of an activity outweigh the benefit? Demands for ever greater reductions in risk exposure—from a cultural, social, community, corporate, and individual basis—can proceed beyond the point of overall benefit and become counterproductive. There are three significant points about how people determine the acceptability of risk:

1. Risk is generally less accepted when imposed by external factors over which people have little or no control. People demand higher safety standards at work and risks in the workplace are not well accepted, because people cannot control their exposure.
2. Risks stemming from identifiable activities are not as accepted. Incidents such as the Exxon Valdez oil spill are less accepted because someone is at fault.
3. Simple numbers and probabilities are inadequate to represent reaction to incidents of different magnitude. Catastrophic events are given far more attention than more frequent, but lower consequence, events.

Risk is considered to be the possibility of incurring loss or misfortune, which is distinct from security. There is a degree of interrelationship, but risk management takes an actuary approach to security. An actual or perceived risk will eventuate in the need for some form of security, whether that

is at the individual, group, or nation-state levels. Security is an outcome of risk, and in today's world, the concept of risk could be considered to take precedence over security.

SECURITY OF GROUPS

The security of groups extension can be considered to be within the context of the law and public security. For example, the underlying nature of the law and social contract, where law is the foundation of our society, and security is the maintainer or enforcer. In addition, the function of public security (e.g., police) as both policing and private security are becoming more reliant on each other and converging.

The Law and Social Contract

Driving and developing public security was the most significant aspect that led to our current social construct, namely the phenomenon of the social contract between the individual and the nation-state. This contract was perhaps a fundamental aspect that shaped and defined the broader concept of security as we know it today. We, as individuals, surrender some of our rights for protection by our nation-state, and in exchange the nation-state expects us to support it.

Society, as a whole, defines social expectations or norms. The law is the foundation and articulates these social norms. If an individual or group operates beyond those social norms, they are considered to be breaking the social contract and therefore breaking the law. To maintain the social contract requires a reaction—in general, defined public security or, more commonly, policing. Therefore, security is the enforcer or output of the social contract.

Public Security and Policing

The primary public security function is to maintain accepted behaviors among the community, upholding law and regulations, and protecting a nation-state's general public (Zedner, 2009). Nevertheless, public security is often considered a form of security and is developed hand-in-hand with other practice areas of security. While one security practice area may have been more dominant than the other at some point in time, each rose concurrently, supporting each other and with members moving between areas. While it is considered that private security developed first, it is important to consider that security reflects

society and aims to meet the needs of its society. Western views suggest that security may have first been documented in medieval England, with programs to clear the king's roads of brush to serve as a precaution against highway robbery.

As society changes, so does security, and there are extensive discussions on public security versus private security. It would be highly unlikely that nation-states would wholly replace their public security functions for wholly private security services. In the past where this has been attempted, the results have been for a short-term financial state benefit, public discourse, and contract termination (Knote, 2004). Nevertheless, both relationships and contractual partnerships have and will continue to be successful and expand. Relationships between public security and private security have been growing for many years. In the past, this has been through second-career police officers moving from one career to the other. Both public security and other security practice areas can see the benefits of such a relationship. In addition, contractual partnerships have been increasing, where private security complement and allow sworn public officers to be more effective in frontline public security functions.

Public security has the obligation of egalitarian service but private security obligations are client exclusive (Knote, 2004, pp. 2–22; Sarre and Prenzler, 2011, p. 83). In other words, public security upholds the social contract, whereas private security protects one's own assets. Private security's primary function is to protect their client's people, information, and assets. Such an approach does lead to varying needs between very similar organizations, resulting with inconsistencies.

Public security has many similar functions to the other practicing security domains; however, it is quite distinct. Public security reacts to an event, with the function to enforce social law. The reactive nature distinguishes public security from private security, which attempts to prepare for an event to protect one's own property.

Private Security

A significant development in security has been the growth of private security, which has grown into a large and international industry that can be

broadly defined as an industry devoted to crime prevention. Private security is also known as organizational security, corporate security (Brooks, 2009), commercial security, asset protection, and security management.

The private security industry is an emerging and relatively young discipline and the traditional distinction between past security entities of public security, private security, and defense are merging. The expansive nature of private security has resulted in limited and diffuse understanding, even though extensive resources are being expended. The role of private security has further expanded, and "there is now an acknowledged role for commercial security in actions against global security threats, national security concerns, local community safety needs, as well as the requirements of the corporation and the individual" (Wakefield, 2007, pp. 13–14).

Within many parts of the world, the security industry is not classified as one industry; rather, its members are spread across many associated practice areas that include many occupations. Private security's prime purpose is to maintain corporate activity, allowing output and support profit. Thus, such purpose may be applied to not only private organizations but also public organizations. However, to sustain security requires the cost to be spread between receiving beneficiaries or stakeholders of the mitigating strategies. In addition, such security has to consider intangible aspects of social and community issues, a difficult task when dealing with such diverse stakeholders with competing views.

The growth of private security will continue and its importance strengthened within the broad spectrum of security. Therefore, there is a greater need to better understand and develop a scientific foundation for the security science practice area.

SECURITY OF NATION-STATE AND INTERNATIONAL RELATIONS

Security extensions of both nation-states and international systems can be discussed within the context of the traditional approaches to international security, such as defense or military power. In addition, international systems may include national security, which is focused on local and regional nation-state protection. A more recent approach to nation-state security is

homeland security, the convergence of traditional security practice areas such as defense, public security, and private security. Finally, the politicized approach to some or all of these security extensions is considered with securitization.

National Security and Defense

Security has strong parallels with defense, as once groups formed and became nations, these had to be protected and expanded; nevertheless, defense cannot explicitly define security. The recent international security environment has witnessed the erosion of traditional nation-states with increased globalization and access to worldwide information networks that have further merged defense and security (Stapley et al., 2006). The conventional view of security in defense concerns the survival of the nation-state and the preservation of its sovereignty (Hettne, 2010, p. 33). Revolving around this view are definitions that are “more concerned with redefining the policy agendas of nation-states” (Baldwin, 1997, p. 5).

Defense, as with other related practice areas, is often considered security. An example of such parallelism may be demonstrated through public security and military organizations, and the increasing convergence in their response to homeland security challenges. Nevertheless, opposing such convergence is still the large number of different state agencies that may respond. Thus, such diverse and multidisciplinary views of security cannot support a single definition of security.

Homeland Security

An applied extension of security of nation-state is homeland security. Homeland security incorporates and attempts to integrate diverse domains of security such as defense, national security, private security, and public security. National and public security also integrate first responders and disaster recovery departments such as fire and emergency, medical facilities and staff, and other state departments such as intelligence agencies.

World nation-states react to local, state, and regional threats and situations, resulting in political agendas where policy is developed and driven by many vectors. Such policy drives the

domains of security to varying degrees, based on their own and competing factors. Thus, the affect is seen not only in national security, but in all aspects of a community from transit security, public and private utilities, public buildings, and private facilities.

Securitization

The concept of *securitization* was put forward as a means to better understand security, based on the notion of different sectors of security drawn from speech act theory (Buzan et al., 1998). Securitization highlights the intellectual and political aspects in using the term *security* for an ever-wider range of issues. The idea argues that it is essential that an analytical grounding or principle has to determine what is and what is not a security issue. If this approach is not taken, there is a danger that the concept of security will be applied to any issue and hence becomes effectively meaningless. Furthermore, the concept of security is directed to survival; therefore, an issue is represented as an existential threat to the survival of an object.

Securitization is achieved when an issue comes to be treated as a security issue and it is reasonable to use exceptional political measures to deal with it, thus the issue has been “securitized.” We can think about the process of securitization in terms of a spectrum that extends from nonpoliticized (meaning that an issue is not a political issue), through politicized (meaning it is part of a public debate), to securitized (meaning that the issue is thought of as an existential threat and therefore justifies responses that go beyond normal political practices) (Peoples and Vaughan-Williams, 2010, p. 77). Securitization can be extended to all sectors of security such as the military, environment, economic, and societal, and of course its focus being the political arena, although it has not been extended to the individual.

CONSOLIDATED FRAMEWORK OF SECURITY SCIENCE

The integration of the 13 knowledge categories from Table 1.7 leads to a framework of security science (Figure 1.3). Such a framework considers the breadth of security science, whereas traditional security knowledge has generally focused on electronic, manpower, and physical security categories and not the range of security-related functions. As the security science

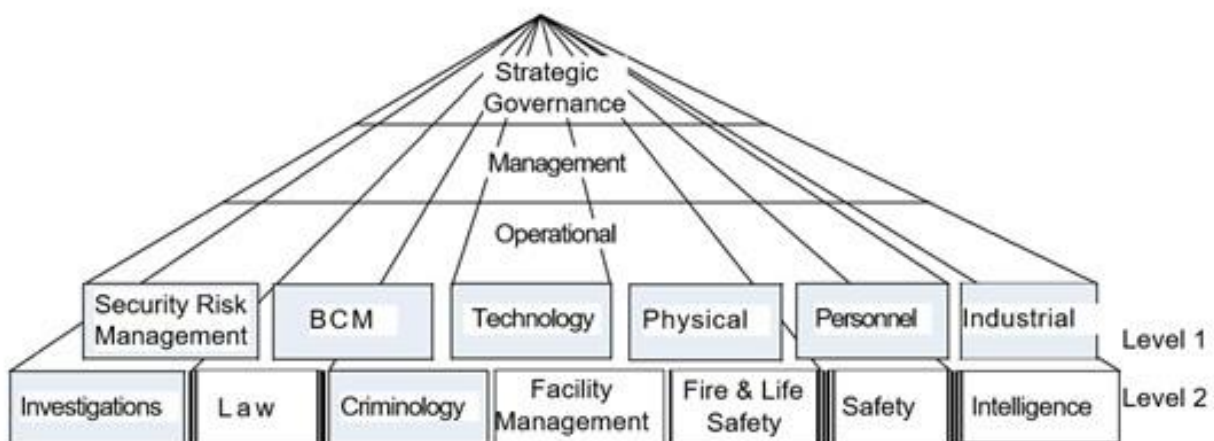
framework indicates along its upper axis, core security knowledge categories comprise of risk management, business continuity management (BCM), security technology (encompassing traditional electronic security, but also IT and computing), physical security, personnel security, and industrial security, all applied at operational, tactical, and strategic levels. Industrial security encompasses security requirements in unique environments such as nuclear, aviation security, maritime security, and critical infrastructure. Many of these industries have legislative security requirements.

The model may overlap other disciplines, which is appropriate as other disciplines can and do support security science with allied theories. Supporting security knowledge categories include investigations, law, criminology, facility management, fire and life safety, occupational safety and health, and intelligence. Such an approach supports what more mature disciplines do—that is, selectively draw from related disciplines to append their unique offerings (Young, 2007, p. 84). In addition, the tabulated knowledge categories and integrated framework provide some degree of concept definition, assisting in understanding organisational security and commencing knowledge structure.

Thus, organizational security operates at many levels within an organization, such as operational, tactical, strategic, and governance. At the operational level, the day-to-day practice of security ensures that the function of security is achieved and maintained at the appropriate level to counter the threat, and meets the organization's

expectations and legislative compliance. Nevertheless, effective security should also operate at a tactical level, seeking methods to improve performance and provide tangible benefits to the organization. Perhaps the most important level in developing a true security profession is the ability of practitioners to be effective at the strategic security level. Such an approach aligns security with the group's core goals and future directions, allowing proactive management and supporting the group. As Langston and Lauge-Kristensen state, "it is this [strategic] level that separates the routine from the dynamic, and justifies the emergence of a professional discipline in its own right" (2002, p. xv).

There have been a number of assumptions made within this integrated framework and other security models presented. These assumptions considered that some knowledge categories are more relevant to security than others; therefore, this framework incorporates a hierarchy of knowledge categories. Level 1 may be considered core security knowledge categories, whereas level 2 is noncore knowledge categories. The noncore knowledge categories may be allied disciplines, practice domains, or industries informing or supporting the general function of security. In addition, the fluid nature of a defined security science body of knowledge can be overcome. The acceptance of such a framework and its knowledge has to go through iterations, until international consensus can be demonstrated. Nevertheless, with the increasing tertiary offerings, and a greater research commitment, such consensus will be achieved.



SECURITY POLICY: ROLES IN SECURITY SCIENCE AND PRACTICE

The security policy is basically a plan, outlining what the organisation's critical assets are and how they must be protected (Danchev, 2003). The security policy provides staff with information of the 'acceptable use' of any of their assets, with an explanation of what is allowable and what is not. This gives the employees an insight and engages them in securing the organisations information systems.

Danchev (2003) explains that the policy acts as a must-read source of information for every employee using the systems and resources within the organisation that could see their information assets as potential targets for cyber criminals. An organisation having a well written policy should demonstrate certain areas such as risk assessments, password policies, administrative and user responsibilities, e-mail policies, internet policies, disaster recovery and intrusion detection. This will allow employees to be able to react and recover from most situations in minimal time (Bowden, 2003). Organisations will need to address the elements above by discussing how their sensitive information must be handled, how to maintain the IDs and passwords, how to respond to a breach, intrusion or other security incidents, how to use systems and the internet in a secure manner and how to properly use the organisation's e-mail system.

Basically organisations, tend to create security policies because it lays a foundation of information security basics to explain to employees how their actions are responsible for the protection of sensitive information assets throughout the company and being able to complete business online as communications will be secured (Danchev, 2003). In order to protect sensitive information data, organisations need to implement controls and rules. To ensure this is successful, standards, guidelines and procedures need to be achieved for the overall implementation of the information security policy in any organisation.

SECURITY POLICY: Relevance to Security Services

A security policy is a document that spells out the rules, expectations, and overall approach that an organization uses to maintain the confidentiality,

integrity, and availability of its data. Security policies exist at many different levels, from high-level constructs that describe an enterprise's general security goals and principles to documents addressing specific security issues.

A security policy is frequently used in conjunction with other types of documentation such as standard operating procedures. These documents work together to help the company achieve its security goals. The policy defines the overall strategy and security stance, with the other documents helping build structure around that practice.

A security policy is a document that states in writing how a company plans to protect its physical and information technology (IT) assets. Security policies are living documents that are continuously updated and changing as technologies, vulnerabilities and security requirements change.

An organisation's security policy may include an acceptable use policy. These describe how the company plans to educate its employees about protecting the company's assets. They also include an explanation of how security measurements will be carried out and enforced, and a procedure for evaluating the effectiveness of the policy to ensure that necessary corrections are made.

Security policies are important because they protect an organizations' assets, both physical and digital. They identify all company assets and all threats to those assets.

Physical security policies are aimed at protecting a company's physical assets, such as buildings and equipment, including computers and other IT equipment. Data security policies protect intellectual property from costly events, like data breaches and data leaks.

Physical security policies

Physical security policies protect all physical assets in an organization, including buildings, vehicles, inventory and machines. These assets include IT equipment, such as servers, computers and hard drives.

Physical security policies include the following information:

- sensitive buildings, rooms and other areas of an organization;
- who is authorized to access, handle and move physical assets;
- procedures and other rules for accessing, monitoring and handling these assets; and
- responsibilities of individuals for the physical assets they access and handle.

Security guards, entry gates, and door and window locks are all used to protect physical assets. Other, more high-tech methods are also used to keep physical assets safe. For example, a biometric verification system can limit access to a server room. Anyone accessing the room would use a fingerprint scanner to verify they are authorized to enter.

Types of security policies

Three types of security policies

Security policies can vary in scope, applicability, and complexity, according to the needs of different organizations. While there's no universal model for security policies, the National Institutes of Standards and Technology (NIST) spells out three distinct types in Special Publication (SP) 800-12:

1. Program policy

Program policies are strategic, high-level blueprints that guide an organization's information security program. They spell out the purpose and scope of the program, as well as define roles and responsibilities and compliance mechanisms. Also known as master or organizational policies, these documents are crafted with high levels of input from senior management and are typically technology agnostic. They are the least frequently updated type of policy, as they should be written at a high enough level to remain relevant even through technical and organizational changes.

2. Issue-specific policy

Issue-specific policies build upon the generic security policy and provide more concrete guidance on certain issues relevant to an organization's workforce. Common examples could include a network security policy, bring-your-own-device (BYOD) policy, social media policy, or remote work policy. These may address specific technology areas but are usually more generic. A remote access policy might state that

offsite access is only possible through a company-approved and supported VPN, but that policy probably won't name a specific VPN client. This way, the company can change vendors without major updates.

3. System-specific policy

A system-specific policy is the most granular type of IT security policy, focusing on a particular type of system, such as a firewall or web server, or even an individual computer. In contrast to the issue-specific policies, system-specific policies may be most relevant to the technical personnel that maintains them. NIST states that system-specific policies should consist of both a security objective and operational rules. IT and security teams are heavily involved in the creation, implementation, and enforcement of system-specific policies but the key decisions and rules are still made by senior management.

Seven elements of an effective security policy

Security policies are an essential component of an information security program, and need to be properly crafted, implemented, and enforced. An effective security policy should contain the following elements:

1. Clear purpose and objectives

This is especially important for program policies. Remember that many employees have little knowledge of security threats, and may view any type of security control as a burden. A clear mission statement or purpose spelled out at the top level of a security policy should help the entire organization understand the importance of information security.

2. Scope and applicability

Every security policy, regardless of type, should include a scope or statement of applicability that clearly states to who the policy applies. This can be based around the geographic region, business unit, job role, or any other organizational concept so long as it's properly defined.

3. Commitment from senior management

Security policies are meant to communicate intent from senior management, ideally at the C-suite or board level. Without buy-in from this level of leadership, any security program is likely to fail. To succeed, your policies need to be communicated to employees, updated regularly,

and enforced consistently. A lack of management support makes all of this difficult if not impossible.

4. Realistic and enforceable policies

While it might be tempting to base your security policy on a model of perfection, you must remember that your employees live in the real world. An overly burdensome policy isn't likely to be widely adopted. Likewise, a policy with no mechanism for enforcement could easily be ignored by a significant number of employees.

5. Clear definitions of important terms

Remember that the audience for a security policy is often non-technical. Concise and jargon-free language is important, and any technical terms in the document should be clearly defined.

6. Tailored to the organization's risk appetite

Risk can never be completely eliminated, but it's up to each organization's management to decide what level of risk is acceptable. A security policy must take this risk appetite into account, as it will affect the types of topics covered.

7. Up-to-date information

Security policy updates are crucial to maintaining effectiveness. While the program or master policy may not need to change frequently, it should still be reviewed on a regular basis. Issue-specific policies will need to be updated more often as technology, workforce trends, and other factors change. You may find new policies are also needed over time: BYOD and remote access policies are great examples of policies that have become ubiquitous only over the last decade or so.

Security policy examples

A large and complex enterprise might have dozens of different IT security policies covering different areas. The policies you choose to implement will depend on the technologies in use, as well as the company culture and risk appetite. That said, the following represent some of the most common policies: -

1. **Program or organizational policy:** This high-level security blueprint is a must for all organizations, and spells out the goals and objectives of an information security program. The program policy also specifies roles and responsibilities, compliance monitoring and enforcement, and alignment

with other organizational policies and principles.

2. **Acceptable use policy:** This is an issue-specific policy that defines the acceptable conditions under which an employee can access and use the company's information resources.
3. **Remote access policy:** This issue-specific policy spells out how and when employees can remotely access company resources.
4. **Data security policy:** Data security can be addressed in the program policy, but it may also be helpful to have a dedicated policy describing data classification, ownership, and encryption principles for the organization.
5. **Firewall policy:** One of the most common system-specific policies, a firewall policy describes the types of traffic that an organization's firewall(s) should allow or deny. Note that even at this level, the policy still describes only the "what"; a document describing how to configure a firewall to block certain types of traffic is a procedure, not a policy.

Security policy types can be divided into three types based on the scope and purpose of the policy:

- i. **Organizational.** These policies are a master blueprint of the entire organization's security program.
- ii. **System-specific.** A system-specific policy covers security procedures for an information system or network.
- iii. **Issue-specific.** These policies target certain aspects of the larger organizational policy. Examples of issue-related security policies include the following:
 - Acceptable use policies define the rules and regulations for employee use of company assets.
 - Access control policies say which employees can access which resources.
 - Change management policies provide procedures for changing IT assets so that adverse effects are minimized.
 - Disaster recovery policies ensure business continuity after a service disruption. These policies typically are enacted after the damage from an incident has occurred.

- Incident response policies define procedures for responding to a security breach or incident as it is happening.

Key elements in a security policy

Some of the key elements of an organizational information security policy include the following:

- statement of the purpose;
- statement that defines who the policy applies;
- statement of objectives, which usually encompasses the CIA triad;
- authority and access control policy that delineates who has access to which resources;
- data classification statement that divides data into categories of sensitivity -- the data covered can range from public information to information that could cause harm to the business or an individual if disclosed;
- data use statement that lays out how data at any level should be handled -- this includes specifying the data protection regulations, data backup requirements and network security standards for how data should be communicated, with encryption, for example;
- statement of the responsibilities and duties of employees and who will be responsible for overseeing and enforcing policy;
- security awareness training that instructs employees on security best practices -- this includes education on potential security threats, such as phishing, and computer security best practices for using company devices; and
- effectiveness measurements that will be used to assess how well security policies are working and how improvements will be made.

Four reasons a security policy is important

Security policies may seem like just another layer of bureaucracy, but in truth, they are a vitally important component in any information security program. Some of the benefits of a well-designed and implemented security policy include:

1. **Guides the implementation of technical controls**

A security policy doesn't provide specific low-level technical guidance, but it does spell out the

intentions and expectations of senior management in regard to security. It's then up to the security or IT teams to translate these intentions into specific technical actions.

For example, a policy might state that only authorized users should be granted access to proprietary company information. The specific authentication systems and access control rules used to implement this policy can change over time, but the general intent remains the same. Without a place to start from, the security or IT teams can only guess senior management's desires. This can lead to inconsistent application of security controls across different groups and business entities.

2. **Sets clear expectations**

Without a security policy, each employee or user will be left to his or her own judgment in deciding what's appropriate and what's not. This can lead to disaster when different employees apply different standards.

Is it appropriate to use a company device for personal use? Can a manager share password with their direct reports for the sake of convenience? What about installing unapproved software? Without clear policies, different employees might answer these questions in different ways. A security policy should also clearly spell out how compliance is monitored and enforced.

3. **Helps meet regulatory and compliance requirements**

Documented security policies are a requirement of legislation like HIPAA and Sarbanes-Oxley, as well as regulations and standards like PCI-DSS, ISO 27001, and SOC2. Even when not explicitly required, a security policy is often a practical necessity in crafting a strategy to meet increasingly stringent security and data privacy requirements.

4. **Improves organizational efficiency and helps meet business objectives**

A good security policy can enhance an organization's efficiency. Its policies get everyone on the same page, avoid duplication of effort, and provide consistency in monitoring and enforcing compliance. Security policies should also provide clear guidance for when policy exceptions are granted, and by whom.

To achieve these benefits, in addition to being implemented and followed, the policy will also need to be aligned with the business goals and culture of the organization.

SECURITY POLICY STANDARDS: PROCEDURES AND GUIDELINES

Standards specify how to configure devices, how to install and configure devices, install and configure software and how to use information systems and other organisational assets, to be compliant with the intentions of the policy. Standards consist of low-level controls to help enforce the security policy, as it ensures security consistency throughout the business and those controls help with the implementation of specific technology, software and hardware. For example, the organisation may implement a password standard for its employees, as it will set out certain rules for password complexity and also Windows may implement a standard for hardening Window Clients (PJ, 2009).

Procedures identify the step-by-step instructions to perform various tasks in accordance with policies and standards. Procedures explain how to implement these controls in an easy and affordable manner for any employee to use in a step-by-step guide. An employee may be given the task to install Windows operating system securely, so with the help of a written guide of procedures in how to install it, detailed steps will encourage the employee to ensure the operating system is secure to satisfy the policy, standards and guidelines (PJ, 2009).

Guidelines are advice about how to achieve the goals of the security policy, but they are only suggestions, not rules. It is an important communication tool to let people know how to follow policy, as it conveys best practices for using technology systems. For example, a standard may implement that passwords should be 8 characters or more, so the guideline may state that there must be a best practice to ensure that the expires after 30 days. Another standard may set out control for accessing the internet securely but a guideline could be sent out to all employees in the form of a newsletter outlining the best practices for using the internet (PJ, 2009).

Need for Security Policy

Organisations building a good security policy, provides successful implementation of security related projects currently and in the future. The first step towards enhancing security for an organisation is by introducing the policy to all members of staff on their different responsibilities, the use of resources, explaining how sensitive information should be handled and listing all the prohibited activities. During the development, it will be beneficial as it will turn all the employees into contributors as the organisation tries to secure its security and reduce the risk of potential security breaches through human errors or rogue employees (Danchev, 2003). This may involve such issues of loss of data, revealing information to unknown sources, improper uses of resources within the organisation and countless other dangerous activities.

There is serious number of threats in the world today for any organisation holding highly sensitive assets it is essential to have a security policy. For example, a small company as an advantage to move quickly but it comes with a risk as it is easy to get derailed by a competitor or the funding as run out before you start to become stable (Colson, 2011). They say small organisations have nothing to lose because physically there is not any assets but it does not matter if you work from your phone or tablet, storing the information you have in the cloud and encryption is non-existent between servers when sending vital documents. That is why most organisations need a policy to secure their assets, as they cannot afford to take risks (Colson, 2011). So, by having security policies and procedures in place, it will protect the organisation through a proactive policy stance, establishes the rules for user behaviour and any other IT personnel, defines and authorizes consequences of violation, demonstrates a stance on security to reduce risk and ensures proper compliance with regulations and legislation (Garrett, 2012). Many people may argue that it may not be so important but policy matters.

Benefits and drawbacks of a Security Policies

Garrett (2012) explains, implementing a security policy within the organisation has many benefits as it minimises risk of highly sensitive data leak or loss. It protects the organisation from malicious external and internal users. It gives employees a

set of guidelines, best practices of use and ensures proper compliance. The policy describes that internally and externally information is an asset, the property of the organisation and is protected from unauthorised access, modification, disclosure and destruction. It finally promotes a proactive stance for any organisation when legal issues arise (**Garrett, 2012**). It also provides new and updated information to keep employee's knowledge up to date with new risks and what to do about them (**Native Intelligence INC, 2016**). It protects the organisations reputation and reassures to clients that their information is secure. There will be a cost savings through reduction incidents because sooner the breach is identified; the cost will be lowered when addressing the problem (**BSI Group, 2016**). There would be an improved awareness regards to information security and if enforced properly, commitment to this cause would been shown at all levels throughout the organisation. Finally, it would reduce employee related breaches because staff would be made more aware of the information, they are dealing within what the policy states but are employees still the reason why breaches occur?

Effective IS security requires that all employees are aware of their company's policy but also to comply with the policies and guidelines. However, staff members occasionally or rarely comply with these IS security procedures and techniques which places the organisation's assets in danger (Pahnila et al, 2007).

There have been numerous cases over the past decade throughout the world about thefts of data lost but this real-life example back in 2005 has an interesting twist. An employee at SafeNet's Inc. is one of the world's top information security companies (Baltimore Sun, 2005), wanted to get some extra work done and printed out payroll information of about hundreds of SafeNet employees. The employee stored the information into his briefcase and placed it into his car. The car was broken into and the briefcase was stolen (employee names, bank account numbers and social security numbers) (Schneier, 2005). The most interesting point here is the bad security practices shown by the company. Social security and bank account numbers should not be kept with the payroll data. The use of employee numbers would have been better and keep

sensitive data separate from the processed payroll data. Secondly, any hard copies of sensitive information should never go home with employees. However, SafeNet stated that no policy was violated and no new policies are being written because of the incident (Schneier, 2005). Clearly the company had no guidance how to manage and handle their sensitive data which may come down to the implementation of the policy or the nature of employee's effectiveness of complying with the policy.

A former employee of the US Government, whom is now a technology consultant at Taos provides and insight why organisations and people do not follow security policies (Garcia, 2015). Firstly, the policy exists just to protect the organisation's legal standing if an incident has occurred. Employees tend not to understand it, except the person who wrote usually an IT member of staff and has since left the company. They also may have not seen it before or do not remember reading the policy. Senior management employees are aware of the policy but they do not prioritise or reward their employees for implementing a security posture. On the other hand, employees may be aware that they have violated the policy but believe that it does not adhere to them due to their intelligence or they think that policy is simply stupid and worthless. Staff members may argue that following the policy may get in the way of getting other work done and also forget what is and is not allowed by the security policy. Finally, the organisation may have no security policy in place or it might be out of date as it does not match with the current environment (Garcia, 2015).

So can organisations implement security policies within the workplace, to understand what employees need to do to secure sensitive assets throughout the company. This is where businesses look for help in terms of international standards, awareness programs or any other techniques which can push the company into the right direction to secure their information security.

IMPLEMENTATION OF POLICIES

(1) Security Awareness Programme

A security awareness program is very noticeable approach for organisations to usually promote security awareness with initiatives to educate employees. There are many topics the awareness

program may include such as privacy of personal information, incidents, how to manage attacks, software and hardware vulnerabilities etc. The idea is for security staff to teach employees to be vary in how to deal with sensitive information and completing business online (Bejtlich, 2012). These security awareness programs can remove human errors but all organisations will have some sort of risk that cannot be avoided even with the help of training. Organisations that have security awareness programs demonstrates strong human-centric controls and countermeasures to deal with breaches (Bejtlich, 2012). A plan for an effective security awareness program should include; a statement of measureable goals for the program, identification and categorization of the audience, specification of the information to be included in the program and the description of how the employees will benefit from the program. Overall, this approach will help organisations maintain its stability against information security (Deertech, 2013).

(2) Enforcement of Policies

There are numerous of ways that management could enforce policies within the workplace. By firstly incorporating a Policy Enforcement for Vendors which states a security enforcement for business partners and other non-corporate entities, that would cause a breach of service level agreements (SLAs). Another technique could be a policy enforcement for employees, where a positive and negative enforcement can be introduced. A software-based enforcement can suggest software can be used to enforce policy compliance, preventing actions that are not allowed by the policy e.g., blocking social media sites. These are just some of the different techniques of enforcing policies into the organisation.

Mechanisms

There is a clear distinction between a policy and a mechanism, as these are two terms we often come across when discussing policies in depth. A security mechanism is often displayed as a method, tool, procedure, technique or a particular system achieving a result for enforcing a security policy within the workplace (Bishop, 2005). Mechanisms can suggest, how a policy is completed in the terms of enforcement. For example, an organisation has a policy which clearly states that employees of different levels

have to authenticated before they enter certain building and offices. It is suggested that the policy has given information on what needs to be done, without how it can be achieved. Arguably, organisations find the enforcement of the policy the most difficult as they do understand what is expected from management all the way to the employees. However, the policy can be enforced by one or more different mechanisms; employees using their identification cards to gain access, valid cards will unlock the door, using a retina or fingerprint scanner will authenticate all employees when entering the building/office (Sravan, 2016). Mechanisms will have its advantages and disadvantages because we can use universities as an example because they allow access for employees such as bar staff etc. to be able get in anywhere within the campus but have no rights to be in the management building where all lecturers are based.

Mechanism can also be non-technical, as employees will need to show their proof of identify for such things as accessing sensitive data, changing passwords and even policies require procedural mechanisms that technology cannot enforce (Bishop, 2005). For example, the accounts department in an organisation has a policy that prohibits any employee from copying sensitive data. That department could have implemented mechanisms the computer system could have used from reading/copying. The department failed to use these mechanisms and a breach of security has occurred. The department's failure to protect their files does not authorise anybody to copy them. There are simple mechanisms that could have easily protected the data by passwords, algorithms placed on the system to deny access to employees, whom are not authorised to use it. However, as previously mentioned there are flaws in using mechanism because organisations and departments only provide basic security mechanism, which are not adequate to protect information sent over the organisation's network. Also, passwords are easy to be obtained if they recorded or copied by an employee which in its self is a violation of the policy (Bishop, 2005).

CONCLUSION

Security is a core value of human relations. The necessity of security arises from the fact that people do want to live together and are thus vulnerable to each other. Security makes possible

what otherwise probably could not be achieved: a flourishing society that is relatively safe from would-be attackers. Of course, within society, one can never be completely safe. That is precisely why we need security policies. Such policies usually involve creating and maintaining police and military forces that are prepared and equipped to carry out that essential job for the public good.

Security science is an emerging academic discipline that brings together concepts into a structured body of knowledge. At its most simplistic, knowledge areas include security management, security theories and principles, the built environment, and security risk management. These concepts can be expanded into an integrated framework that also includes business continuity, security technology, physical and personnel security, and industrial security (see Figure 1.3). Thus, context provides many parts of security with clear understanding of its operating boundaries, from which further consensus in a body of knowledge can be achieved.

The development of the knowledge base in security science depends on its advancement as a discipline, and the extent of interaction between academia and professional practitioners of the security industry. The knowledge base for the emerging discipline of security will be enhanced by ongoing research both in the fundamental context of theory development and the applied context of asset protection. It is necessary for government, academia, and the commercial security industry to contribute to this knowledge base.

An important characteristic of a scientific theory or hypothesis is that it must be *falsifiable*. That is, if any single experiment relevant to the hypothesis is shown to be negative or untrue, the hypothesis must be rejected. Thus, theories cannot be proven when the hypotheses are tested, but only rejected when a negative test results from an experiment. The philosopher Wittgenstein (1953) in his analyses of experimentation claimed that “there is no independent criterion of correctness,” so that the scientific method must continue to test the validity of its knowledge.

Security science is an emerging discipline that is developing its own theories for the structure of knowledge within the context of its knowledge

domain. Although some theories in security science are discipline specific, generally current theories are adapted from other disciplines and knowledge domains for the security context, such as criminology, psychology, and engineering, where relatively strong theoretical contexts have been developed. However, security science is in its formative phase, and will evolve over the next decade into an accepted science. Thus, evolution will be based on rigor and logical application through science and technology theory and principle. The emergence of security science as an accepted discipline will herald the advancement of security as a profession.

Security may be considered assured freedom from poverty or want; precautions taken to ensure against theft or espionage; or a person or thing that secures or guarantees (Angus and Roberston, 1992). Furthermore, Fischer et al. consider that security “implies a stable, relatively predictable environment in which an individual or group may pursue its ends without disruption or harm and without fear of such disturbance or injury” (2008, p. 31). A traditional definition of security may be the provision of private services in the protection of people, information, and assets for individual safety or community wellness. In addition, private or commercial security may be considered the provision of paid services in preventing undesirable, unauthorized, or detrimental loss to an organization’s assets (Post and Kingsbury, 1991).

Basically organisations, tend to create security policies because it lays a foundation of information security basics to explain to employees how their actions are responsible for the protection of sensitive information assets throughout the company and being able to complete business online as communications will be secured (Danchev, 2003). In order to protect sensitive information data, organisations need to implement controls and rules. To ensure this is successful, standards, guidelines and procedures need to be achieved for the overall implementation of the information security policy in any organisation.

Organisations building a good security policy, provides successful implementation of security related projects currently and in the future. The first step towards enhancing security for an

organisation is by introducing the policy to all members of staff on their different responsibilities, the use of resources, explaining how sensitive information should be handled and listing all the prohibited activities. During the development, it will be beneficial as it will turn all the employees into contributors as the organisation tries to secure its security and reduce the risk of potential security breaches through human errors or rogue employees (Danchev, 2003). This may involve such issues of loss of data, revealing information to unknown sources, improper uses of resources within the organisation and countless other dangerous activities.

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**SECURITY
ARCHITECTURE AND
ENVIRONMENT**

EXPLORING THREATS, SECURITY AND ORGANISED CRIMES IN NIGERIA

Adebayo Akinade

Abstract

It has been argued that organised crime weakens the foundation of democracy, as there can be no good governance without rule of law. This observation is quite apt for the situation in Nigeria. As the nation faces the challenges of nurturing a stable democracy, after many years of military dictatorship, organised crime poses a great threat to the survival of the country. Nigeria being the most populous black nation in the world has a dominant role to play in the international effort to curtail transnational organised crime. At the local level, the sophistry of organised groups can be best described as rudimentary. This statement is distinguishable from that of Adeyemi, A.A. in that the rudiments of organised crime are now present in Nigeria particularly among the robbery syndicates, who are backed up by some automobile dealing organisations. However, with international linkages, the operational base of organised crime in Nigeria has widened beyond immediate frontiers thereby posing great concern to government. The Nigeria government has mapped out policies and strategies to deal decisively with crimes that are transnational in nature and scope. This paper will proceed to highlight only six of these crimes namely illicit drug trafficking, illegal firearms trafficking, human trafficking, advance fee fraud, trafficking in stolen vehicles and money laundering.

Keywords: Threat, Insecurity, Organised Crimes

Overview of High Risk and Threats to Security in Nigeria

Nigeria security challenges include interminable Islamist terrorism, banditry, Fulani herdsmen rapine, militancy/industrial oil theft, kidnapping, and seasonal flooding. All these conflate into economic down turn, Nigeria's ability to feed its mammoth population of 216 million is becoming highly questionable. This has been reinforced by a new United Nations publication, which warned that nearly 25 million Nigerians are at risk of facing hunger between June and August if urgent

action is not taken. The federal and state governments should not trivialise these challenges.

Food has become very expensive, preventing millions of Nigerians from feeding well. With security deteriorating to extraordinary depths, forcing farmers to abandon their farmland, there is a real threat of hunger looming large over Africa's most populous country.

According to the UN, the new data has a projected increase from the estimated 17 million people currently at risk of food insecurity. The report listed continued conflict, climate change, inflation and rising food prices as major drivers of its forecast. The National Bureau of Statistics aggregated food inflation in December at 23.75 per cent, a drop from the 24.13 per cent in November. Year-on-year, it was up by 6.38 per cent. Recent reports from local and international organisations point to the fact that millions of Nigerians go to bed hungry without any certainty as to where their next meal would come from as prices of foodstuff skyrocket.

Predictably, Nigeria ranked 103 out of 121 countries in the Global Hunger Index, which was released in October 2022 and jointly published by NGOs Concern Worldwide and Welthungerhilfe of Germany. The report, which ranks countries by "severity" of hunger level, gave Nigeria a score of 27.3 - a hunger level falling under the "serious" category.

The 2022 ranking was the second consecutive year in which Nigeria's ranking on the scale remained stagnant. It ranked 103 out of 116 countries in 2021 and finished 98 among 107 countries in 2020.

Nigeria Bureau of Statistics (NBS) data indicates that food prices continue to rise in Nigeria. For instance, the average price of 1.0 kilogram of boneless beef on a year-on-year basis, increased

by 29.00 per cent from the ₦1.812.03 recorded in November 2021 to ₦2,337.46 in November 2022. Apart from rising food prices, the country has never had it this bad in terms of insecurity after the Civil War of 1967 to 1970.

Now, almost every part of the country is under siege of one form of insecurity or the other. The bloody breaches have created millions of internally displaced persons and rendered farming negligible in the North-East, North-West, and North-Central, all regarded as major food-producing regions. Farming in other regions is also increasingly being threatened.

The UN said of the 17 million people who are currently food insecure, three million are in the North-East BAY (Borno, Adamawa, and Yola) states. Without immediate action, this figure is expected to increase to 4.4 million in the lean season.

In November 2021, bloodthirsty Islamists beheaded 76 rice farmers in Zabarmari, Jere Local Government Area of Borno State, for allegedly supporting the Nigerian military, aggravating the anarchy in the region.

To underline the growing insecurity that is driving farmers out of their traditional routines, the Nigerian military conducted airstrikes against bandits in two states - Niger and Zamfara - in mid-June. Airstrikes by the Nigerian Air Force have been going on for years but are yet to achieve peace. Those two states, along with Kebbi, Katsina, and Kaduna, have been witnessing large-scale conflict.

Niger State Governor, Abubakar Bello, recently warned of imminent famine in the agrarian state. He said, "Bandits have forced us to change our way of life in Niger State; they stopped our children from going to school, stopped us from travelling on our roads, stopped farmers from going to the farms...." For years, Fulani herdsmen have been rampaging through Benue and other states in the North-Central and the South, maiming, kidnapping and massacring farmers. With the President, Major-General Buhari (retd.), rejecting pragmatism, the herdsmen are terrorising farmers in the country's food basket.

Also, the destruction of farmland during the 2022 floods cannot be overlooked. The National Emergency Management Agency (NEMA) said widespread flooding during the 2022 rainy season damaged more than 676,000 hectares of farmland, which diminished harvests and increased the risk of food insecurity for families across the country. "The flooding is one of the effects of climate change and variability impacting Nigeria. More extreme weather patterns affecting food security are anticipated in the future," it said.

Apart from climate change effects - Lake Chad has virtually dried up - the ravaging impact of the new COVID-19 pandemic and Russia's war in Ukraine elicits concern.

Despite avowals by government, Nigeria is import-dependent for food. It imports basic foods, including, rice, wheat, frozen poultry products, palm oil, vegetable oil, and fruits. In the first six months of 2022, Nigeria's agricultural imports hit ₦464.5 billion, the NBS stated. This is risky and unsustainable financially.

To make amends, Nigeria should refocus on security. Though Buhari and most of the 36 state governors are on their way out, this does not stop them from salvaging their battered images. Open herding is disrupting farming among the small-holder farmers. The President should lead the policy to decelerate it.

The security system should be reviewed to extend effective security to rural communities, where 34.66 per cent of the population engaged in farming in 2020, per the World Bank. Nigeria has an abundance of land resources. Therefore, large-scale farming that utilises industrial methods to intensify production should be encouraged. In many countries, farming has become a major attraction for equity funds, investment banks and other types of investors.

The federal and the state governments should plan to mitigate future effects of flooding in flood prone locations. They should build more capacity in rail transport and storage systems to curb wastage. Dry season farming should be intensified.

ILLICIT DRUG TRAFFICKING

Drug trafficking is the most sophisticated organised crime with international linkages without respect to national boundaries. Nigeria is neither a producer but vastly assuming consumer status now. Also, most persons that were arrested, prosecuted and convicted in connection with drug trafficking are couriers working for drug barons in other countries.

Of all transnational criminal activities prevalent in Nigeria, the drug trade has brought the country much more woes and international pariah status than any other.

Drug trafficking came to official prominence between 1983-1984 in Nigeria. Arrests of Nigerians in possession of narcotic drugs sent shivers down the government's spine. This development was found disturbing and led to the promulgation of Miscellaneous Offences (Special Military Tribunal) and Indian Hemp (Amendment) Decrees Nos. 20 and 27 of 1984 respectively. Thereafter, some convicted drug traffickers were publicly executed pending appeal. In 1986, the death penalty prescribed for drug trafficking was repealed to make room for a range of prison sentences.

In addition, the government sponsored national studies of the problems, which included the organisation structure of narcotic drug syndicates. The Federal Ministry of Justice was instructed to put in place the necessary machinery for providing solutions.

The violence associated with illicit drug trade in some parts of the world is yet to be witnessed in Nigeria due to the fact that Nigeria is a stop-over route between the producers on one hand and consumers on the other. The couriers are mostly youths within the age bracket of 18-40 years. The methods of peddling in drugs varied from simple concealment in personal effects, lining of clothing, animals (pets) concealment in women's reproductive organ (vagina), disguised as talcum powder, packaged in small, moulded balls and swallowed, engraved in cultural artifacts to many ingenious unimaginable methods. The drugs are transported across the globe by land, air and sea.

Due to the establishment of National Drug Law Enforcement Agency (NDLEA) by the Nigerian government in December 1989, the hitherto upsurge in drug trafficking has reduced considerably. In addition to this, is the promulgation of National Drug Law Enforcement Agency Decrees, No. 48 of 1989.

The Act seeks to enforce laws against the cultivation, processing, sale, trafficking and use of hard drugs and to empower the Agency to investigate persons suspected to have dealings in drugs and other related matters. The NDLEA with the cooperation of other international agencies has relatively fought the war against drug trafficking to a reasonable level.

Illegal Firearms Trafficking

Proliferation of firearms is a threat to international security. Illegal firearms trafficking constituted a minor component of transnational organised crime. The ever increasing armed conflicts in many regions of the world account for huge trafficking in firearms. Similarly, constant political instability and internal power tussles amongst third world countries precipitate arms trafficking. The Nigerian fratricidal civil war between 1967-1970 exposed the country to influx of firearms.

Also, the participation of Nigeria in Peacekeeping Operation all over the world and particularly Nigeria's dominant role in Economic Commission of West African States Monitoring Group (ECOMOG) Operations in the sub-region serves as a likely source of illegal firearms into the country. Apparently, the major route of illegal firearms being brought into Nigeria is through the seemingly porous borders of neighbouring countries in the sub-region.

Illegal firearms trafficking has undisputedly fueled ethnic/religious armed conflicts and armed robbery in Nigeria, which has resulted to monumental negative consequences and armed robbery remains one of the major crimes in Nigeria which is perpetrated by holders of illicit arms.

Strategies for arms control have been put in place by the Nigerian government. These include:

- a) Intensive international boundary control;

- b) Cancellation of Firearms (Dealers) Import License;
- c) Withdrawal of arm from individuals;
- d) Periodic check or arms on charge in a public armoury;
- e) Continuous recovery of arms ammunition by the police from armed robbers and other criminals;
- f) 100% inspection of containers.

On the international sphere, under the auspices of United Nations Regional Centre for Peace Disarmament in Africa and the Programme of Coordination and Assistance for Security and Development (PCASED), Nigerian government organised a sub-regional workshop on the importation, exportation and manufacture of light weapons in West Africa. The workshop was designed to enable the Chiefs of Police, Customs and Gendarmeries of ECOWAS members state initiate a process of establishing an information exchange network and strategy for the control of the proliferation of light weapons in the sub-region.

Under the relevant Nigeria laws, arms trade generally is under control by the Government of Nigeria. It is controlled by the issuance of relevant licences, which indicate the types and categories of arms, and ammunition that can be traded upon by individuals and corporate organisations. The general control and acquisition of personal firearms in Nigeria is the prerogative of the Inspector-General of Police in the exercise of his function as the Chief Security Officer.

Arms procured through illegal means, is a crime. The illicit trade in arms is being carried out nefariously by dubious businessmen whose identities remained masked. As a fact, it is extremely difficult to determine the quantity of arms and ammunition illegally possessed in Nigeria and this poses a great danger to internal security.

Human (Woman and Child) Trafficking

In the recent past, the trafficking in humans, particularly women and children has assumed an alarming proportion globally. Trafficking in persons has become a big menace internationally because of its attendant illegality and evil. Victims of human trafficking are often

recruited into prostitution or child-labour or outright slavery. The traffickers and victims are seduced into the illicit trade by the apparent economic benefits and sermons of success stories by those who are engaged in the illicit trade.

Nigeria is a leading nation in human trafficking in Africa. Young Nigerian girls of the average age of 14 years are lured into illegal business by syndicates operating within and outside Nigeria. The entire business is shrouded in secrecy and some of the victims are transported outside Nigeria in the guise to pursue education and gainful employment. The traffickers employ subtle force, coercion, fraud and outright deceit to accomplish their objectives. Generally, the trafficking gravitates towards Central Europe particularly Italy through various detected and undetected routes. Despite existing laws against trafficking in human beings and related crimes, the illegal business has continued unabated and the government of Nigeria is making tremendous effort to stem the tide. Recently, there has been intensive enlightenment and educational programmes on the danger of human trafficking, which is linked to prostitution, child labour and slavery. To this end, deported Nigerians from Europe are rehabilitated and offered alternative employment by government.

An NGO, Women Trafficking, Child Labour Eradication Foundation (WOTCLEF) pioneered by Mrs. Titi Abubakar, the wife of the Vice-President of Nigeria sponsored a private Bill to the National Assembly on the issue of women trafficking. The Police is engaged in preventive surveillance patrol, information gathering and sporadic raids on syndicates traffickers.

Prostitution is said to be the world's oldest profession. It is a global phenomena and a complex world wide web. Essentially trafficking in humans, particularly in women and children, is to serve the international prostitution ring. The world community therefore, must amend respective existing laws against trafficking in human beings and adopt measures to curtail human trafficking.

Advance Fee Fraud (419)

The concept of Advance Fee Fraud is predicated on payment of some sort of fees, tax, kick-back or

brokerage on the pretense that such is required as part of official transaction in existing business deals. The Nigerian Criminal Code Section 419 describes it as obtaining by false pretenses. It is an organised syndicated criminal venture between dubious, unsuspecting foreigner to illegally transfer abroad of non-existing funds belonging to the government of Nigeria to an account of such gullible/greedy foreign collaborator. Scam letters and forged documents are mostly used in perpetrating this crime. Its most common form is a letter to an identified foreign business man who is told enticing stories about huge profits to be made in Nigeria's oil, defense, banking or solid mineral sector by the provision of an account where some money from a deal would be paid. The letter is written in such a way as to attract an equally dubious foreign businessman who usually buys the scam. He is duped after paying a certain amount of money demanded for bribing officials responsible for releasing the huge sum of money. The trans-global dimension this crime has assumed is a source of concern to Nigeria because of its negative consequence on the country's economy, credibility and image. The Nigeria international image has so much been battered that most business proposals from Nigeria are viewed as deceptive and fraudulent.

This paper takes cognisance of the fact that most victims of Advance Fee Fraud in Nigeria are reluctant to report the matter officially to security agencies because of its illegality.

The Nigerian government through the established agencies has waged unending war against this crime. Consequently, upon this, the government promulgated the Advance Fee Fraud and Other Related Offences Decree 1999. Similarly, the Nigeria Police established a Special Fraud Unit. Presently, the Economic & Financial Crime Commission has been set-up to combat perpetration of this heinous crime. These Nigerian law enforcement agencies work in collaboration with other international agencies in joint operation and investigation of various crimes especially the Advance Fee Fraud. It is noteworthy to state that impact of public enlightenment on the crime is being felt in the society.

Trafficking in Stolen Vehicles

In Nigeria, like most West African countries, sales of second-hand cars are lucrative businesses due to general global economic recession and harsh economic conditions prevalent in Nigeria, individuals cannot afford brand new vehicles because of the prohibitive cost. Hence, fairly used vehicles are smuggled into the country from the western world. Businessmen/smugglers involved in this trafficking employ all forms of intrigues to circumvent payment of customs duties and tariff. In fact, most cars are stolen from U.S. and other European countries. These cars find their ways to Nigeria through the borders of neighbouring West African countries with the connivance and conspiracy of international con businessmen. Most times, accompanying documents to the vehicles are expertly forged. This transnational organised trafficking is a disturbing trend not only to Nigeria but most counties of the world.

International initiative must be put in place to track stolen vehicles all over the world and perpetrators punished accordingly.

Money Laundering

Money laundering has a linkage to attempts by organised and unorganised criminal syndicates to legitimise the proceeds of their criminal activities by concealing their true origin and ownership in order to enable them employ such funds for further activities.

These organised criminal groups, for example drug trafficking, repatriate money from abroad by direct purchase and re-sale of luxury items like cars and jewelry. Similarly, dirty monies are equally passed through complex international system of legitimate business. Professional launderers employ various methods and techniques to accomplish their invoicing of goods and using laundered money to capitalise a public quoted company.

The Nigerian government has articulated bold measures to fight the menace by setting up:

- a) Money Laundering Surveillance Unit in Central Bank of Nigeria.
- b) The Promulgation of the Money Laundering Decree 1995.
- c) Attaching some Central Bank of Nigeria Bank Examiners to the NDLEA since 1995 to assist the agency with its investigative

efforts, especially where it becomes necessary to examine the books and records of banks.

- d) Sponsoring its staff to the Annual Cambridge Symposium on Economic Crime in England as part of its policy of capacity building for fighting financial crimes in Nigeria.
- e) Approving the establishment of an Inter-Department Committee on Money Laundering, Advance Fee Fraud and Other Financial Crimes, etc.

Crime Prevention, Law Enforcement and Prosecution

Mick Keelty stated that nobody thought of the alarming rate organised crime has reached and challenges it has posed due to its nature and complexity of contemporary crime.

He further stated that Federal Police that started out in the 1979 with investigating areas like drug trafficking, fraud and organised crime but as at December 2004, had its role expanded to include counter-terrorism and high-tech crime, for regional assistance and law enforcement capacity building programmes.

Law enforcement is capital intensive. The central Bank of Nigeria has spent \$4m in placing advisory advertisements in over 80 newspapers and magazines in twelve languages in thirty-six countries.

In the U.S. recent example illustrates the failings and successes in prosecuting organised crime figures. The cost of trial is high and the judges are at risk. In 1992, in separate incidents, two of Italy's most senior anti-mafia crusaders, Judges Giovanni Falcone (along with five of his security guards and his wife) and Paolo Borsellino (along with five of his guards) were murdered and their bodies were blown apart by bombs.

In a Dutch case examined by the 1996 Van Trade Commission, a detective who was involved in trafficking; a major drugs lord was described as the best and ambitious later became disappointed and frustrated. He became a "victim" of his own determination. When he was caught selling information to criminals, information he had stolen and the release of which endanger people's lives; he claimed that it was all part of a private

scheme to get at the drug lord. The court did not believe this and sentence him to two years in prison in July, 1999.

In some cases, recruits were being gradually introduced into corruption.

The European Union had drawn action plans that have short-term elements as well as long-term elements.

The United Nations under Pino Arlacchi, Executive Director of the United Nations Office of Drug Control and Crime Prevention has spearheaded an aggressive new effort to attack and prevent organised crime. This process culminated in the signing conference for the new UN Convention against Transnational Organised Crime, which was held in December 2000 in Palermo, Italy.

The Convention states that:

"Keeping criminal groups out of legal business and markets is a key strategy for preventing organised crime."

The Convention urges governments to:

1. Tighten co-operation between law enforcers and private entities, including industry.
2. Promote codes of conduct for relevant profession in, particular, lawyers, notaries public, tax consultants and accountants.

Prevent organised crime groups from manipulating bidding procedures for public contracts as well as public subsidies and license for commercial activity.

Ultimately, the Convention is intended to, "... close the major loopholes that allow organised crime to combat it. The treaty is intended to serve as a blueprint for countries to improve their systems to shut down international criminal organisations, eliminate "safe havens", protect witnesses and block money laundering."

As Arlacchi stated in opening the signing Conference:

Criminal groups have wasted no time in embracing today's globalised economy and

the sophisticated technology that goes with it. But our efforts to combat them have remained up to now very fragmented and our weapons almost obsolete. The Palermo Convention gives us a new tool to address the scourge of crime as global problem. With enhanced co-operation we can have a real impact on the ability of international criminals to operate successfully and help citizens everywhere in their often struggle for safety and dignity in their homes and communities.

Social Factors which Facilitate Commission of Organised Crime

There is the need to highlight the major factors which facilitate commission of organised crimes. They are:

1. Indiscipline

When there is general indiscipline amongst the people in any given society or community, deviant behaviour will be on the increase and if nothing is done to curb the excesses of the deviants, criminal activities will thrive to the detriment of the entire society or community.

2. Lust for Wealth

A strong desire to get rich at all cost, leads to crime. For example, people who committed ritual murder for the purpose of getting rich or becoming famous in the society. We also have many instances of young girls going into prostitution, drug trafficking, human trafficking, and armed robbery in order to become wealthy.

3. Idleness

It is said that an idle mind is the devil's workshop. A person who has no work or any means of livelihood is prone to acts of criminality. For example, the "Area Boys" whose deviant behaviour ranges from common assault, pick pocket and armed robbery, etc.

4. Poverty

The saying that a hungry man is an angry man, is true to some extent, with regard to commission of crime, poverty breeds envy jealousy and hatred. A poor man who is hungry is likely to attack and dispossess a rich man of his goods in order to have something to eat. This is why a responsible government embarks on poverty alleviation

programmes aimed at bridging the gap between the rich and the poor.

5. Carefree Attitude to Simple Crime Prevention Measure

For example, failing to lock your car, your doors and windows, displaying expensive materials or items inside your car, which is capable of enticing thieves to break into your car. Failure to put on security light in your premises. Keeping cheque booklets and other security documents carelessly. Giving employment to persons of doubtful characters.

Other factors are:

- a) Deficient home training and environment.
- b) Degeneration in social values.
- c) Admission of student without requisite qualification, etc.

The Use of Strategies to Combat Organised Crime

Strategies refers to all efforts and activities designed to hold the volume of organised crime in effective check, to keep against contamination, to prevent organised crime from breaking and spreading to new areas, and to protect society against the activities of organised crime.

How Organised Crime Intelligence Support both Tactics and Strategies

- a) Organised crime intelligence support both tactics and strategies because they find out and give information about "things foreign" place, things and events needed by the government for the conduct of its functions.
- b) The work of the intelligence "also involves collecting and analysing information available through conventional means to the extent needed to understand what is otherwise gathered by secret or clandestine means.

Organised Crime Intelligence

The most effective method of gathering factual intelligence about organised criminal syndicate is the use of undercover agents who utilise the services of insiders amongst the organised criminal syndicates to obtain accurate information and pass same to the appropriate government agencies for necessary action. However, it is a very risky and hazardous

assignment to put a tail on organised criminals with a view of gathering factual intelligence reports on their criminal activities.

The undercover agents must be very careful not to get involved in the plan to carry out organised criminal activities in order to avoid charges of entrapment.

The following six general categories of the information are normally collected by undercover agents:

1. Evidence of offences committed.
2. Information that will aid in criminal prosecution.
3. Information that will help to uncover specific aspects of organised criminal activity.
4. Information which will help to identify the active criminals in organised crime
5. Information which will help to identify criminal associates.
6. Information concerning backgrounds and personal histories of known members of organised crime.

Crime has become as complex as human nature. Modern technological advancement and tremendous progress in communication have facilitated criminals in every corner of the world to commit crime using sophisticated equipment in one place and escape to another place. The present day world, faces the grim problem of illicit drug trafficking, smuggling, hijacking, kidnapping, and terrorism. In spite of vigorous and vehement national and international efforts towards combating such crimes, it is quite disappointing to know that the crimes are rapidly growing in various forms. Crime has adversely affected the societies of both developed as well as developing countries by impairing the quality of life, threatening human rights and fundamental freedom and posing a serious challenge to the community. No country has remained unaffected, although the level and intensity of the problem might vary from nation to nation.

Crime is an act or omission of an act which is punishable by law. A crime at one place and at one time may not be a crime in another place or time. Intent and opportunity are two major factors that often lead to the occurrence of a crime. An individual cannot commit a crime

unless and otherwise he gets an opportunity even if he has an intention to commit one. So the real strategy for crime control is to provide no opportunity for a criminal to commit a crime either through traditional or community policing.

Crime, so to say, is a shadow of civilisation. Its size and shape depend upon the form of society and hence charged with the growth and development of the system. The reasons for increase in crime rate include unemployment, economic backwardness, illiteracy, lack of infrastructure facilities to empower the populace.

In Nigeria, there are much less crime problems in rural areas whereas in urban area, the crime problem is quite high. There is a change in the forms and dimensions of criminality with the changes in the living style of society and social values. There is the change in the form or criminality when society itself changes culturally and technologically.

The relation between human behaviour and societal change is the crucial factor in understanding not only crime but development itself.

Crime occurs and seems to increase with the acceleration of change and development, which in recent years, has been specially associated with such crucial processes as industrialisation, urbanisation, social mobility and the development of technology.

Crime Prevention and Control

Advantages

- Prevention saves the life and property of the people when the police are on duty to protect.
- Prevents a good deal of trouble to the victim both physically and mentally.
- Rules and litigation which follow in the wake of detection of a crime are avoided.
- Prevention also saves the police from the trouble of recording first information, report at odd hours of the day and night and of taking immediate action for the investigation.

The transition from traditional to industrialised society poses a particular challenge in the area of crime prevention and criminal justice.

The significance of crime prevention is recognised not only in the promotion of social order and social justice but also in the productive and necessary protection of commerce, industry and the economy for any measure to be effective, it must cover not only the criminal justice and development of police, prison, court, parole, probation and reformatory institutions as an integrated crime prevention mechanism in itself, but also, it must extend to those aspects of education, health, labour, welfare, agriculture, industry and other sectors of economy that have obvious relevance for crime production and crime prevention.

Education, health, labour and social welfare programmes are likely to have a crime prevention effect. Child care programmes designed to reduce the personality defects that lead to potential delinquent behaviour, family support programmes designed to keep family united so as to foster better child care, educational programmes to improve specialisation, labour programmes to reduce unemployment and programmes to improve mental health are also obvious requirements for effective crime prevention.

The most direct services, such as police, prison, court, probation, parole should have specific programmes to deal with crime. These might include measures to increase the police efficiency, improve the training of police officers and development techniques in forensic science and crime detection, new buildings to avoid overcrowding of prisons, better facilities for probation and parole so as to keep more people out of prison, new court procedures to expedite justice, perhaps programmes to integrate and improve the entire justice system including the reform of the law itself.

Crime Control

Controlling crime can be viewed from two angles:

- Traditional Policing
- Community Policing

a) Traditional Policing

Traditional policing will involve beat patrol, beat is a given route or an area to be covered and patrol is the duty performed on a beat.

- i. Factors Determining Patrol Development:
 - Area of beat to be covered.
 - Amount and type of crime.
 - Location of crime.
 - Populated residential area versus industrial centre.
 - Socio-economic factors.
 - Relative location of business.
 - Geography and topography.
 - Nature of streets and highways.
 - Residence of criminals in the area.
 - Homogeneity of the ethnic and cultural background of the residents.
 - Any special feature rendering the locality more prone to the criminals.
 - Maximum number of police available.
- ii. Methods of Beat Patrol:
 - Clockwise and anticlockwise (Gordon System)
 - Intensive Patrol
 - Permanent Patrol
 - Fixed post system (Swain system)
 - Block patrol
- iii. Control and Supervision of Beat Patrol
 - Inspection and instruction.
 - Careful scrutiny of report.
 - Checking on beat.
 - Planning according to the recent crime situation.
 - Checking patrol records.
 - Beat cards with directions as to the hour of work, route and information to be collected.
 - Maintaining crime map.
- iv. Distribution of Patrol Force
 - Function distribution according to workload.
 - Chronological distribution – 10-6, 6-2, 2-10 (hours of work in a shift system).
 - Geographical distribution.
- v. Special Operation (task force) for Control of Crime Tactical Units for Emergencies
 1. Man-made
 - (a) Criminal emergencies
 - (b) Vice-emergencies

- (c) Riot emergencies
- (d) Mob situation
- (e) Disorderly crowd
- (f) Industrial disorder
- (g) Prison breakout

2. Natural

- (a) Earthquake
- (b) Flood
- (c) Fire, etc.

vi. Efforts to be Made to Control Crime:

- Planning the coordination among distinct police offices.
- Briefing the situation from time to time.
- Decentralising total problems into small units.
- Equal distribution of workload.

SUGGESTIONS

1. The creation of Special Units to combat organised crime;
2. A special legislation to be enacted on organised crime to contain the procedure for investigation of the assets of the enterprises concerned and their personnel;
3. Banking secrecy to be removed;
4. Sanctions to include confiscation and forfeiture of assets of the enterprises as well as the personnel.

The observation of this writer is that some of the proposals or suggestions proffered by Prof. A.A. Adeyemi have been implemented and is hereby enumerated below:

- a) Special Anti-Vice Task Force within the Police Force or Special Agency: this has culminated in the setting up of NDLEA, the Independent Corrupt Practices and Other Related Offences Commission (ICPC), EFCC, etc.
- b) That assets of convicted criminals be confiscated.

I hereby support the recommendations of the communiqué of the International Conference on Fighting Corruption and Organised Crime in Nigeria: Challenges for the New Millennium held in May 2000 in Abuja, Nigeria as outlined below:

1. Government should re-screen its current political and public officeholders/appointments to rid itself of

persons perceived as discredited or to be of questionable character, in order to enhance the credibility of its anti-corruption crusade.

2. Governments should put in place a sustainable poverty alleviation programme for the economic and social empowerment of the people and should continue its effort towards ensuring that all categories of workers are paid realistic living wages, in order to promote result-oriented management and improved service delivery to the public.

3. There should be comprehensive and timely access to information for the civil society and the media in both domestic and international governmental activities in order to enhance a functional democracy and a successful fight against corruption.

4. There should be no cessation in the pursuit and prosecution of the elite who have committed large-scale corruption against the nation in the past, and their ill-gotten assets should be confiscated to serve as an additional deterrent.
5. Government should intensify the mobilisation of the general public against organised crime, educating them as to the meaning of organised crime and its adverse consequences for the provision of services and welfare, as well as encouraging them to report incidences of organised crime and assist in the prosecution of accused persons in the context of a fair trial.

6. There is a need to redirect the energies of our youths from crime, cultism and other vices towards more useful pursuits and other practical endeavours, which teaches the dignity of labour, integrity and national service.

7. Government should, with the approval of the National Assembly establish Special Organised Crime for speedy disposal of the potentially large number of cases that are likely to emanate from the work of an efficient Anti-Corruption Commission.

8. The President should actively use the combined effect to his national and international prestige to continue to mobilise the general population against organised crime.

9. There should be a quantitative as well as qualitative assessment of organised crime

- in the country in order to appreciate the enormity and complexity of the problem.
10. Government should put in place electronic monitoring and tracking in the Central Bank and the Security and Exchange Commission for the money and capital markets in order to enhance the assessment of incoming funds and the tracing of outgoing monies.
 11. There should be established database for offences, offenders and circumstances of organised crime in Nigeria and efficient telecommunication linkages with appropriate enforcement agencies abroad.
 12. Government should urge its trading partners to introduce sanctions against their citizens who bribe Nigerian officials following the Organisation for Economic Cooperation and Development (OECD) on the subject. It should include an arrangement with foreign countries to facilitate the repatriation of embezzled monies lodged by Nigerians in foreign accounts.
 13. Government should ensure a system that will constantly monitor the interface between policy, legislation and implementing institutions in order to ensure the effectiveness and integrity of the anti-corruption campaign. A lead role in this endeavour should be that of the Independent National Anti-Corruption Commission.
 14. Government should institute interagency mechanism to effectively coordinate the fight against organised crime.
 15. Government should, as a matter of urgency, constitute a panel of experts drawn from the Presidency and other appropriate government agencies to draw up a credible National Integrity Strategy and an Anti-Corruption Action Plan that would among other things:
 - i. increase the risk, cost and uncertainty for both national and international corrupt officials;

- ii. enhance integrity resulting in increased understanding and acceptance of the rule of law and "rules of the game".

CONCLUSION

This literature review of organised crime reveals that criminals are always moving with technology using sophisticated weapon to perpetrate their crime. The image of Nigeria has been battered and it is causing huge sums of money to demonstrate to the world that it is only few criminals that are responsible for this. One area that deserves emphasis is job creation for the youths who these criminals may be using by paying stipends to them.

Government still can do more by the implementation of the recommendations proffered, it is then we can have a crime-free society.

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SECURITY ARCHITECTURE NATION-BUILDING AGENDA FOR COLLABORATIVE SERVICES IN NIGERIA

Adebayo Akinade

Abstract

Nigeria continues to grapple with rising insecurity, especially the insurgent Boko Haram jihadists. The group has extended its threat to some other African countries, making their threat a regional one. As part of the urgency to seek an end to the two-decade-long rising insecurity, the study overviewed the security agencies and analysed the everyday events in their handling of security issues among their fellow agencies and the citizens with a comparative view of international best practices. The analysis pointed out that most of the issues leading to the inability of the country's security sector to manage conflict lie in the institutional design and implementation of the country's security architecture. The discourse highlighted the coordination and collaboration of security operations as the country's major security challenges. Conclusively, the analysis suggested that Nigeria needs to reform its national security architecture to beat the rising crime and terror rates. Recommendations are offered, mostly and directly, to the federal government as the custodian of security policies, institutions and activities. Further recommendations concerning international partners called for support and the need for harmonised efforts, as crime and terrorism are also remotely perpetrated and have reverberating regional and international consequences requiring nations to harmonise efforts for information sharing and dealing with the threats. The paper interrogates whether it is as a result of institutional failure and overstretched security architecture. Arguably, the States attention to effective quelling of security threats are seen to be biased and unpopular and thereby resulting into sustained security breaches which are detrimental to the stability of the nation. This paper will examine whether the States institutions and security architecture are weak. A reflection of Nigeria's security situation reveals that citizens role in intelligence gathering are not being adequately utilised by the State due to trust deficit. Moreover, the legal and security systems and the challenges of crime and disorder on a daily basis places a

questions mark on modern law enforcement and security agencies' ability to deal effectively with violence that destroys public order. This aims to x-rays the problems of reforming the national security architecture of Nigeria.

Keywords: Security Architecture, Nigeria, Security Threats, National Security Strategy, Nation-Building Agenda

Introduction

At the turn of the century, since the fall of the bipolar world, the country has seen a spiraling of intra-state conflicts. The country applies greater coercive national forces against those 'internal enemies' rather than by applying the soft approach and the more enduring development and the criminal justice and human rights instruments. Nigeria has deployed troops to the West African sub-region and farther afield to stabilise other countries as part of its international obligations.

Crude oil theft and illegal bunkering have had billions of dollars frittered away into private pockets and foreign banks. The monies could have been put to better use. The youth are, majorly, the perpetrators of most of the violent conflicts in Nigeria's threat profile, from unethical hacking and cybercrime to robberies, and the now rampant kidnapping for ransom. These vulnerabilities are important in understanding the terrain of Nigeria's national security architecture failures.

The decades-long terror has been a major threat, starting with the herdsmen and the now decade-long Boko Haram (BH) sect's insurgency threatening mostly north-eastern Nigeria. According to the Institute for Economics and Peace (IEP, 2015) on Global Terrorism Index (GTI), Nigeria experienced the highest increase in deaths from terrorism in 2014; the country recorded 7,512 fatalities in 2014, which was an increase of 300 per cent from 2013. The BH sect is also active in Chad, Niger and Cameroon, cutting across

countries. In 2016, the Islamic State West Africa (ISIS-WA) Province (ISWAP) sect, an ISIS affiliate in Nigeria, began working with the BH, unleashing terror in Nigeria. The Fulani extremists also contributed to the rise in terrorism (IEP, 2019). In December 2019, the BH sect released a video of their executions of eleven people in Senegal (Maclean and Schmitt, 2019). The insurgent sects have launched other hallmarks of terror, including the use of improvised explosive devices (IEDs) against 'soft targets' to guerrilla-style attacks against troops and communities alike. A key feature of this threat bearing on Nigeria's security architecture is that it has seen the army deployed on a massive scale for internal security operations beyond their extraordinary counter-terror deployment. The deployment of the army has a major effect on military performance ratios, as well as on the effectiveness of other components of internal security, such as the police.

The Security Threats and Management Failure

The threats, the hybridised multi-dimensional asymmetric ones, can only be dealt with by a strategic orchestration of the instruments of national power, and in association with regional and international partners because of the cross-national, cross-cutting and even global effects of the challenges. However, at the basis of success is the critical synergy of efforts and practices among Nigeria's defence, security and intelligence organisations. Collaboration and effective communication are much in deficiency and even in some cases absent among Nigerian agencies (British Broadcasting Corporation [BBC] 2019; Nnadozie, Usman and Okolie, 2019). It takes a robust and elaborate multi-agency, multi-disciplinary and professional network of agencies to effectively combat the modern security challenges emerging around the world, especially where they are enhanced by adverse uses of the convenience which technological advancements in communications and transport provide.

The subsequent discourse looks at what inter-agency coordination and collaboration entail and their importance in addressing the critical safety and security challenges of Nigeria from a citizen-centric security and safety service delivery perspective. The approach will entail an overview of Nigeria's security architecture and its quality and capacity to deliver on its constitutional responsibility keeping to modern democratic best

practices. An assessment of the strengths, weaknesses, opportunities of and threats to the security architecture, as well as an examination of the state of laws, practices and infrastructure provided within the architecture, will be looked into for the enhancement of collaboration and cooperation within and among the security governance institutions' structure.

Efforts at improving on operations beyond the established interactions are enhanced by collaborative and cooperative efforts, which policy and strategy prescriptions have made possible among the leaderships at strategic levels. The operations are mostly at the tactical levels, where in each state of the federation there are internal security organisations involving the main security agencies (codenamed mobile police, the civil defence and the units of the armed forces). The inter-agency involvement of the main security agencies has been in place since the days of the military administration, though they often cross each other's domain, suggesting the basis to build further on collaboration and cooperation in higher operational and strategic levels.

Inter-Agency Security Coordination and Collaboration

The necessity of inter-agency security coordination and collaboration is rooted in global security experience and is now a matter of global security best practice (Han, 2013; Canton, 2016). The September 11, 2001 (9/11), attacks in the United States (US) met the country with a security structure not vastly different from Nigeria's current structure. The threat profile facing Nigeria is akin to that facing the US at the start of the 'War on Terror'. Some levels of coordination exist within Nigeria's internal security services as it did in the US. However, the 9/11 Al-Qaeda attacks were successful because critical information was not understood for what it was and not interpreted correctly across the agencies. In Nigeria, such information is sometimes hoarded, and other agencies are treated with suspicion, leading to information silos and analysis gaps.

The structures of both countries comprised several agencies with varying mandates that were steeped in the vainglory of territorial autonomy and authority, without clear legislation, regulations, policies and practice for cooperation and collaboration (Wither and Mullins, 2016;

Frontline, 2019 [a collection of interviews over time of W. Rudman, B. Esposito, R. DiSabatino, L. Schiliro, P. Goss and J. Smith).

Jeffery Smith, a former Central Intelligence Agency (CIA) general counsel, and Lewis Schiliro, former Assistant Director of the Federal Bureau of Investigation (FBI), Congressman Porter Goss, Chairman of the House Permanent Select Committee on Intelligence, and Bill Esposito, former Deputy Director of the FBI, indicated that issues from the ban on political assassinations to bureaucratic recruitment policies and prohibitions to the lack of qualified personnel and an intelligence culture that has not adapted to a post-Cold War world were responsible for the failure of the US intelligence on the attacks. Lewis Schiliro questioned if the US has enough resource for intelligence operation and technical ability to infiltrate terrorist groups. Rich DiSabatino, the Director of Intelligence Support Group Limited, a private company providing electronic intelligence training, support and equipment to government, military and law enforcement agencies within the US and approved foreign countries, warned of the limitations of electronic intelligence, arguing that it can only augment human intelligence, not replace it. Porter Goss suggested the need for qualified personnel and analysts that can decode electronic information, and Warren Rudman, former President's Foreign Intelligence Advisory Board, pointed out the failure of the US intelligence despite noting that while intelligence agencies may assess security threats, they can rarely predict terrorists' intentions. While not accepting the attacks resulted from intelligence failure, Bill Esposito talked about the need for far better working relations between the FBI and CIA, and the lack of agents skilled in Arabic languages. Invariably, all the experts pointed to issues with inter-agencies' synergy.

Just like the US security agencies were reluctant and failed to share information in the aftermath of 9/11 terror attacks, the unfortunate but well-publicised BH insurgents' abductions of the Chibok, Borno State and Dapchi, Yobe State schoolgirls on April 15, 2014, and February 19, 2018, respectively, show how command and control coordination and collaboration among state institutions and even the civilian populace could cause grave breaches to national security and safety of citizens. While the army and the

police in Dapchi's case bickered over the true position on handing and taking over of the town's security, it remains a wonder that the intelligence institutions were also unaware of the movement of the terrorists from their base around the fringes of the Lake Chad up to the town (Leo, Mutum and Matazu 2018). The incidents are instances of lack of harmony among the various institutions.

The painful lessons from the 9/11 attacks duly informed the creation of the new Department for Homeland Security (DHS) in November, 2002 as the US cabinet inter-agency administrative structure to deal with the new threat profile, by housing policy direction, operational control and coordination of all national security and safety agencies. The DHS became the central hub for the coordination of the 22 different federal agencies that include the Federal Emergency Management Agency (FEMA), Transport and Security Administration (TSA), U.S. Coast Guard and the U.S. Immigration and Customs Enforcement, among others.

In dealing with threats that are highly networked and run by operatives that communicate with each other in complex ways, state security information management must be coordinated at inter-agency levels from the strategic to the operational cadres. Intelligence and operational units as state services must synergise efforts to achieve sustainable successes. Inter-agency coordination and collaboration in security services are mutually beneficial and well-defined relationship entered by organisations to achieve common goals (Han, 2013).

For common goals to be achieved there must be a clear definition of participant agencies and set tasks. In some cases, agencies already exist with prescribed mandates, while in others, new agencies need to be created or repurposed to deal with varying aspects of a threat. Regardless of the agencies, a strategy-level document must set out the responsibilities of each participating agency in a multi-agency cooperation setup. Also, a management procedure for the exchange of information between participating agencies must be worked out for cooperation to work, and this procedure must be broad-based, covering local, national and regional level administrative units of participating agencies. The relevant cadres of executive officers in each agency need to have

quick and easy access to available and needed information within other participating agencies. The last part of an interagency cooperation framework is the interoperability of platforms, which deals with technical infrastructures such as those of communications or mobility. These platforms must be common to participating agencies.

The ultimate purpose of collaboration and cooperation is to achieve operational synergy. The difference between cooperation and collaboration lies in the centrality of the common goal to each participating agency. In a merely cooperative framework, participating agencies carry out cooperative tasks that, taken together, aid or achieve the common goal. Collaboration takes it further such that the participating agencies are united in their understanding of the common goal as well as their part in acting towards that common goal. A collaborative framework is more complex and more effective than a cooperative network because it thrives on several nodes of connectivity within each participating agency and the others. Where cooperation deals with shared goals, collaboration is tied to a shared vision and values and tends to be a longer-term solution. Engagement and the sharing of ideas as a group lie at the heart of a cooperative framework. With a collaborative strategy level document, the purpose becomes the empowerment of all participating agencies through the generation of new ideas that are beneficial to all towards meeting identified common goals. Synergy and interdependence are thus the end-state. Finally, collaboration is vertical because it provides policy and strategic direction in an inter-agency situation, a whole of government approach while cooperation is horizontal, limiting itself to institutional operational directives, supervision and the tactical execution of tasks.

Collaborative efforts are often complex, requiring integration of the full range of multiple missions and occasionally crossing the boundaries of civilian, intelligence, homeland security and military agencies. In these situations, cross-functional and cross-agency teams are necessary to jointly apply centralised control and decentralised execution constructs to coordinate adaptable and agile efforts against the various threats. The centralised control and decentralised execution exert control through clear guidance

and accountability. Decentralised execution also increases execution ability and agility by delegating authority to those with the precise knowledge and capability to execute.

There are four major determiners for assessing good multi-agency cooperation and collaboration. The determiners are the quality of the institutions or agencies themselves; the resilience of the country implementing the administrative realignment; the national cohesion of the people and the quality of leadership available to the participating agencies. Where participating agencies have internal transparency issues, for example, those that border on corruption or the lack of accountability, the first step towards cooperative and collaborative frameworks needs to be systemic institutional reform of the affected agency.

Scope of Nigerian Security Architecture

Nigeria's internal security infrastructure is composed of the Nigeria Police Force (NPF) as the lead agency. The second largest component is the Nigerian Security and Civil Defence Corps (NSCDC). While the NPF maintains law and order, the NSCDC, known as the Civil Defence, is tasked with protecting critical national infrastructure. The Nigeria Immigration Service (NIS) is tasked with border control, while the Nigeria Customs Service (NCS) controls the importation and exportation of prohibited items. Other administrative components of the national security architecture are the Nigeria Correction Service (NCS), formerly the Nigerian Prisons Service (NPS), the Federal Fire Service and the State Fire Services, the State Security Service (SSS) self-styled and nicknamed the Department of State Security (DSS) and the Federal Road Safety Corps (FRSC) amongst others.

Aside from the DSS, the National Intelligence Agency (NIA) through focusing on foreign intelligence plays requisite roles within the national intelligence framework along with the various intelligence services of the forces in the defence and security establishment, as well as those of the paramilitary services. The police, being the lead agency in internal security, dovetail with the justice administration system of courts through their ability to frame charges at all levels of courts in the country having carried out investigations. There is the National Emergency

Management Agency (NEMA), which by constitutional prescription coordinates and manages man-made and natural incidences of disasters and crises. There are also state and local level operational aggregates, the State Emergency Management Agency (SEMA) and the Local Emergency Management Authority (LEMA) that are part of the National Disaster Management Framework (NDMF).

From the foregoing, to meet the new and highly networked threat profile facing the country, these components of internal security need to be designed into a framework that will allow for effective communication of threat as well as the effective leveraging of system-wide threat suppression protocols. The importance of building seamless communication, cooperation and collaboration culture and infrastructure to enhance synergy for effective service delivery cannot be overemphasized (Canton, 2016; Sedgwick and Hawdon, 2019). If the several working parts are to work effectively and efficiently, unified efforts are needed to deal with the multi-dimensional, multi-faceted and increasingly fluid existing and emerging security challenges with domestic, transnational and global threats.

The Nigerian Security Inter-Agency Regime

The key documents which outline the basic components of Nigeria's inter-agency regime are the 1999 Constitution of the Federal Republic of Nigeria, the National Security Strategy (NSS), the National Counter-Terrorism Strategy (NACTEST) and the National Disaster Response Plan (NDRP) 2001. The latter which by law is to be owned and coordinated by NEMA is a hardly known, seen and operated by a guidance document.

The 1999 Constitution, being the groundwork, created a National Security Council (NSC), which has advisory responsibility to the president on all matters relating to public security, including matters related to any organisation or agency established by law for ensuring the security of the federation. The composition of the council reflects its inter-agency scope. Beyond the President and Vice President, who chairs and deputises the council respectively, other members are the Chief of Defence Staff (CDS), the heads of the ministries of defence, interior and foreign affairs, as well as the National Security Adviser (NSA) and the

Inspector General of Police (IGP). Other members of the council are subject to the president's discretion. Each of the officials oversees the agencies that make up the Nigerian security architecture, The Federal Ministry of Internal Affairs (Ministry of Interior).

MOI is the hub of internal security, comprising the NSCDC, the NIS, the NCS (customs) and the Federal Fire Service (FFS). Until recently, the NPF was subordinated to the MOI.

The operational agencies under the Ministry of Defence (MoD) include the Defence Headquarters (DHQ), the Nigerian Army (NA), the Nigerian Navy (NN), Nigerian Air Force (NAF) and the Defence Intelligence Agency (DIA). The Office of the National Security Adviser (ONSA) oversees the DSS and the NIA. Again, the NPF is constitutionally the lead on the internal security of Nigeria. Headed by the IGP, the NPF is tasked with the maintenance of law and order. With a staff strength of 371,800 (Global Firepower Index [GFI] 2019; Punch Online, 2019), it is structured into 36 state commands grouped into 12 zones. The NPF has four policy, administrative and operational controlling constitutional organs: the National Police Council (NPC), chaired by the President, Commander-in-Chief (C-in-C) of the Armed Forces; the Ministry of Police Affairs, with a minister who on behalf of the President, provides political direction and budgetary regulation to the service; the Police Service Commission, chaired by Chairman of the Police Service Commission Board; and the NPF led by the IGP, who has operational responsibility for the daily running of the entire force.

Beyond attending the NSC meetings and acting on coordination activities such as Joint Task Forces (JTF), as directed by the president, these organisations remain distinct in terms of objectives even in the face of a threat profile that demands a more integrated security approach. The disparate security agencies determine their objectives and come up with budgets that often go directly to the National Assembly (NASS) for incorporation or appropriation. A good example of this was with the NPF while it was under the MOI, but just after a four-year trial has reverted to its autonomous ministry. Both the Minister of Interior and the IGP would, when needed, approach NASS for funding without recourse to each other.

In analysing the Nigerian regime concerning good inter-agency cooperation and collaboration, it will be noted that while the agencies have been identified, there is still no common goal as these agencies still operate under mandates created at the times they were set up. The NSS 2014 and the NACTEST provided good examples of creating a unified vision and mission that were they fully adopted, would suffice as a common goal framework for the NSS. The reviewed NSS (2019) stated that the "overarching vision is to make Nigeria a secure, safe, peaceful, prosperous and strong nation." It also stated that the "inherent mission is to apply all elements of national power to ensure physical and human security, a just society, peaceful coexistence, national unity, prosperity and sustainable development while promoting Nigeria's influence in regional, continental and global affairs." Crucially, the NSS, drafted by the ONSA (2014) and the revised ONSA (2019), did not identify comprehensively the security agencies that it is meant to guide. The Foreword written by the President of the Federal Republic of Nigeria and the C-in-C of the Armed Forces, Muhammadu Buhari, for the revised version (ONSA, 2019) recapped the objectives of the strategy but did not provide a presidential directive to remedy the gaps.

Military Usurpation and Dominance of Internal Operations of the Police and the Paramilitary Agencies

Nigerian security is influenced by a garrison military mentality. Because of the 36 years of post-independence military rule and even from the colonial era, force is used for punitive rather than preventative and corrective purposes of civil law enforcement and justice delivery. This mentality has continued to date, thereby, in about 20 years of democracy, the military is in the lead of internal operations instead of the police that is pre-eminently constitutionally created for and mandated for the task. The Nigerian Army (NA) is involved in internal security operations in all states of the federation, including the Federal Capital Territory (FCT), Abuja, while the NPF rather than taking the lead role is playing far from the complementary roles to the military.

The situation has deepened the rivalry and mistrust between the army and the cluster of their civilian counterparts in the national security architecture. In October 2019, the Chief of Army

Staff, Lt. Gen Tukur Buratai, is quoted in several media outlets to have announced the prospective extension of the NA nationwide, beyond the north-east epicentre of the BH counterinsurgency operations, of an operation codenamed 'Operation Positive Identification' among other anti-crime patrols as 'Ayem Akpatuma' in the north-central; 'Egwu Eke' in the south-east and 'Crocodile Smile' in the south-south and south-west (Campbell, 2019; Ogundipe, 2019), the mandate and jurisdiction which should be purely for the police. The Operation Positive Identification would compel all persons to present their identity documents to the military on counterterrorism/insurgency patrols, a responsibility of the police, the NSCDC or the NIS. Such interference does not augur well or promote requisite understanding and constitutional territorial respect among security agencies. While the idea of introducing Operation Positive Identification has not only met a public outcry, its negative effect of corrupt practices through the exertion of authority, punishing and extortion of the civilians with illegal toll was proved when the Governor of Borno State, Prof. Babagana Zulum witnessed security forces holding up traffic and collecting illegal toll from travellers at a checkpoint along Maiduguri-Damaturu highway (Haruna, 2020).

However, one must not fail to acknowledge that aside from political opportunism that has made the NA become the first, and so far, lasting choice of the ruling class for policing roles, it is also the mistrust, apathy and even the disdain at which the public holds the NPF, especially because of the police officers' weakness and lack of professionalism that characterize their operations. Reports of repressive and non-professional tactics include the pervasive corruption in the police institution. Unfortunately, large scale corruption is also rife in the military, that everyone is in on the game as the Human Rights Watch (HRW 2010) used the words of a former police commissioner that pointed out the scope and depth of corruption in the police as well as Banini (2019)—that is one of the many works that confirmed the security sector's corruption which affects its practices and accountability.

While the military complains of overstretch and distraction from its constitutional defence of territorial integrity responsibility, it has shown

unwavering interest in deployment for internal security operations and even interfering with the efforts of the police. An example of how extreme and fatal such interest can be is in the recent murderous intervention of a military internal security unit. In August 2019, the NPF-IGP Special Intelligence Squad in Taraba State released a kidnap kingpin, Bala Hamisu (aka Wadume), which led to the death of three police officers and the wounding of a member of the squad.

Another case of how a usurpation of responsibilities could have dangerous consequences is the incidence of the authority gap that made room for the abduction of the secondary schoolgirls in Dapchi. While the NA is said to have security governance authority over all agencies in the north-east counterterrorism/insurgency theatre, at the wake of the abduction crisis, there was a spat of blame game on liability, as the NA blamed the NPF for failing in its responsibility to secure Dapchi. Besides the authority gap, the abduction is one case of the grave outcomes that follow the lack of trust in a system that does not lend itself to the importance of professionalism and the principles of good cooperation, collaboration, coordination and communication.

The Politicisation of Agencies and Effects on Order in Service and Professionalism

Indeed, for a democratic nation, the pre-eminence of civilian executive control and policy direction of its security architecture is foundational to its effectiveness (Han, 2013). That is, in terms of leadership direction in policy enunciation, evaluation, assessment and oversight to include budgetary allocation and appointment of leadership for the various services while ensuring that the important cooperation and collaboration purposes are adhered to for their fullest benefit of delivering on citizen-centric service.

The Nigerian security establishment has been under the yolk of poor political control, right since independence. The historical evolution and experience have been social disorientation, political instability, economic dislocation and poverty (Nwuzor, 2002). Appointments of leadership and general interpretation of constitutional mandates have ever since been influenced by political interest of succeeding political regimes, even over the 36 years of military rule. Appointments of service leaderships

have mostly been based on nepotism, ethno-religious and political affiliations instead of meritocracy that is the principle on which professional leadership is sourced and formed. Consequently, with the aberration, constitutional mandates are served regional and other sectarian considerations rather than corporate national interest of a section's perception or interpretation of it. It is usual that despite seniority of officers at the highest echelon of service, succession to headship is usually skewed to favour junior and unqualified officers, perhaps with the same regional, ethnic or religious identity as the leadership in charge of appointments. Skewed appointments breed disregard for the rule of law, disrespect and no submission to other constituted superior authorities, frustrating and jeopardizing their command and control for the synergy required to deal with modern multidimensional security challenges (Olaniyi, 2003).

There are many incidences where service chiefs have refused to honour the invitation of relevant committees of the NASS to oversight meetings. In September 2019, military service chiefs were notably absent at a meeting called by the Speaker of the House of Representatives, Mr. Femi Gbajabiamila, for a hearing over the spiraling security challenges in the north-east. The Service Chiefs had sent representative junior officers who the Speaker said are not acceptable, and so, called off the meeting (NAN, 2019). There are also reports of similar non-attendance of the JIB at ONSA, despite the mandate in the NACTEST and the NSS. Also, there are recorded cases of clashes within administrative and operations controlling organisations in conducting policy delivery. One current case is the President's inability, even as the Chair of the Police Council, to resolve the dispute between the IGP and the Police Commission over the recruitment of 10,000 people into the service, despite the existing Commission's constitutional mandate for the recruitment, promotion and discipline of all police personnel (Umeh, 2019; Mohammed, 2019).

Need for Improved Security Architecture and Harmonised National Fusion Centres

No doubts, insecurity is increasing in Nigeria. The leadership of the country sought to address the situation by its efforts on NSS 2014. The government pointed out that "since then the security environment has continued to evolve,

giving rise to emergent challenges, thus necessitating a review. While significant progress has been made on multiple fronts between 2014 and 2019, the nature of security challenges facing Nigeria today is more complex than in the past," (NSS, 2019). Terrorism is also on the rise and not just within, but also from outside the country as the Boko Haram terrorist sect merged with and gets support from ISIS. The fight against the rising crime requires a reform of the security architecture and international cooperation and collaboration.

Command and control (C2) and situational awareness of the information environment (IE) are at the heart of effective modern security operations and service delivery (Paul, Clarke, Triezenberg, Manheim and Wilson, 2018). Technology has, to a great extent, enabled the effectiveness of these critical enablers of security. The elaborate assemblage of complex satellite communication and broadband internet assets to provide spatial audio and video real time information, as well as analysis and storage of information for on-the-need retrieval, have made, especially crime prediction, recording, prevention, detection and response to emergencies more efficient (Carter and Carter 2009). However, where there is a proliferation without the discipline to protocols for integration of effort, access and use among agencies, a nation's effort rather than effective results works at cross-purposes or even antagonises itself. In the wake of the BH challenge, a National Fusion Centre at the ONSA was established with the support of the US government, while a similar asset was built at the presidency to provide intelligence briefings to the President and the NSC. There are also similar assets at the NN Headquarters (Operation Falcon Eye, a maritime surveillance system) and the Nigerian Maritime Administration and Safety Agency (NIMASA) for national and regional maritime domain awareness capacity, while the NAF and the Nigerian Airspace Management Agency (NAMA) oversee the air space.

In 2010, Nigerian government took a \$470 million loan from Chinese NEXIM Bank and awarded the Chinese IT company, ZTE Corporation, a contract for a Public Security Communications System (PSCS) as relevant infrastructure installations for e-policing to check BH terror and crime. The ZTE Corporation was to install closed-circuit

televisions (CCTVs) in Lagos and Abuja. The project was signed without consideration for linkage to a central control and coordination centre. Neither the National Fusion Centre nor the similar assets were considered as the hub when the plan was being made. The NPF's Special Anti-robbery Squad (SARS) headquarters where the PSCS is located had its independent situation centre. The whole PSCS is said to be incompletely set up, and currently are vandalised, constituting another colossal waste of national resources amid a critically needed security architecture reinforcement while terrorism forges (Morris, 2016).

In June 2020, the MOI signed a ₦=51 -billion (\$141.5 million) contract with the Chinese communication company, HUAWEI, to provide assets for e-land border management for national border security (Per Second News, 2020), which is besides the National Security Centre established at the ministry in 2018. The awareness assets are neither connected to a national hub to form and provide an integrated nationwide situational awareness capability nor backed by any legislated national situational awareness policy and strategy.

Inter-Agency Security Regime

The security sector comprises a military component (the army, navy, special forces and the intelligence services under them) and a civilian component. By civilian, it simply means those not of the military. The civilian security in Nigeria comprises the law-enforcement and intelligence agencies such as those under the MOI's affairs, which are the PCS, FFS, NIS and the NSCDC. Even the NPF is a civilian security organisation. Others include the NIA, DSS, EFCC, ICPC and even the Ministry of Justice, which along with the NPF and the NCS form the tripod on which the Nigerian criminal justice system is operated. Indeed, even the National Drug Law Enforcement Agency (NDLEA), National Agency for the Prohibition of Trafficking in Persons (NAPTIP), National Agency for Food and Drug Administration and Control (NAFDAC), Nigeria Agricultural Quarantine Service (NAQS), etc. are part of the civilian component of the national security architecture. Usually, the unison of work for these two components, because of their institutional, domain and culture differences, constitutes a problem for communication, coordination and collaboration.

At the centre of the problem of reforming the national security architecture of Nigeria is the scaling in of the civilian component into the mix, i.e., the juxtaposition of the function of the military and civilian security components into a unified working system. Effectively, the long years of military rule are to be blamed for this problem of not unifying the security actors (the military and civilian). That unifying them is a problem shows the reality of most agencies in the Nigerian security system still being stuck in the power-centric regime protection mindset characterised by the military administrations in which most of these agencies were established. While the regime administering the country has changed from a centralised military structure to a democratic, plural government, the guiding ideology of state institutions has not been reinterpreted to fit into democratic operations. Consequently, there is little conception of the people, the country's citizens, being the beneficiaries of all executive, legislative and judicial actions. This is particularly so with the security architecture, which played a key role in stabilising the country at the expense of its people's desires during the military regimes. To scale a civilian component into the security, it will be necessary to holistically reform the security services so that human-centric security becomes the central purpose of the activities of participating agencies. This starts with a transparent recruitment process as well as a curriculum that guides the desired ideology. The people, too, need to be socialised into the mindset that conforms to the civilian control of the security forces.

Conclusion and Recommendations

Since independence, the governments over the years used the institutions, policy enunciations and changes in the security architecture to address the security challenges, while providing funds for sustenance and enhancement of the capacity and capability of the institutions and efforts. Unfortunately, the agencies (old and new ones) and the policy frameworks adopted over time have had their roles muddled up, cross-cutting their purposes in the complex, multi-dimensional, multi-disciplinary professional security ecosystem with regional and global implications. The situation, over time, jeopardises and frustrates the unity of efforts to provide and promote cooperation, collaboration and communication needed for effective security service.

If the new dispensation of citizen-centric security, albeit human security needs of Nigeria, is to be well served, appropriate legislation, as well as the development of doctrines for joint operations and provision of multi-agency operations hubs, must be considered and duly established. This will need to be well supported with corruption-free structures that will be manned and operated by professionally trained, adequately motivated and equipped operatives. The international community has shown much financial and technical support in enhancing the capacity of security sector governance of Nigeria. Improving on the cooperation to build robust synergies among Nigerian security agencies is an important and indispensable area to focus on for Nigerian government to be up to its responsibility and the enunciated plan (NSS) for the safety and security of its citizens, its region and by extension the expectation to support the global superstructure.

- a. The National Fusion Centre (for intelligence gathering, data storage and processing, information sharing and planning hub) needs to be activated to further Multi-Security Agency Doctrine, Training and Exercises to ensure that early warning function of the fusion centre is adequately matched with efficient and effective response system to achieve the desired robust safety and security services.
- b. There is the need to create a Multi-Agency Procurement protocol to encourage interoperability, common usage and absorption of equipment and expertise redundancy among all defence and security organisations.
- c. There is the need to legislate an Act into law that will mandate all defence and security agencies to commit to multi-agency operations.
- d. The MOI will need to be appointed by law as the national centre for security policy and operational coordination.
- e. To resolve existing ambiguity in command and control, there is the need to clarify the operations and intelligence service provision nexus which a non-executive member of the ONSA and all agencies in the national intelligence community should occupy.
- f. The aberration of the pre-eminence of the military in Internal Operations (Aid to Civil

Authority) will need to be addressed so that the NPF returns to its constitutional role in practical terms as the lead internal security organisation. There should be a rationalisation of the coordination role of ONSA in the National Counter-Terrorism Strategy.

- g. Meritocracy rather than other non-professional considerations should guide the appointment of the leadership of the service agencies.
- h. The debate over the devolution of the levels of policing from the present unitary federal structure will need to be furthered towards actualizing the clear and present need for the restructuring through a formal wide consultation, with a view to legislation. This has become obvious given the continuous increase in the proliferation of state and non-state (community-based organisations) carrying out various security and safety responsibilities that require formalisation through legislation and legal backing.
- i. Due procurement and funding processes in accordance with global best practices will need to be practiced in accordance with established national financial regulations and laws to eliminate the institutionalised corruption so rampant in the security sector governance structure of Nigeria, especially to eliminate the institutionalised opaque and contentious 'security vote' funding aberration.
- j. There is an overwhelming need for a re-orientation of Nigeria's defence and security infrastructure, mechanisms and actors to appreciate the fundamental change from the traditional state-centric to the modern citizen-centric commitment in security, in order to conform to democratic best practices.

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CONTROL OF URBAN VIOLENCE AND ENHANCEMENT OF NATIONAL SECURITY: THE ROLES, STRATEGIES AND EVALUATION OF INTELLIGENCE AGENCIES

Adebayo Akinade

1.00 ABSTRACT

This paper evaluates the adequacy of security intelligence activities in maintaining national security and curbing urban violence. The paper will examine the activities of the intelligence agencies charged with the responsibilities of conducting domestic investigation and collecting information to avert or monitor criminal activities, disorder and urban violence. The paper will further evaluate the methods the intelligence agencies employ to identify the citizens and organisations that perpetrate violence to create disability and insecurity in the country. Attention will be focused on those elements that constitute security threats as the target of intelligence activities. The paper will emphasise on the standards or methods usually employed in opening intelligence investigations to facilitate prosecution of the culprits. It will further explore the extent to which the information collected includes intimate details of the targets and personal lives of the trouble makers. The intelligence community needs to check any form of civil disturbance before it escalates. Intelligence activities should attempt to go beyond surveillance strategies design as means to disrupt, discredit or destroy or prosecute those targets of surveillance but ensure also that the culprits are brought to book. The paper will examine the dynamics of gangsterism as source of urban violence and highlight the roles of informant and intelligence community to ensure stable, violence-free environment where peace, progress and development will thrive. This paper will examine the critical roles CCTV surveillance and video technology play in enhancing the operations of the intelligence community and discuss the central question behind the idea of national security, as well as attempt to link national security with development and as a guide to research and policy making. The paper will trace the national security thinking and outline the framework within which the intelligence agencies operate to avoid urban violence and instability in the country. The various perspectives of prominent leaders, intellectuals and academics on national security

would be examined, as well as the approaches of intelligence agencies to national security and answers will be provided to the following questions: Intelligence for whom? Intelligence activities for which values? Intelligence by what means?

2.00 URBAN VIOLENCE AS THREAT TO NATIONAL SECURITY

Violence, as it applies here, has been defined as an unlawful use or threat of force which could be a manifestation of despair and desperation (Tamuno, 1991). It has also been described as a direct or indirect action applied to restrain, injure or destroy persons and property. Essentially, violence spells insecurity generated by social discontent. Common violence experiences over the years are expressed through riots and demonstrations, civil disobedience, touting, strikes, religious and ethnic clashes, crimes comprising predatory and non-predatory offences, murder, rape, robbery, and assault. The level of violence in any community is a sound indicator of the level of insecurity of lives and property and how conducive or not such a place could be for development and socio-economic progress.

The growing incidence of religious and ethnic violence in our major cities is alarming. Over several decades, urban violence has become an important social feature in Nigeria. The word 'violence' is a broad and relative term. Simply put, violence is any unjust or unwarranted exertion of force or power against a person. It could be physical, psychological or sexual. Tamuno (1991) defines violence as the unnecessary use of threat. Domenach (1978) defines violence from a broad perspective as the use of force, whether overt or covert, in order to wrest from individuals or groups something that they are not disposed to give of their own free will. Mackenzie (1975) says violence is the exercise of physical force so as to inflict injury on or cause damage to persons or property, action or conduct characterised by this,

and treatment or usage tending to cause bodily injury or forcibly interfering with personal freedom.

Urban violence has been amply demonstrated to be a product of socio-economic crisis, as every individual is a product of his socio-economic environment. Radical changes in the traditional setting, political, social and economic organisations have been implicated as possible causes of violence. According to Merton (1968), "Social structures exert a definite pressure on persons in the society to engage in non-conforming conduct." Consistent findings have shown the level of urban violence to be a manifestation of the impact of the societal socio-economic crisis.

It has been consistently shown that urban violence is being perpetrated mostly by the male unemployed youths, with no visible family support, who have either failed to secure primary education or dropped out of secondary school, who then become marginalised migrants in the urban centre with no access to decent housing or any other basic social amenity. It is therefore not difficult to see these socially deprived youths, prematurely emancipated by poverty and migration from parental nurture and control, emerging as individuals with violent behaviours. In this situation, such a deprived youth is faced with either the possibility of death by starvation if he/she does not commit a crime, or the certainty of legal sanction if he/she commits a crime and is caught in the process.

Poverty, therefore, has been strongly linked with urban violence in its various forms. Poverty refers to specific forms and levels of deprivation which are deemed not only intolerable but which have been seen as imposing major limitations on normal human functioning and existence. The poor's condition is characterised by poor income, lack of education, landlessness, acute vulnerability to illness and seasonal hard times. These conditions remain important threats to survival, protection and development in urban centres. Consequently, the number of acts of violence has increased in scope by breeding and spreading throughout the country, while the nature is more of provincial, political, ethnic, and religious.

3.00 GANGSTERISM AS SOURCE OF URBAN VIOLENCE: SECURITY CONTROL AND STRATEGIES

(a) The Impact of Gangsterism on Urban Violence

The youth gang problem appears to be increasing and of great concern. A cultural gang is neighbourhood-centred and exists independently of criminal activity and urban violence. An instrumental gang is formed for the express purpose of criminal activity or urban violence, primarily drug trafficking. Gang members often engage in urban violence, vandalism, drug dealings, larceny/theft, burglary/breaking and entering/aggravated assault, motor vehicle theft and drive-by shootings. The first step in dealing with a gang problem is to recognise it. Once the problem is recognised, the police need to identify gangs and their members. This is not difficult as most gang members identify themselves by their names, clothing, sign language and graffiti. To combat a gang problem, the police should gather information, must not tolerate graffiti, should target hard-core gang leaders and consolidate major gang-control functions.

Frequently, gangs and drugs are integrally related. Research supports the link between street-level drug hot spot activity, disorder and serious crime. Approaches that have been suggested to address the drug problem include crime control, punishment, rehabilitation, prevention and legalisation. Police often use simple drug buys, undercover operations and aids to combat the drug problem. Buy operations occur in three well-defined stages: preparation for the buy to process evidence and information. Information and time are critical elements in an illegal drug buy. The sale and use of illegal drugs is difficult to investigate and prosecute because sellers and buyers are willing participants.

(b) Gangs and Community Policing

Howell (p. 54) stresses the importance of the community in approaching the gang problem: police should not be expected to assume sole responsibility for youth gang problems - broad-based community collaboration is essential for long-term success.

Communities that begin with suppression as their main response generally discover later that

cooperation and collaboration between public and private community agencies and citizens are necessary for an effective solution. Consideration advantage accrues from involving the entire community from the onset, beginning with a comprehensive and systematic assessment of the presumed youth gang problem. Key community leaders must mobilise the resources of the entire community, guided by a consensus on definitions, programme targets and interrelated strategies. Comprehensive programmes that incorporate prevention, intervention and enforcement components are most likely to be effective.

Allender (p.7) also contends: "The gang problem is not an exclusive law enforcement problem, nor can police deal with meaningful alternatives that will draw them away from the gang lifestyle. These alternatives should vary and include educational programmes, social interaction, recreational activities and employment opportunities. Obviously, the provision of these services will take cooperation among families, local schools, government-funded social services, area businesses, religious organisations and other neighbourhood resources.

The Criminal Investigation Bureau (CIB) of the police conducts undercover activities which include the following:

- (i) All meetings, whether social, tribal, religious or political.
- (ii) Unusual events that are alien to the community, town, village.
- (iii) Maintaining surveillance on organised crime gangs, identifying their members, associates, daily activities and methods of operations

4.00 CURRENT STATE OF AFFAIRS OF INSECURITY AND URBAN VIOLENCE

Gory reports of urban violence, insecurity, robberies and terror attacks across the country underscore the urgency for the Nigerian law enforcement agencies to devise strong measures to tackle rising insecurity and urban violence. The violence not only exacts a heavy toll on lives lost, persons injured and property destroyed; it also discourages investment and worsens the dire unemployment situation.

From the increasing activities of terrorist group, Boko Haram in the north-east, through a resurgence of kidnapping in the south-east,

insecurity has gained ground, requiring more competence than currently displayed by the security agencies. Sometime ago, in such violence in Kaduna, Niger State and 10 other states, more than 520 people were killed, more than 77 injured in Kaduna and over 22,000 others were displaced. More than 157 churches and 46 mosques, 1,435 houses, 219 motorcycles, 417 vehicles and 45 police stations were torched during various mayhems.

In Ibadan, Oyo State, rival factions of the notorious National Union of Road Transport Workers (NURTW) engaged themselves in gun battles and left more than 20 persons dead and 30 injured. There has been resurgence in kidnapping for ransom in the south-south and south-east states. In the north-central states, there are increasing reports of clashes between herdsmen and local farmers with the nomadic aggressors wielding sophisticated weapons. There are also reports of piracy on the nation's coastal waters with its attendant threats to trade.

The greatest security threat, however, comes from the activities of terrorist groups, the most active of which is Boko Haram, and Movement for the Emancipation of the Niger Delta (MEND), whose campaign of bombings, assassinations and random attacks on civilians and security forces has been unremitting in the last few months, and becoming increasingly bold enough to attack police formations and army patrols.

In Nigeria, the terrorist groups include the following:

- i. The Vikings
- ii. Ka Klux Klan (KKK)
- iii. Klansmen Confraternity
- iv. Deebam (street cult)
- v. Kelando (street cult)
- vi. Asari Dokubo (Niger Delta Volunteer Force)
- vii. Sogboma George (MEND)
- viii. Ogbomo (Greenland)
- ix. Henry Okah (MEND)

Other ethnic militias include Oodua People's Congress (OPC), Egbesu, Yoruba, Arewa People Congress (APC). It is a known fact that terrorism and militancy employ the use of force and venom, which is dangerous to the security of Nigeria. The nation's security agencies have collectively demonstrated gross inability to protect lives,

properties and critical infrastructure and manage or resolve terrorist incidents. There appears to be severe weakness in intelligence-gathering by the police, state security service and military units on internal security operations.

There is a need to enhance the skills of security officials for an effective counter-terrorism programme. The nation's security chiefs, especially the National Security Adviser, The Director-General of State Security Service, the Director-General of the National Intelligence Agency, the Inspector-General of the Nigeria Police Force and the Commandant-General of Nigeria Security and Civil Defence Corps should rise to the challenges of urban violence and insecurity.

The Nigerian intelligence agency should be committed to combating small arms proliferation in the country; sharing intelligence is essential to fighting terrorism and various forms of violence. The times demand inter-agency co-operation in information-sharing on crime, terrorism and various forms of violence. The promulgation of Terrorism (Prevention) Act 2011 should give legal authority to government's immediate crackdown on all anarchist groups in the country.

The various state governments in Nigeria should come out with ingenious wasp to handle the menace of *almajiris*, area boys and violent groups in all the states. As at 2007, the National Council for the Welfare of Destitutes in Nigeria embarked on rehabilitation of these groups.

5.00 THE ROLE OF SECURITY INTELLIGENCE COMMUNITY IN CONTROLLING URBAN VIOLENCE

(a) Security Intelligence Community

The security intelligence community comprises of those security arms whose defined responsibility is to ensure that the Nigerian society is secured and safe for its inhabitants. The security intelligence community includes the following:

- National Intelligence Agency (NIA)
- Defence Intelligence Agency (DIA)
- State Security Service (SSS)
- The Armed Forces
- The Nigeria Police
- Nigeria Security Civil Defence Corps
- Private Security Organisations
- Neighbourhood Watch

It is vital to state that security and safety business is everybody's business. Every Nigerian citizen must be security and safety conscious.

(b) The National Security Agencies Act Cap N74 of 1986 No. 19 created the following three security agencies charged with the conduct of the relevant aspects of national security and other related matters:

- i. The Defence Intelligence Agency
- ii. National Intelligence Agency
- iii. The State Security Service

The responsibilities of these agencies include:

- (a) The prevention and detection of crime of a military nature against the security of Nigeria;
- (b) The general maintenance of the security of Nigeria outside Nigeria concerning matters that are not related to military issues;
- (c) The prevention and detection within Nigeria of crime against the internal security of Nigeria.

Section 4 of the Police Act states the functions of the police to include prevention and detection of crime, apprehension of offenders, preservation of law and order.

The above functions portray the police as the custodian of public order, security and democracy in Nigeria. The Criminal Intelligence Bureau (CIB) and the Security Intelligence Bureau (SIB) of the Police Force are responsible for gathering intelligence on organised crime, illegal activities, subversive organisations, pressure groups, radical and political organisations, religious bodies and targeted individuals. The functions include maintenance of surveillance on organised crime gangs, identifying their members, associates, daily activities and methods of operations.

The Nigeria Security and Civil Defence Corps and other civil organisations have intelligence units which could act to prevent such violence that disrupts stability, order and peace of the nation.

(i) The role of a reliable intelligence network and effective internal security system in checking communal/religious crises in Nigeria cannot be over-emphasised. An intelligence network that is alert, therefore, makes for an effective internal security guaranteeing public safety and political

stability. A good intelligence system is necessary to forewarn the nation of impending danger to its security. For Nigeria's democracy to be sustained, intelligence and security agencies have significant contributions to make in identifying and resolving communal/religious conflicts in the country.

- They should be able to face the challenges and act promptly by reporting promptly situations likely to generate conflict.
- They should identify, monitor and apprehend tribal warlords/trouble makers for punishment.
- Security vote should be increased to enable the chief executives deal decisively with disruptive situations.

(ii) Intelligence plays the following vital roles:

- Checkmating the excesses of youth militias used by some leaders to cover their lack of performance and insecurity;
- Monitoring activities of politicians, religious fundamentalists, trouble makers;
- Providing counter-intelligence measures against front organisations;
- Detection and prevention of any externally motivated subversive political influence against Nigeria's democracy;
- To maintain records of movement of organisations, individuals engaged in the basic threats (sabotage, espionage, subversion and terrorism).
- To carry out covert action in support of Nigeria's oneness and corporate existence;
- To advise the government on areas of discontents/dissatisfaction in the country and on matters of security.

(c) Information/Intelligence Sharing/Networking

Processed information – intelligence enhances effective statecraft and is thus central to national interest and security. It provides policy makers with advance knowledge about future events and the likely reaction or behaviour of individuals and states. Too much secrecy is no more in vogue in this information age, advancement of science and technology notwithstanding. Wikileaks' recent release of about 250,000 sensitive and classified United States (US) diplomatic documents dated

from 1966 to February 2010 to five media publications, the *New York Times* and *The Guardian* newspaper in Britain lends credence to this. It also shows the insecurity of modern communications technology as the cables are supposedly from secure US State Department Communications System. Thus, the need for improved teamwork, joint operations and generalisation of common goals/initiatives among security operators and operatives need not be over-emphasised. Equally, there is need for enhanced feedback and corporate security responsibility amongst all stakeholders.

Effective intelligence gathering is quite essential for the survival of any security organisation. A critical and important aspect of security operation is description of persons and scenes of incident. Portal Parle is very vital in effective intelligence gathering, because it spells out those critical factors that govern an individual's ability to observe, perceive and report effectively. It is important to note, however, that this ability is acquired only through training. In this regard, the Institute of Security, Nigeria has been very helpful in preparing security professionals for optimum performance in their chosen field through its several illuminating and skill-enhancing courses.

The point must also be made that hitherto such technical training on security and intelligence on subjects such as Phrenology and Cognitive Science were seen as an exclusive preserve of a few privileged military officers and those of other similar security agencies. Today, given the fact that the world has become a global village where information/intelligence sharing and cooperation are the hallmarks of security intelligence operation, coupled with the need for public community policing, this knowledge is essential for virtually every individual and establishment.

The need to share intelligence information is imperative. Organised crimes, disorder and violence know no geographic boundaries. Through information sharing, it is possible to identify more substantial offences to substantiate the relationship of suspects to a criminal organisation and suspected criminal acts. With established cooperation, persons or areas of information are flagged in one agency so that relevant new information is transmitted automatically to another agency that has expressed a need for the

data. The result of such sharing is invariably more effective prosecution or suppression of organised crime or violence.

The optimum pooling of intelligence information should include both vertical and horizontal dissemination – vertical as between local, state and federal levels of government, and horizontal – as between separate jurisdictions at the same level of government.

Information should be shared not only among police agencies but with other criminal justice agencies whose responsibilities may bring them into direct contact with some aspects of organised crimes, social disorder or violence.

The primary barriers to information-sharing are lack of trust, lack of cooperation, lack of information and consequent ignorance of the existence of organised crimes and official bias in communication. Additional restraints arise from the potentially harmful consequence of improper use of information, including slander or libel suits, and the undesirable disclosure of confidential sources of information as a result of the subpoena of intelligence files. All these barriers can be overcome and information shared by careful planning through application of basic security procedures.

6.00 CCTV SURVEILLANCE: VIDEO PRACTICES AND TECHNOLOGY

Salawu (2003) asserts that in this time of high-tech innovation, security systems constantly draw upon new advances, incorporating them into a cohesive, integrated system. Increasingly, intelligence community seeks technical resources to improve the quality of protection operations while decreasing operational costs.

Recording Devices

According to Adetona (2006), CCTV is a versatile surveillance system, which limits reception of an image to those receivers or monitors which are directly connected to the origination point by a coaxial cable, a microwave link or other transmission medium.

The PC-based digital surveillance system provides a reliable internet-enabled video viewing/digital archiving solution. CCTV images collected for security purposes often are recorded and archived

temporarily. Real-time Video Cassette Recorders (VCRs) convert the signal from a video camera onto magnetic tape. The advent of new digital storage media may enhance the ability of an image to be retained for long periods of time, retrieved when needed, and to do so at low cost. VCRs and other storage technology have brought immense improvement in the utility of security systems. Countless crimes have been resolved by the visual evidence collected by image-storage devices.

CCTV is increasingly integrated with other technologically-advanced resources. For example, video motion detection (VMD) is a software-based hardware device that detects intrusion and generates an alarm condition set by the parameters of the security system.

CCTV images may also be used to confirm alarms from intruder detection systems, combining the CCTV with another intruder technology and using the alarm of this technology to establish a video link to a remote monitoring centre. However, it is vital to note that it is not enough to operate these gadgets; there is urgent need for a continuous training and retraining, both at home and abroad, in the contemporary operation and manipulation of the gadgets.

7.00 TYPES OF INTELLIGENCE ACTIVITIES AFFECTING THE RIGHTS OF NIGERIAN CITIZENS

(i) Intelligence Collection

The first of intelligence activities cover the act of infiltrating groups with informants, wiretapping or opening letters. The second is dissemination of material which has been collected. The third is covert action designed to disrupt and discredit the activities of groups and individuals deemed a threat to the social order.

These three types of intelligence activity are closely related in the practical world. Information that is disseminated by the intelligence community or used in disruptive programmes has usually been obtained through surveillance. Nevertheless, a division between collection, dissemination and covert action is analytically useful both in understanding why lapses have occurred in the past and in devising remedies to prevent those excesses from recurring.

(ii) Intelligence Activities: Governmental Power and Citizen's Rights

Tension between order and liberty is inevitable in any society. A government must protect its citizens from those bent on engaging in violence and criminal behaviour, or in espionage and other hostile foreign intelligence activities.

Most of the intelligence programmes are established to successfully prevent dangerous and abhorrent acts, such as bombing and foreign spying and aid in the prosecution of those responsible for such acts.

Intelligence activity is generally covert; it is concealed from its victims and is seldom described in statutes or explicit executive orders. The victims may never suspect that their misfortunes are the intended result of activities undertaken by the government. Accordingly, they may exploit the opportunity to challenge the actions taken against them. It is, of course, proper in many circumstances, such as developing a criminal prosecution, for the government to gather information about a citizen and use it to achieve legitimate ends, some of which might be detrimental to the citizen.

However, in criminal prosecutions, the coverts have struck a balance between protecting the rights of the accused citizens and protecting the society which suffers the consequences of crime.

Essential to the balancing process are the rules of criminal law which circumscribe the techniques for gathering evidence, the kinds of evidence that may be collected, and the uses to which that evidence may be put.

In addition, the criminal defendant is given an opportunity to discover and then challenge the legality of how the government collected information about him and the use which the government intends to make of that information.

The tendency of intelligence activities to expand beyond their initial scope is a theme which runs through every aspect of security investigative findings. Intelligence collection programmes naturally generate ever-increasing demands for new data. It is noted that once intelligence has been collected there are strong pressures to use it against the target.

Intelligence agencies have served the political and professional objectives of presidents and other high officers.

(iii) Governmental Power to Control Violence and Security Threats

The critical question before security experts is to determine how the fundamental liberties of people can be maintained in the course of government's efforts to protect their security.

We reject the view that the principles of justice and fair play have no place in our struggle against the enemies of freedom. However, our investigation has established that the targets of intelligence activity have ranged far beyond persons who could properly be characterised as enemies of freedom and have extended to a wide category of citizens engaging in lawful activities. But too often intelligence has lost this focus and domestic intelligence activities have invaded individual privacy and violated the rights of lawful assembly and political expression. Unless new and tighter controls are established by legislation, domestic intelligence activities threaten to undermine our democratic society and fundamentally alter its ethos.

(iv) Intelligence and Individual Privacy

The effort of the government at protecting the security of the nation must take into consideration the fundamental liberties of the people, which must be maintained. The delicate balance between people's liberties and the basic goals of our system of government is often difficult to strike, but it can and must be achieved. Carefully focused, intelligence can help prevent act of espionage, sabotage, terrorism, serious crimes and violence.

Intelligence has often lost the focus of people's liberties and domestic intelligence activities which invaded individual privacy and violated the rights of lawful assembly and political expression. Unless new and tighter controls are established by legislation, domestic intelligence activities threaten to undermine our democratic society and fundamentally alter its nature.

8.00 LEGAL CONSIDERATIONS AND INTELLIGENCE ACTIVITIES

The constitutional system of checks and balances has not adequately controlled intelligence activities. Most domestic intelligence issues have

not reached the courts and in those cases when they have reached the courts, the judiciary has been reluctant to grapple with the associations of Nigeria citizens, investigations of groups deemed potentially dangerous and even of groups suspected of associating with potentially dangerous organisations. Groups and individuals have been harassed and disrupted because of their political views and their lifestyles. Unsavory and vicious tactics have been employed including anonymous attempts to break up and disrupt meetings, ostracise persons from their professions and provoke target groups to clashes that might result in deaths.

The answers to these questions are disturbing. The government has often undertaken the secret surveillance of citizens on the basis of their political or religious beliefs even when those beliefs pose no threat of violence or illegal acts.

The government, operating primarily through secret informants, and also using other intrusive techniques such as wiretaps, microphone "bugs", surreptitious mail opening and break-in, has swept in vast amounts of information about the personal lives and views of those considered to be subversive.

National security covers both military and civil security organisations for which various government agencies have been established. The difficulties of our national security are also threats to our national security which can be classified into internal and external threats.

So many factors are known to constitute internal threats to Nigeria, which include political discontinuity in government, ethnicity, militia groups, religious and boundary disputes.

Others are socio-economic induced factors that include poverty, armed robbery, violent crimes, trafficking, money laundering, corruption, weak judicial systems, inefficient security agencies and the widening educational and economic gap between the north and south.

The success of national security is underpinned by strong democratic institutions. Economic and industrial retardation is a major cause of conflict.

Concerted efforts should be made to revive the economy to provide jobs and raise the living standards of the people. This will reduce the source of idle hands that can easily be manipulated to cause civil unrest. The privatisation exercise, if diligently pursued, could transform the private sector into a dominant engine of growth and thus propel the country into industrial and economic prosperity.

The following factors are vital for attainment of national security:

(i) Citizens Awareness

National security is everybody's responsibility, and not the government's alone. There is a need to educate all Nigerians on their responsibilities towards national security; for example, in reporting suspicious activities of their neighbours or anyone they suspect, identifying perceived security lapses, at vital installations or border locations. The National Orientation Agency (NOA) should actively pursue this activity and make Nigerians appreciate this as their civic responsibility.

(ii) Public Education on Security

There is need to inculcate in Nigerians the awareness that national security is the responsibility of both the government and the governed. Nigerians should appreciate that if they overlook crimes being committed because it does not affect them immediately, they could be the victim someday. Nigerians should learn to be security conscious to stem crime and security lapses. The National Orientation Agency should make this a major campaign initiative nationwide. Criminals do not live in isolation; they live, eat and work with and among us. We need to report their activities promptly to reduce the vicious escalation in crime.

(iii) Balanced Government Policies

Governments need to ensure that their policies are well thought out and developmental programmes evenly spread to avoid favouritism. Governments also need to address the socio-economic problems that generate poverty, unemployment and illiteracy. Why create pools of miscreants who can easily be manipulated to foment crises?

Government's programmes on poverty alleviation, environmental pollution, resource control and

distribution should be vigorously pursued to make all Nigerians feel equal before the law.

9.00 NATIONAL SECURITY AND SOCIO-ECONOMIC DEVELOPMENT

Concept of Security and Development

According to Imobighe, "Security is freedom from danger; a condition of being protected from or not being exposed to danger." This definition highlights security as the absence of danger and protection from same. However, it lacks a broad conceptualisation that would encompass other views. Similarly, Wolfer asserts that "...security, in an objective sense, measures the absence of threats to acquire values, in a subjective sense, the absence of fear that such values will be attacked." Although this definition points out the importance of perceptions within the meaning of security, it failed to articulate a comprehensive view that would accommodate most other views. McNamara (1968) posits that, "Security is not military force, though it may involve it; security is not military activity, though it may include it; security is development and without development there can be no security."

This definition brings out the development dimension which is relevant in the current discourse on security, but it, too, lacks the depth to accommodate broader views.

From the above illustrations, security would be seen as a tranquil state of being of an individual, group, community or nation living together in harmony; free from danger, fear, anxiety and threats from want or hindrance in the exercise of their legitimate rights to pursue their individual and collective goals. This definition is considered broad enough to cater for the diversity of views on the subject.

The following concepts of security are relevant to the theme of this paper:

- i. Collective Security
- ii. Common Security
- iii. Cooperative Security
- iv. Regional Security
- v. Integrative Security
- vi. Integrated Security
- vii. Comprehensive Security
- viii. National Security

National security, to an average person, connotes the safety of a nation and all who reside within its boundaries. It is a condition achieved when no classified information can get to unauthorised persons, sabotage cannot take place and subversion does not exist. This situation, however, is a utopia which a nation, society or group continuously strives to attain.

National security also embraces all protective measures undertaken towards achieving this utopian condition. For instance, Bozeman asserts that: "All political systems have been conceived with security in their public orders. However diverse the quests were, the records show that security is an elusive goal everywhere...security has been in short supply for generations of human beings, whatever their political habitat.' Bozeman's assertion clearly captures the common concern with security in all human societies. This explains the importance of security as the concern of all humanity at the individual, communal, national and international levels. Security is a perennial problem of all times.

Lipmann, on the other hand, asserts that, "A nation is secure to the extent it is not in danger of having to sacrifice its core values, if it wishes to avoid war, and is able, if challenged, to maintain them by victory in such war." This assertion implies that security rises and falls with the ability to deter or defeat an attack. It also illustrates the extent to which nations can go to protect what they hold sacrosanct.

According to the Palm Report, "national security is both physical and psychological security, which may be subject to threats from internal and external sources." Accordingly, a secure nation is one that is free from both the fact and the threat of attack and possesses structures that preserve the health and safety of its citizens and generally advances their economic well-being. This is further buttressed by McNamara who postulates that: "Any country that seeks to achieve adequate military security against acute food shortages, energy problems, population explosion, low productivity and per capita income, a high rate of illiteracy, a fragile infrastructural base, inadequate and inefficient public utilities has a false sense of security." Arguing further, McNamara affirms that "In a modernising society, security means development... Security is development, and

without development, there can be no security.” These postulations obviously link insecurity with underdevelopment.

From a synthesis of these definitions, national security could be viewed as a tranquil condition or a state of relative peace arising from the interplay of equity, justice, egalitarianism, fair play and, generally, the maintenance of order and harmony among citizens. Threats to national security are perceived as illegal actions of individuals or group who, in pursuit of political or economic objectives, undermine peaceful co-existence, fundamental rights of the citizens and the legal authority of government agencies. All these cause a general disequilibrium to the *status quo*. Such threats could have both internal and external dimensions.

Most governments would still accept that the maintenance of national security is a fundamental duty, the satisfaction of which is directly linked to their claims of legitimacy and public loyalty. The citizens, in turn, recognise that security must ultimately have a prior claim over national resources and that gives governments latitude of action which, in democratic societies at least, would not be tolerated for any other purpose. Section 14[1]b of Chapter 2 of the 1999 Constitution of the Federal Republic of Nigeria captures the importance of security when it states that “security and welfare of the people shall be the primary purpose of government.”

In Nigeria, former President Olusegun Obasanjo, in his vision, as encapsulated in the Grand Strategy for National Security, clearly stated:

“The concept of national security which will apply during my presidency shall be the aggregate of the security interests of all individuals, communities, ethnic groups, political entities and is in affirmation of the paramount importance which I attach to safety, security and the prosperity of individuals and institutions within Nigeria and what belongs to Nigeria and Nigerians abroad.”

The ex-president went further to assert that:

“The primary object of national security shall be to strengthen the Federal Republic of Nigeria, to advance her interests and objectives, to contain

instability, control crime, eliminate corruption, enhance genuine development, progress and growth, improve the welfare and well-being and quality of life of every citizen.”

On the maintenance of law and order, Chief Obasanjo is of the view that:

“The safety of lives and the security of property and the maintenance of law and order are, to me, very important priorities... we are examining other strategies for encouraging the development of efficient and orderly private security enterprises to aid the police in curbing high crime rate.”

From the colonial administration, various governments and administrations have made concerted efforts to improve on the living standards of the entire citizenry. Post-independence development efforts were directed mainly at education, health, agriculture and basic infrastructure, such as roads and electricity. Prior to the discovery of crude oil in commercial quantities, the economy was agrarian and depended mainly on the production and export of groundnuts, palm oil, and cocoa. The reverse is however the case today as the economy depends primarily on crude oil exploration and export with only a negligible percentage derived from the non-oil sector.

The country’s huge foreign earning from crude oil has however failed to translate into meaningful economic development. While oil has, to some extent, financed major investments in the country’s infrastructure, this resource has also led successive governments to ignore agriculture, leading to food insecurity in a land of plenty.

National security is a determinant of development in every area of the polity. It is worthy of note that economic, infrastructural and socio-political development of any nation state is intrinsically connected to the security of that nation.

National security emphasises territorial integrity and national independence as the primary values that need to be protected, and safety and well-being of the whole nation.

National security is concerned with the establishment, advancement and enhancement of

peace, stability, order, adherence to the rule of law, good governance and pursuit of peaceful means to conflict resolution and co-existence internally, regionally, and internationally.

In the words of Mike Okiro (2008), a former Inspector-General of Police, "A secure nation is one that is able to protect and develop itself so that it can promote its core values, meet the needs of its people and provide them with the right atmosphere for self-improvement." Okiro viewed interest in security as a basic preoccupation of every nation and, indeed, every community. To him, "Security occupies such a pivotal place in the affairs of men and nation as it is only in a safe and peaceful environment that individuals can successfully engage in productive activities and realise their potentials."

Hartmann (1983) views conceptualisation of national security as varying from state to state in direct proportion to their individual willingness to risk conflict or war at any given time.

10.00 CONCLUSION

This paper treated state security and various apparatus at a government's disposal for securing or protecting the nation from the danger of violence. In it, it is emphasised that every government has two overriding duties to discharge in the paramount interest of the nation as a whole. These duties are:

- (i) To ensure the survival and continuation of the nation.
- (ii) To protect its own safety and effective authority. The protection of the community or society against acts affecting its peace and safety.

The methods of ensuring the survival of the nation include, of course, a good intelligence and counter-intelligence service with efficient and well-equipped intelligence agencies.

An intelligence agency should be able to apply a dynamic, integrated approach to acquiring intelligence information to prevent violence. It must continuously produce the right knowledge through aggressive all-source analysis and implement state-of-the-art data and information management capacities and services.

Intelligence agencies, to achieve a skilled workforce should recruit, develop and train a highly qualified diverse workforce whose backgrounds, life expectancies and skills will extend the agency's agility and responsiveness.

There is need for a major review of the role, functions and structure of the intelligence community. The Nigerian intelligence community of the future needs a strong, highly capable and increasingly flexible and effective intelligence network.

Steps must be taken to rationalise some of its functions, to remove some redundancies, to give it greater flexibility and responsiveness to policy makers' needs and, above all, to give it coherence that it has not had so as to achieve sustainable national security which will suppress various forms of violence and security threats. This will curtail instability, heinous crimes and violence, eliminate corruption, enhance progressive development and growth, improve the well-being and quality of life of every citizen.

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COUNTERING TERRORISM, INSURGENCY AND SECURITY CHALLENGES IN NIGERIA: REFLECTION ON WAY FORWARD

Brigadier-General Charles Adisa Bossma & AIG (Dr.) Bala Hassan

ABSTRACT

The concept, nature and scope of urban violence, terrorism, insurgency and security challenges had been an ongoing controversial issue. The sources of terrorism, insurgency and urban violence can be individuals, groups and state, transnational and religious-sponsored. Terrorists' weapons and tactics have become important issues that States and policy makers must combat since modern conditions have facilitated the growth of terrorist activities. Over recent years, Insurgencies have re-emerged in the world's political consciousness. In the Nigerian State at present, there is a rising insurgency attributed to many factors, which has given rise to militants or rebel groups, complex, dynamic and adaptive. The rapid shift, split, combine or reorganise insurgency remains a threat to the corporate existence of any state. In recent times, Nigeria witnessed all manners of security challenges covering urban violence, insurgency and terrorists' attacks through bomb blasts and explosions. It is the most potent contemporary challenge of collective property and development. It is worrisome that these attacks in recent times have worsened in their types, frequency and sophistication particularly at mega-events facilities Police and Military formations, Schools installations and facilities of news agencies and offices of international agencies like United Nations (UN) building. The paper is designed to examine the urban violence, security challenges, insurgencies and terrorist attacks in urban centres partially in the northern parts of Nigeria and determine whether Boko Haram sect is solely responsible for these attacks. The increasing activities of the Boko Haram has brought about severe effect on the population especially on women and children, this is shown from the increased number of widows and orphans in Borno, Yobe and Adamawa state. The paper seeks to link Boko Haram with Al-Qaeda Terrorists group as financier which has created a situation of insecurity, instability and increase in crime. It has worsened the

welfare and quality of lives of Nigerians in the areas of operation of Boko Haram terrorist group.

1.00 INTRODUCTION

Violence is assumed to be such acts that threaten the security of life and property of individuals and corporate entities. Webster Dictionary defines 'violence' as an "unwanted exertion of physical force to injure or abuse" or a "vehement feeling or expression". Encompassed within this broad definition are various forms of harassment, threat, intimidation, and sabotage, as well as overt acts of violence and temper tantrums. Urban violence can be broadly categorised into threat, harassment, attack and sabotage.

Violence as it applies here has been defined as an unlawful use or threat of force which could be a manifestation of despair and desperation (Tamuno, 1991). It has also been described as direct or indirect action applied to restrain, injure or destroy. Common violence experiences over the years included terrorism, insurgency, riot and demonstrations, civil disobedience, touting, strikes, religious and ethnic clashes, crimes comprising predatory and non-predatory offences, arson, murder, rape, robbery, kidnapping and assault. The level of violence in any community is a sound indicator of the level of insecurity of lives and property and how conducive or not such a place could be for development and socio economic progress.

The word violence is a broad and relative term. Simply put violence is any unjust or unwarranted exertion of force or power against a person. It could be physical, psychological or sexual. Tamuno (1991) defines violence as the necessary use of threat. Demenach (1978) defines violence as a broad perspective; the use of force whether overt or covert in order to wrest from individuals or groups something that they are not disposed to give of their own free will. Mackenzie (1975)

says violence is the action or conduct characterised as treatment or usage tending to cause bodily injury or forcibly interfering with personal freedom.

Osaghae cited **Gurt** as delineating violence into groups and categories of violence as follows:

1. **Threat:** This involves an expression of one's intention to inflict injury. A threat can be an intimidating stare, posture, or verbal exchange. While an intimidating stare or posture is less obvious, and therefore can be more subtle, a verbal exchange is more direct and obvious. The key is to determine if the threat is made in jest or with malice aforethought. In all cases, threats should not be tolerated.

2. **Harassment:** Harassment involves a behaviour designed to trouble or worry someone. Harassment often causes people to fear the loss of their lives and property. For example, harassing behaviour can be putting people in constant fear.

3. **Attacks:** Attacks involve the use of unwanted force against someone in order to cause harm. To attack is to make contact in an unwanted manner such as spitting, choking, punching, slapping, and grabbing. The key word is 'unwanted'. However, like threats, attacks, even if harmless, should not be tolerated.

4. **Sabotage:** Sabotage involves the destruction of property, tools, equipment, and products to hinder the social, economic and political activities, which can ultimately affect the peace and order of the society.

5. **Insurgency:** This is defined as a form of rebellion in which a dissident faction that has the support of a substantial part of the population instigates the commission of widespread acts of civil disobedience, sabotage and terrorism, and wages guerrilla warfare in order to overthrow a government. A state of insurgency implies that the insurgents have control of sizeable areas of the country.

6. **Counter-Insurgency (COIN):** Counter-Insurgency is the full range of measures (military, para-military, political, economic, psychological and sociological) which are undertaken by a government, independently or with the assistance of friendly nations, to prevent or defeat an

insurgency and restore the authority of the central government. The operations considered here are set against the background of revolutionary warfare in its various phases.

7. **Terrorism:** Even though there is no universally accepted definition of Terrorism obviously due to varying political interests among United Nations member states, the DSS defines the term Terrorism as "a *special form of clandestine, undeclared and unconventional warfare waged without any humanitarian restraints or rules*". Put in groups, military and non-military, directed against government or individuals to cause political change or extension of diplomacy or political ideology by one state against another or by a group of individuals against the state.

8. **Counter Terrorism (CT):** This includes a range of measures taken to detect, deter and prevent acts of terrorism. The aim of counter terrorism is "to prevent consequences of attack." The philosophy

- a. Assessment of the threat;
- b. Neutralisation of the terrorist threat;
- c. Protection of targets, and
- d. Preparation of contingency plans.

Insurgency has been seen as of the greatest threat to global peace and security in the 21st century. Before now, insurgency was limited to a few isolated places as Middle East, Northern Ireland, Northern Spain, but in recent times it has degenerated into a global security problem. In Nigeria insurgency has been in existence since her independence in 1960, for examples the civil war (1967–1970), the militias such as the Movement for the Actualisation of the Sovereign State of Biafra (MASSOB), the Movement for the Emancipation of Niger Delta (MEND) and recently the Boko Haram, kidnapping and herdsmen and farmers crisis. The Boko Haram has been operating in Northern Nigeria since the early 2001, whose brutal activities have unleashed terrible humanitarian crises in North East Nigeria. The continued increase in the brutal activities of the Boko Haram sect in North East Nigeria since 2009 has resulted in a major humanitarian consequence in the North East region.

There has been an increase in the understanding of how and why individuals engage in violent extremism and terrorism. This understanding has evolved and led to the formulation of tools to prevent these threats of violent extremism. A field

of policy and practice called counter violent extremism (CVE) has emerged that focuses on countering the pull of terrorist recruitment and influence by building resilience among populations vulnerable to radicalisation. In Nigeria, particularly, in the North Eastern states that have experienced the activities of Boko Haram for the past nine years, there is therefore the need to adopt the full concept of countering violent extremism approach (CVE) for de-radicalisation and countering the narratives of violent extremism. Hence, counter violent extremism (CVE) practice approach is recommended as a major tool for countering the narrative of violent extremism in Nigeria and in particular the North Eastern Nigeria.

2.00 PHILOSOPHICAL AND CONCEPTUAL BACKGROUND TO TERRORISM AND URBAN VIOLENCE

Terrorism is characterised, by the use of violence. Such violence includes: Hostage-taking, kidnapping, assassination hijacking, bombing and other indiscriminate attacks, usually target civilians [Baylis J and Smith S.(2006)].

Traditionally, terrorism has been separated from criminal acts as the basis of its political legitimacy. According to those sympathetic to terrorist course, the violence undertaken is the only way to draw attention to the plight and grievances of a specific group as opposed to an individual. With little recourse to change other than through violence, some view terrorism as an acceptable method of righting an injustice while others see it as an egregious act.

Historically, such causes have included ideological, ethnic, and religious exclusion or persecution. Some schools of thought view forms of political violence such as terrorism as legitimate only if they meet the criticism associated with the "just war" tradition established by saint Thomas Aquinas. These criterion, apply to all application of force as a last resort.

Realists suggest that the political violence used by terrorist groups is illegitimate on the basis that States have a monopoly as the enemies of Islam and the requirement for absolute religious piety and devotion, global economic conspiracy theory

that is linked to international poverty and sufferings; and a rejection of secular materialism.

According to *Teichman (1989: 513)*, terrorism is typified by violent acts that have social and political undertones and which are perpetrated against on randomly selected peoples using atrocious means such as killing, mutilations and torture.

In the view of *Wellman (1979: 253)*, every act of terrorism must be a threat that some great harm will be inflicted if the coercion is resisted. Every act of terrorism is by its very nature an act of terrorism because terrorism is prima facie wrong for the terrifying act is inevitably harmful. Terrorism necessarily violates the most fundamental human rights, the right to be treated as a human being (*Wellman 1979: 254, 257*).

Hughes states that "the aim of policy for a government faced with terrorism should be considered plan for victory. (*Hughes 1982: 22-23*) *Sandlers (1997: 5)* holds that terrorism has become more dangerous in its traditional form, in which "a terrorist attack in the country involves victims, targets, institutions, governments or citizens of another country".

These threats of violence are struggles between the forces of order and disorder, freedom and tyranny, tolerance and repression, hope and fear. The threats are not just peoples and nations but values and ideas. This is a very important and sensitive issue for the survival of humanity and human institutions.

Security is a form of power and the quest for power. If humanity refuses to take security theory and practice to higher levels or if humanity is situated out of context with the realities of the security challenge, then it will eventually lose out in the struggle for survival and control when challenged by terrorist forces.

The schools of thought on conciliatory and pacifist methods of peace have admitted the need to review the attitude of peace, loving, regimes and societies to threats of terrorist action.

The challenges of terrorism and urban violence brings to light that which leads and refreshes our traditional

problems of philosophy and some of these problems and their solution in other directions. Sincerely, terrorism is an attack on our sense of trust and feeling of confidence as humans and the institutions that we have built to protect us and ensure our safety.

The use of violence for social, political and economic purposes to change state ideology or the representation of ethnic minority groups had failed in its purpose and a new trend is emerging.

"Post-modern terrorism" also known as "New" terrorism was conducted for different reasons altogether. Motivated by promises of rewards in the afterlife, some terrorists are driven by religious reasons to kill as many of the "non-believers and unfaithful as possible (*Laqueur, 1996: 32-3*).

Suicide tactics had been observed in Lebanon as early as 1983 with the bombings of the U. S. Embassy and Marine Corps Barracks, Militant Islam had previously been viewed as a state-sponsored, regional phenomenon conducted by sub-state actors (*Wright, 1986: 19-21*).

New Terrorism, which some authors use to explain the underlying rationale of the global JIHAD, is seen as a reaction to the perceived oppression of Muslims worldwide and the spiritual bankruptcy of the west. As globalisation spreads, Muslims have a choice: reject their beliefs to integrate with the system or preserve their spiritual sanctity and fight against it.

Religious or "sacred" terrorism is considered dissimilar from secular terrorism in a number of ways as stated below:

1. The difference in value structures between secular and religious terrorists makes the responses to the latter difficult. Religious terrorists will not just sacrifice themselves but have little compunction about killing large numbers of civilians.
2. Differences in value structures make the deterrence of religious terrorism difficult if not impossible.

A religious violence is a class dimension between the urban poor and the ruling elite. These conflicts have taken the form of intra-sectarianism. In Northern Nigeria, Muslim intra-sectarianism has

manifested itself eloquently in the large scale Maitatsine insurrections which took place in the northern cities of Kano, Kaduna, Gombe, the Maindugri, Yola and Funtua Between 1980 and 1993. Small scale uprisings and threat by the Maitatsine were reported in most of the Nigerian urban centres with large Muslim population including Zaria, Jos, Gusau, Sokoto, Hadejia, Damaturu, Illurin, Oghomoso and Ibadan (Sako, 1994). A Christian movement similar to the Maitatsine can be found in the mushroom militants 'born again' movements among the urban poor proletariat operated in a less organised and violent manner than **Maitatsine (Mbon 1986)**.

3.00 INSURGENCY: CONCEPTS, NATURE AND SCOPE

Insurgency is defined as an organised rebellion aimed at overthrowing a constituted government through the use of subversion and armed conflicts. Insurgencies are complex, dynamic and 'adaptive; they can rapidly shift, split, combine or reorganise'. It is seen as the organised use of subversion and violence by a group or movement that seeks to overthrow or force change of a governing authority. Insurgency is viewed as a movement with political effort and a specific aim which sets it apart from both guerilla warfare and terrorism, as they are both methods available to pursue the goals of the political movement.

(a) Elements of Insurgency

An insurgent organisation consists of various elements which include:

(i) Leadership

Leadership figures engage in command and control of the insurgency movement. They are the ideal people and planners. They see solutions to the grievances of society in structural terms. They believe that only altering the way institutions and practices of society fit together will result in real change. Reforms and changes in personalities are deemed insufficient to "liberate" or "redeem" society.

(ii) Combatants

This is another element of insurgency. The combatants are those that do the actual fighting and they are often mistaken for the movement

itself. They exist to carry out the same functions as the police and armed forces of the state only. They as a matter of fact, constitute part of the movement, along with the planners and ideal people. In many insurgencies, the combatants are those that maintain local control and protect as well as expand the counterstate. Combatants who secure local areas are the local forces. These local forces use terror initially to intimidate and establish local control and subsequently to enforce the will of the leadership. They conduct united ambushes of government forces and police.

(iii) Cadre

The cadre is the political activist and local political leaders of the insurgency. They are also referred to as militants as they are actively engaged in struggling to accomplish insurgent goals. The insurgent movement basically provides guidance and procedures to the cadre, while the cadre uses these to assess the grievances in local areas and carry out activities that satisfy those grievances. They then attribute the solutions they have provided to the insurgent movement itself. Deeds are the key to making insurgent slogans meaningful to the population.

(iv) Mass Base

This is another element of the insurgency. The mass base consists of the followers of the insurgent movement that are the population of the counter-state.

Members of mass base are recruited and indoctrinated by the cadre, who implement instructions and procedures provided by the insurgent leadership. The most potent weapon available to insurgents is violence. This is often accompanied by a variety of nonviolent means that act as a potent weapon in an external propaganda war and assist recruiting. For instance, the insurgents in Algeria rarely defeated the French forces in the field; they employed indiscriminate violence, successfully initiated violent strikes, developed associated propaganda for external use, and handily won their war.

(b) Dynamics of Insurgency

Seven dynamics that are common to most insurgencies are identified by the Department of the Army. These dynamics provide a framework for analysis that can reveal the strengths and

weaknesses of the insurgency. The identified dynamics of insurgency include the following:

- i) Leadership
- ii) Objectives
- iii) Ideology
- iv) Environment and Geography
- v) External support
- vi) Phasing and timing
- vii) Organisational and operational patterns

Leadership

Leadership is important to any insurgency since insurgency is directed and focused political violence. Leadership is required to provide vision, direction to establish and set the long-term way ahead, short-term guidance coordination and organisational coherence. Insurgent leadership may be distributed, collective or dynamic. Insurgent leaders need to make their cause known to the people and gain popular support. The key tasks of the insurgent leaders are to break and supplement the ties between the people and the government, and to establish legitimacy for their movement. To lead an insurgency, their education, family, social and religious connections and positions, beliefs, motivations and ideologies, temperament, etc., may contribute to their ability to think clearly, communicate and organise, while lack of education and connections may delay or impair their access to positions where they are able to exercise leadership. The power base of some insurgencies is collective and does not depend on specific leaders or personalities to be effective. Two types of leaders identified are senior leaders and subordinate leaders.

Objectives

Effective analysis of an insurgency needs interpreting strategic, operational and tactical objectives. The understanding of the root causes of insurgency is crucial to analysing the insurgents' objectives. Strategic objectives include the insurgents' desired end state: the seizure of political power and the overthrow of an existing government; operational objectives are the decisive points military, political and ideological - along lines of operation toward the strategic objective, and they are the means to link tactical goals, with strategic end states; while the tactical objectives are the immediate aims of insurgent acts which can either be psychological or physical in nature.

Ideology

Ideology shapes the movement's organisation and operational methods. It drives many factors of the insurgency. It influences the insurgent's perception of the environment by providing the prism, to include vocabulary and analytical categories, through which the situation is assessed. An insurgency in its ideology sets forth a political alternative to the existing state; it offers a vision of a counterstate.

Environment and Geography

In a conflict, environment and geography as well as cultural and demographic factors, affect all participants.

The manner in which insurgents adapt to these realities creates advantages and disadvantages. The effects of these factors are visible at the tactical level where they are the predominant influence on decisions regarding force structure and doctrine.

External Support

External support provides political, psychological and material resources that might otherwise be limited or totally not available. The need for access to external resources and sanctuaries has been a constant throughout insurgency history. Rarely has an insurgent force been able to obtain arms and equipment (especially ammunition) necessary for decisive action from within the battle. External support for an insurgency can be provided by a state organisation or non-state actor.

(C) INDICATORS AND APPROCHES

(i) Indicators of Urban Terrorist Approach

In the urban terrorist approach, the insurgents attack government targets with the intention of causing government forces to overreact against the population. This strategy can be initiated without popular support and its success relies almost exclusively on spontaneous uprising sparked by rage at government oppression. The urban terrorist approach actions are often predictable. Some indicators that the insurgents are using this approach are:

- a) Insurgent actions calculated to provoke harsh government or counterinsurgent response.
- b) Terrorist attacks which are high-visibility and produce high casualties.

- c) Propaganda focuses on government brutality, calling attention to specific harsh government actions such as massacres, torture of political prisoners, "disappearances", brutal responses to peaceful demonstrations.
- d) In this strategy there normally is little political organisation or sustained effort to indoctrinate political cadre or the masses.
- e) Little or no effort to subvert the government from within.
- f) Insurgency may have popular sympathy if government is particularly brutal or corrupt, but very limited committed support.

(ii) Indicators of a Military-Focused Approach

Insurgents using this approach are focused on causing the government to lose legitimacy, and inspiring a vulnerable population to join the insurgents against the government. This approach is vulnerable to effective counter guerrilla operations. Its success depends upon successful military action and popular uprising. Like the urban terrorist approach, a military-focused strategy can be predictable. Some indicators of this approach are:

- a) Attacks on government targets, accompanied by propaganda inciting people to join the insurgency and rise up against the government.
- b) Little evidence of long-term efforts at building a political base.
- c) Few efforts along other lines of operations such as creating a political wing or infiltrating legitimate organisations.

(iii) Indicators of a Protracted Popular War Approach

The protracted popular war approach is based upon three distinct phases: latent and incipient, guerilla warfare, and war of movement. Each phase's activities build upon those of the previous; the insurgents generally continue activities from previous phases. There are a number of variations to this strategy, with different emphasis along different lines of operations. This approach has a political wing and a military wing. This approach is characterised by its high level of organisation and indoctrination, actions along multiple lines of operations, and ability of leadership to direct shifting of phases according to circumstances. (Abolurin A., 2014)

(iv) Indicators of a Subversive Approach

An insurgency using a subversive approach uses part of its illegal political wing to become a legitimate political party and join the government. It then attempts to subvert and destroy the government from within. The insurgents' purpose is not to integrate into the national government, but to overthrow the government. This is a difficult approach to counter due to its highly political nature. Indicators of this approach are:

- a) Insurgents' seeking meeting with government or coalition forces to discuss ceasefires.
- b) Repeated attacks on infrastructure; designed to wear down and reduce credibility of government.
- c) Public statements denouncing violence, distancing itself from the insurgency while still operating under control of insurgent leadership.
- d) An apparent breach between militant and political elements of the insurgency.
- e) Formation of new alliances, sometimes with groups that seem to have little in common with the insurgency or its ideology.
- f) End or reduction in guerilla activities; increase in political activities.
- g) Intensive efforts to gain international moral and political support.
- h) Emergence of insurgent political wing that seeks recognition and entry into national politics or election to local, district, department, regional, or national offices.

INSURGENCY: Nigerian Experiences

The emergence of militia groups across the country is sequel to persistent yearnings and aspirations of ethnic nationalities. These groups are also referred to as Non-State Armed Groups (NSAGs). They engage in criminal activities such as oil bunkering, hostage taking and vandalism of multinational oil companies' pipelines to divert the attention of the Federal and State Governments from their illegal acts. They exchange or are involved in the trade by barter deal of exchanging oil for sophisticated weapons and armoury to facilitate their militant movement. (Abolurin A., 2014)

Some of these militant groups include Movement for the Emancipation of Niger Delta (MEND), Niger Delta People's Volunteer Force (NDPVF), National Democratic Coalition (NADECO), Oodua People's Congress (OPC), Arewa People's Congress (APC),

Movement for the Actualisation of the Sovereign State of Biafra (MASSOB), Egbesu, Bakassi Boys, Igbo's People's Congress (IPC), Yandaba, Boko Haram amongst a few. These ethnic nationalities spring up and assert their identities with the use of force and venom which threatens the corporate existence of this country as a nation. (Abolurin, A., 2014)

Movement for the Emancipation of the Niger Delta (MEND)

The Movement for the Emancipation of the Niger Delta (MEND) is one of the largest militant groups in the Niger Delta region of Nigeria. The organisation claims to expose exploitation and oppression of the people of the Niger Delta and devastation of the natural environment by public-private partnerships between the Federal Government of Nigeria and corporations involved in the oil deals in the Niger Delta. The Economist has described the organisation as one that "portrays itself as a political organisation that wants a great share of Nigeria's oil revenues to go to the impoverished region that sits atop the oil. In fact, it is more of an umbrella organisation for several armed groups, which it sometimes pays in cash or guns to launch attacks." MEND has been linked to attacks on petroleum operations in Nigeria as part of the conflict in the Niger Delta, engaging in actions including sabotage, theft, property destruction, guerrilla warfare, and kidnapping.

Tactics

MEND's attacks involve substantially more sophisticated tactics than those of previous militant groups in the Niger Delta. MEND's recent tactics have included:

- Swarm-based Manoeuvres: guerrillas are using speed boats in the Niger Delta's swamps to quickly attack targets in succession. Multiple, highly manoeuvrable units have kept the government and Shell's defensive systems off-balance defending their sprawling networks.
- Radically improved firepower and combat training: allowing guerrillas to overpower a combination of Shell's Western-trained private military guards and elite Nigerian units in several engagements. (One of Shell's private military operators was captured as a hostage.)

- Effective use of system disruption: targets have been systematically and accurately selected to completely shut down production and delay and/or halt repairs, and the guerrillas are making effective use of Shell's hostages to coerce both the government and the multinational.

The militants have repeatedly bombed pipelines, triggering an international increase in the cost of oil. They have also kidnapped foreign oil workers.

4.00 THE DOCTRINES AND THE ROLE OF BOKO HARAM SECT AS TERRORIST GROUP

Boko Haram is not the official name of the group. The official name of the sect is "JAMAIATU AHLIS SUNNA LIDDA'AWATI WAL-JIHAD" - the translation of this in Arabic means "people committed to the propagation of the prophet's teachings and Jihad". However, Boko Haram is the local dubbing of the sect by residents of Maiduguri when it was formed in 2002.

Boko Haram according to the local Hausa language; simply translates "Western Education is forbidden or is a sin". The residents gave the group this name because of its strong aversion to western education. The term "Boko Haram" is a derivative of the Hausa word which means "Animist, western non-Islamic education" Haram is a word with Arabic origin that figuratively means "sin" but literally means -forbidden".

The followers of the sect are said to be influenced and indoctrinated by the Koranic phrase that says "Anyone who is not governed by what Allah has revealed is among the transgressor".

Boko Haram promotes the version of Islam that makes it "haram" or "forbidden" for Muslims to participate in any political or social activity associated with western society. These activities are "forbidden" or "haram" include; voting in election, wearing shirts and trousers or receiving secular education. To Boko Haram, the Nigerian State is run by non-believers, even when the country had a Muslim president.

Since the Sokoto Caliphate that rule parts of what is now northern Nigeria, Niger and southern Cameroon, fell under British colony in 1903, there was a strong resistance among the Muslims in the

area to western education. It is as a result of this that the Muslim cleric Mohammed Yusuf formed Boko Haram in Maiduguri in 2002. Boko Haram, as an Islamic religious sect, has targeted Nigeria Police, rival clerics politicians, and public institution with increasing violence since 2009.

Some experts posited that the group should primarily be seen as leading an armed revolt against the government's entrenched corruption, abusive security forces, strife between the disaffected Muslim north and Christian south, high rate of poverty and unemployment in the country this include widening regional economic disparity in an already improvised country. They argue that Abuja should do more to address the issues facing the disaffected Muslim north.

Boko Haram's Activities and Relationship with International Terrorist Organisation

The group has international recognition as it is reputed to be collaborating with al-Qaeda and al-Shabaab, two of the world's most vicious and notorious terrorist groups. Recent report stated that Boko Haram group already has stringy link with Al-Qaeda in Yemen recently.

Al-Qaeda is a terrorist group, a sub-state financial provider, and an ideological rallying point for groups striving towards a broad, common goal. Indeed, some analysts portray the organisation as "nexus" of global terrorism, with connections to almost all other terrorist groups. The Al-Qaeda in the Islamic Maghreb has infiltrated this country.

The message of Al-Qaeda's founder, Osama bin Laden, combines a number of disparate elements. These elements include: the restoration of the former greatness of Islam through selective historical interpretation, the deference of oppressed Muslims and the defeat of the ideological through the legitimate use of physical force.

Efforts to describe the of terrorism into a global phenomenon including its linkages to globalisation have focused on three areas; culture, economics and religion.

It is important to observe that Boko Haram sect has initiated every segment of Nigeria's private and public sector. Some of them are in the executive arm of government; some are in the

parliament legislative. Some are also in the armed forces, the police and other security agencies. The sect has repeatedly boasted that the membership of Boko Haram is extensive and capable of destabilising the nation through urban violence.

Nigeria could never be described as a peaceful country, because the terrorist group Boko Haram's bombing campaign is quite unlike anything the country has ever faced before. With a death toll rising above 160 from bombings in Kano, the credibility of the security forces, the government and the state itself has been profoundly undermined.

At first, Boko Haram looked like another messianic Islamic sect emerging from North-East Nigeria that would, like others before it, burn out with its very ferocity. The biggest of these movements, Maitatsine, in the 1970s, also believed in killing infidels, and its suppression in Kano in 1980 resulted in the deaths of some 4000 people. Founded in 2002, Boko Haram's call for an Islamic Caliphate in northern Nigeria under strict Islamic law where non-Muslims will not be allowed to live. In 2009, police attacked the movement's headquarters in Maiduguri, seized its leader, Mohammed Yusuf, and executed him. Boko Haram declared war on the state and the police in particular. Already deeply despised by the population, the police became Boko Haram's chief target.

Since 2009, Boko Haram's campaign of terror has been facing Nigeria, although the escalating clashes between pastoralists and farmers across the country struggle to eclipse the insurgency. The group's ideological objective has evolved from simple advocacy for Islamic puritanism in northern Nigeria to the creation of the Islamic State in West Africa and Lake Chad region in particular. Its campaign of violence started as a less organised and less sophisticated uprising in 2002; but by 2015 it has acquired the infamous title of the world's deadliest terrorist organisation".

Boko Haram's campaign of terror ends have become a matter of concern in Nigeria and beyond. Subsequent governments of Nigeria have been committed to a series of efforts to contain Boko Haram's in the Lake Chad region - Chad, Cameroon and Niger - have joined the war against

Boko Haram, complemented by series of supportive initiatives by the international community.

The uprising was brutally suppressed by state security forces, during which hundreds of its members were murdered and Yusuf extra-judicially killed by the police. Abubakar Shekau succeeded Yusuf as Boko Haram's leader, the clandestine organisation that adopted the strategy of terrorism and insurgency from 2010. Under Shekau's brutal leadership, the Boko Haram has overwhelmingly targeted civilians involving assassinations, assaults, bombings, abductions, invasion of border communities, and seizures and control of territory in Nigeria.

Boko Haram developed capacity for insurgency with recruits and sometimes conscription from Nigeria, Cameroon, Niger, Chad and beyond. It professed support for Al-Qaeda in 2010 and later pledged allegiance to the Islamic State in Iraq and Syria (ISIS) in 2015.

Boko Haram members were known to have received training from Al-Qaeda in Islamic Maghreb (AQIM), which operates across the Sahel and North Africa, and from Al Shabaab in East Africa. Besides self-produced bombs and projectiles, they sourced weapons internationally from trans-Sahel trafficking groups that have developed amidst the ruin of Gadhafi regime in Libya, and raiding of armoury of police stations and military bases in Nigeria and Cameroon. A number of local politicians provided support for Boko Haram with the aim of gaining some political advantage in Nigeria.

Overtime, the militant group has diversified its funding sources from foreign terrorist groups, bank robbery, cattle rustling, drug trafficking, e-businesses, collection of levies, and kidnapping for ransom. Boko Haram has made over US\$10 million from kidnapping for ransom, considering US\$3.75 million allegedly paid by Cameroonian government between 2013 and 2014, and €7million Nigeria between 2017 and 2018.

The group has carried out more than 60 attacks, which claimed over 200 lives across the Lake Chad region in the first three months of 2018. On 19th February 2018, the ISWAP faction of Boko Haram kidnapped one hundred and five (105) school-

girls from the Government Girls Science and Technical College (GGSTC), Dapchi, Yobe State, in a fashion similar to the April 2014 abduction of Chibok schoolgirls. At the time of writing this piece, the group appears mainly focused on carrying out suicide bombings and kidnapping.

There are several factors responsible for the decline of Boko Haram as a violent group in Nigeria. One of them is the lingering internal crisis within the group. The contention for the leadership of Boko Haram between Shekau, Khalid al-Barnawi, and Mamman Nur caused factionalism in the group after the death of Yusuf, and was crucial to the formation of Ansaru otherwise known as Jama'atu Ansarul Musilimina fi Biladin Sudan (Defender of Islam in the Land of Black Africa) in January, 2012. He and his would-be-successors had disagreement over doctrine, ideology, targets and tactics and this caused a major split in August 2016, leading to the emergence of at least three factions with control over several cells. One faction is led by Abubakar Shekau. The other faction, ISWAP, is headed by the ISIS-appointed Abu-Musab al Barnawi, the son of Mohammed Yusuf. There is also speculation of a third group led by Mamman Nur who is allied with al-Barnawi's faction but not part of the Islamic State.

The Nigerian authorities announced an amnesty offer to Boko Haram members. The government's penchant for negotiation with the insurgents has attracted criticism, cynicism and suspicion from the public. There was a great deal of controversy about the manner the Dapchi school-girls were audaciously abducted and later triumphantly returned in broad daylight amidst cheers from the locals. On 21 March 2018, one of Nigeria's leading Newspapers, The Guardian, conducted online poll to gauge the public opinion on the release of the Dapchi girls. It sought to ascertain if with the release of 101 Dapchi girls.

5.00 NIGERIA'S RESPONSE TO THE ISWAP THREAT

The Nigerian authorities appear to have finally come to terms with the daunting nature of the ongoing counterinsurgency campaign in the North-East of the country. The government wrongly damned that terrorists were waging a jihad against the Nigerian government.

However, it is becoming increasingly difficult to turn a blind eye to the devastation in that part of the country. With Boko Haram returning to reclaim hitherto recovered territories; military bases being routinely overrun; scores of soldiers being put to the sword and the attitude of their war-weary colleagues sometimes verging on mutiny, over alleged lack of basic supplies, including weapons, it is difficult to see what is "remarkable" about the improvement in the asymmetric war. Nigeria should know by now that she has a battle on her hands and the forces have to really knuckle down if they are to thwart the morbid ambition of the terrorists.

For the past 10 years, the country has been battling what at the initial period looked like a ragtag band of religious extremists targeting mainly symbols of state authority. There is a need for a tactical re-evaluation. This is very important, considering that the military doing the battle on behalf of the rest of Nigerians have cried out that they are no longer contending with Boko Haram in its original form, but with die-hard, battle-tested Islamic State fighters forced to flee the conflict zone in the Middle East.

Boko Haram had already been acknowledged worldwide as a formidable destructive force, the lethal mix with ISIS further makes it an imperative to change the approach to the campaign. The Nigerian situation demands the same approach that was adopted in Syria and Iraq.

Confession about the presence of ISIS members in Nigeria must have come as a shock, but it was a natural course of development long foreseen by those knowledgeable in the modus operandi of Islamist terrorists. They never give up. Usually, when under intense pressure, they hibernate and try to bounce back when the heat is off. That is why groups like al-Qaeda, Taliban and al-Shabbab have refused to die; they will either splinter and form new groups or relocate to other ungoverned or weak territories where they continue with their sanguinary pursuit.

Long before the situation got to what it is today, the signs had been there that if Boko Haram was allowed to smoulder, Nigeria would become a favourable destination for those dislodged from Syria and Iraq. The signs became more glaring when Boko Haram pledged its allegiance to ISIS

and Abu Musab al-Barnawi, the son of Muhammadu Yusuf, the late founder of the group, who supplanted Abubakar Shekau as the new leader in 2015. This led to a schism and the birth of the Islamic State's West African Province, as Shekau refused to submit to the authority of the new leadership.

Nicholas Rasmussen, the then Director, United States National Counterterrorism Centre, warned at a congressional hearing in 2015 that there was an "increased communication between Boko Haram and other terrorist groups in north-western part of Africa and even with ISIL (another acronym for IS)." Liyabn foreign minister, Mohammed al-Dairi, in an interview with Hayat, a newspaper, also affirmed the existence of a "dreadful terrorist network between IS in Syria and Iraq, in Libya and Mali and Boko Haram."

That was the rebuilding period when the terrorists were ousted from their Sambisa Forest base. Rather than follow through with a mop-up, they were allowed to reorganise and bounce back with venom. Following stories of repelling Boko Haram attacks - instead of taking the fight to their hideouts - the narrative now is that of the criminals hoisting their filthy flags in Borno villages and towns. The war has obviously turned a full circle.

It is now time for a reality check. As has been said repeatedly, this fight has become an international battle that can no longer be handled the way Nigeria has been going about it. Reports of those dislodged from Baga, a town in Borno State that has suffered much assault from the Islamists, are not heart-warming. The sighting of the jihadists' arsenal of sophisticated weapons such as rocket launchers and anti-aircraft guns, according to those reports, bears all the evidence of foreign support and infiltration by ISIS fighters.

Although the Nigerian forces have responded by acquiring more sophisticated warplanes for aerial bombardment and establishing special forces, more efforts should be made to get all round foreign assistance. Stories emanating from the battleground sometimes show that the morale of the soldiers is low, which is why some of them resisted further deployment last year. It was also reported that 190 policemen fled their training camp because they were supposed to be

deployed to face Boko Haram. The authorities should try to motivate the combatants by ensuring that they are well armed and all their entitlements paid. Those who overstayed in the warfront should be redeployed and new ones posted there. With adequate motivation and strong international collaboration, the days of terrorists in Nigeria could be numbered.

6.00 BEST PRACTICES IN COUNTER-INSURGENCY

Sepp identified the best practices in counterinsurgency. According to him, "best practices" common to successful counter-insurgencies can be discerned by studying the past century's insurgent wars. Historical analysis, he contends, help one to understand the nature and continuities of insurgencies over time and in various cultural, political and geographical settings. Successful operational practices identified by Sepp in counterinsurgency include the following:

i) Human rights: The security of the people must be assured as a basic need, along with food, water, shelter, health care and a means of living. These are human rights, along with freedom of worship, access to education and equal rights for women. The failure of counterinsurgencies and the root cause of the insurgencies themselves are attributed to government disregard of these basic rights as in Afghanistan, Egypt, Iraq, Yemen among others.

ii) Law enforcement: Intelligence operations that help detect insurgents for arrest and prosecution are the single most important practices to protect a population from threats to its security. Honest, trained, robust police forces responsible for information can gather intelligence at the community level. In turn, an in corrupt functioning judiciary must support the police, avers Sepp. In addition, military and paramilitary forces can support the police in the performance of their law enforcement duties.

iii) Population control: Insurgents according to Sepp, rely on members of the population for concealment, sustenance and recruits, so they must be isolated from the people by all possible means. Among the most effective means are such population-control measures as vehicles and personnel checkpoints and national identity cards.

iv) Population control: Information campaigns, submits Sepp, explain to population what they can do to help their government make them secure from terrorists, or insurgents: encourage participation in the political process by voting in local and national elections; and convince insurgents that they can meet their personal interests and avoid the risk of imprisonment or death by reintegrating themselves into the population through amnesty, rehabilitation, or by simply not fighting. A case in point is the Amnesty granted to Niger Delta militants in August 2009. Efforts are currently being made to dialogue with the Boko Haram sect to contain them. In addition, Sepp contends that after the police and support forces secure a neighbourhood, village, township infrastructure facility from terrorist or insurgent activity, the government can apply resources to expand the secure area again when that zone is completely secure. For instance, in Malaya, the government designed secure, contested and enemy zones by white, grey and black colours (a technique that mirrored that of rebels) and promised rewards of service and aids to persons who helped purge an area of insurgents.

v) Counterinsurgent Warfare: Sepp contends that allied military forces and advisory teams, organised to support police forces and fight insurgents, can bolster security until indigenous security forces are competent to perform these tasks without allied assistance. In addition, constant patrolling by government forces establishes an official presence that enhances security and builds confidence in the government. Patrolling is a basic tenet of policing, and in the last

100 years, all successful counterinsurgencies have employed this fundamental security practice, he contends.

vi) Securing borders: Border crossings need to be restricted so as to deny insurgents a sanctuary and to enhance national sovereignty. Police and military rapid-reaction units can respond to or spoil major insurgent attacks. Special-mission units can perform direct-action operations to rescue hostages, and select infantrymen can conduct raids, submits Sepp. For example, to seal off National Liberation bases in "Tunisia, the French built a 320-kilometre-long barrier on the eastern Algerian border, and helicopter-borne infantry attacked guerillas attempting to breach the barrier.

vii) Executive Authority: Emergency conditions dictate that government needs a single, fully empowered executive to direct and coordinate counterinsurgency efforts. Power sharing among political bodies, while appropriate and necessary in peacetime, presents wartime vulnerabilities and gaps in coordination that insurgents can exploit.

Thus, the requirement for exceptional leadership during an internal war calls for a leader with dynamism and imagination. To ensure long-term success, this leader must remain in authority after the insurgency ends, while advisers continue to move the government and its agencies towards independence, concluded Sepp.

The table below shows the successful and unsuccessful counterinsurgency practices.

Table 1: Successful and Unsuccessful Counterinsurgency Practices

S/N	Successful	Unsuccessful
1.	Emphasis on intelligence	Primacy of military direction of counterinsurgency
2.	Locus on population their enemy needs and security	Priority to 'kill-capture' enemy, not on engaging population
3.	Insurgents isolate from population (population control)	Battalion-size operations as the norm
4.	Single authority (charismatic/dynamic leader)	Military units concentrated on large bases for protection
5.	Effective, pervasive psychological operations (PSYOP) campaigns	Special forces focused on raiding
6.	Amnesty and rehabilitation for insurgents	Adviser effort, a low priority in personnel assignment
7.	Police in lead-military supporting	Building, training indigenous arms in image of US Army
8.	Police force expanded, diversified	Peacetime government processes
9.	Conventional military forces reoriented for counterinsurgency	Open borders, airspace, coast lines
10.	Special forces, advisers embedded with indigenous forces	
11.	Insurgent sanctuaries denied	

Source: Sepp, K.I. (2005) Best Practices in Counterinsurgency

Counterinsurgency Operations

The primary objective of counterinsurgency operations is to neutralise the insurgents and, together with population and resources control measures, establish a secure environment with which political, social and economic progress is possible. The key is success in effective and actionable intelligence at the local level many insurgents, it is noted, are "local boys" swept up in the excitement of the movement. Others are outsiders easily identified by the locals. In either case, when insurgents overplay their hand and place the community at risk, it is likely local personnel will identify these insurgents to the authorities concerned. This information may now lead to the development of sound intelligence, enabling security forces to focus operations towards specific objectives. Several fundamentals are involved in the planning, preparing, executing, and assessing counterinsurgency operations.

The security forces in counterinsurgency is made up of the civil police, paramilitary (also called the militia), and the military. The elements of the security force work in concert to:

- (i) secure, protect and separate the population from the insurgents; and
- (ii) neutralise and defeat the insurgent forces.

7.00 INTELLIGENCE IN COUNTERINSURGENCY: CONCEPTS, NATURE, FUNCTION AND SCOPE

General Geighon Abrams Jr., US Army avers that "everything good that happens seems to come from good intelligence". Intelligence is very crucial in countering insurgency, hence, purposes of joint intelligence in a counterinsurgency include the following:

- (i) Intelligence drives counterinsurgency operations and successful counterinsurgency operations generate additional intelligence.
- (ii) Intelligence should provide an understanding of the adversary's probable intention, objectives, strengths, weaknesses, critical vulnerabilities and human factors. Objectives should be based on adversary's critical factors (capabilities, requirements and vulnerabilities).
- (iii) Intelligence is essential to plan, direct, conduct and assess operations.
- (iv) Intelligence is crucial to identify specific objectives and targets.
- (v) Intelligence will further enable analysis of desired and undesired effects, and determine means of operations and tactics to most efficiently achieve overall mission objective.
- (vi) Intelligence supports effective friendly intelligence operations through human

factors analysis of the adversary leadership. This analysis in turn can assess insurgent leaders' beliefs information environment, and decision making process.

- (vii) Intelligence assesses operations' impact on the population, insurgents, and other relevant aspects.

Intelligence assists commanders in visualising their battlespace, knowing the enemy or adversary, organising their forces, and controlling operations to achieve the desired tactical objectives or end. Intelligence to support counterinsurgency operations focuses on three areas viz:

- (i) factors motivating the insurgency;
- (ii) appeal the insurgency holds for insurgents; and
- (iii) organisation, leadership and key functions of the insurgency.

The practice of drawing information from the news media and processing it into intelligence is referred to as "open- source intelligence." The six (6) categories of media and news sources providing open-source intelligence are:

- (i) newspapers;
- (ii) periodicals;
- (iii) military and other professional journals;
- (iv) Internet web logs referred to as "blogs"
- (v) visual media (TV); and
- (vi) radio.

Types of Intelligence Support Systems

Intelligence discipline as defined in JP3-24 are core competences of the intelligence community involved in intelligence planning, collection, processing, exploitation, analysis, production and dissemination using a specific category of technical or human resources. Types of intelligence support therefore include the following:

- (1) Geospatial Intelligence (GEOINT)
- (2) Human Intelligence (HUMINT)
- (3) Signals Intelligence (SIGINT)
- (4) Imagery Intelligence (IMINT)
- (5) Communications Intelligence (COMINT)
- (6) Electronic Intelligence (ELINT)
- (7) Foreign Instrumentation Signals Intelligence (FISINT)
- (8) Measurement and Signature Intelligence (MASINT)
- (9) Technical Intelligence (TECHNIT)

(10) Counter Intelligence (CI)

Geospatial Intelligence (GEOINT): This is the combination of imagery, the intelligence derived from imagery and geospatial information. Together, they provide the ability to visualise the operational environment and establish a shared situational awareness picture. It aids in identifying facilities and structures, finding and fixing potential adversaries, and warning of possible hostile action.

Human Intelligence (HUMINT): This is a category of intelligence derived from information collected and provided by human sources. Humint operations often collect information which is difficult or sometimes impossible to obtain by other, more technical means. During counterintelligence operations, actionable intelligence is often based on information gathered from people.

Signals Intelligence (SIGINT): This is intelligence produced by exploiting foreign communications systems and noncommunications emitters. SIGINT collection is a good source for determining adversary locations, intentions, capabilities and morale. SIGINT is helpful for confirming or denying HUMINT reporting and may be the primary source for intelligence in area under insurgent control. Also, SIGINT provides unique intelligence information, complements intelligence derived from other sources and is often used for cueing other sensors to potential targets of interest.

Imagery Intelligence (IMINT): This is the technical, geographic and intelligence information derived through the interpretation or analysis of imagery and collateral materials. IMINT provides the who, what and why of facilities, buildings or equipment identified on imagery.

Communications Intelligence (COMINT): This is intelligence and technical information derived from collecting and processing intercepted foreign communications passed by radio, wire or other electromagnetic means. It also includes computer network exploitation, which is gathering data from target or adversary automated information systems or network. It may also include imagery, when pictures 'or diagrams are encoded by a

computer network/radio frequency method for storage and/or transmission.

Electronic Intelligence (ELINT): This is intelligence derived from the interception and analysis of non-communications emitters such as radar. It provides locational data by emitter type and can be useful in conducting nodal analysis.

Foreign Instrumentation Signals Intelligence (FISINT): It involves the technical analysis of data intercepted from foreign equipment and control systems such as elementary, electronic interrogators, tracking fusing/aiming /firing command systems, and video data links.

Measurement and Signature Intelligence (MASINT): This is scientific and technical intelligence obtained by quantitative and qualitative analysis of data (metric, angle, spatial, wavelength, etc.) derived from specific technical sensors for the purpose of identifying any distinctive features associated with the target, source, emitter or sender. MASINT sensors can provide remote monitoring of avenues of approach or border regions for smugglers or insurgents. They can also be used to locate insurgents' safe havens and cache sites as well as determine insurgents' activities and capabilities. In addition, MASINT can contribute to targeting.

Technical Intelligence (TECHINT): It assesses the capabilities and vulnerabilities of captured military materials and provides detailed assessment of foreign technical threat capabilities, limitations and vulnerabilities. TECHINT on insurgents' equipment can help understand insurgent's capabilities, which may include how insurgents use IUDs, homemade mortars, and other pieces of customised military equipment.

Counter Intelligence (CI): This counters or neutralises intelligence collection efforts through collection, counter intelligent investigations cooperations, analysis, and production, as well as functional and technical services. Counter intelligence is crucial in counter insurgency to prevent insurgents infiltration into Host Nation and other areas. Counter intelligence include all actions taken to detect, identify, exploit and neutralise the multidiscipline intelligence

activities of competitors, opponents, adversaries and enemies.

Factors Affecting Intelligence Collaboration

Effective intelligence collaboration organises the collection and analysis of actions of counterinsurgent organisations into a coherent, mutually supportive intelligence effort. Hence, factors affecting effective intelligence collaboration include the following among others:

- (i) **Complexity:** Insurgencies are often localised, most however have national or international undertone. This characteristic complicates intelligence collaboration between adjacent units and among various echelons. Analysis therefore must establish good working relationships with various agencies and elements so that they can fuse intelligence.
- (ii) **Intelligence Cells and Working Groups:** Intelligence officers form working groups or boards, so as to synchronise counterinsurgent, collection, analysis and targeting efforts. Cells and working groups conduct regular meetings to establish and maintain a shared understanding of the operating environmental and situational awareness, share collection priorities, deconflict activities and operations, discuss target development and share results of operations.
- (iii) **Intelligence Sharing:** The effective use and sharing of intelligence information in counterinsurgent environment is key to successful operations. The commander needs to establish and maintain reliable networks with which to share critical operational intelligence among all echelons and partners.

8.00 INTELLIGENCE COMMUNITY AND SECURITY CHALLENGES

There is a need to enhance the skill of security officials for an effective counter-terrorism programme. The nation's security chiefs, especially the National Security Adviser, the Director-General of State Security Service, the Director General of Nigeria Intelligence Agency, the Inspector General of Nigeria Police Force and the Commandant General of Nigeria Security and Civil Defense Corps should rise to the challenges of urban violence and insecurity.

Security activities detect, monitor, penetrate and or neutralise terrorist cells and activities. The security activities cover surveillance and counter-surveillance techniques. The technology enables the security agencies preserve security in a number of ways including utilising clandestine and encrypted communications.

It is important to note that terrorists and their leaders place a high value on securing, their armed terrorists' cells and their activities. The security of terrorist organisations have traditionally been assured by allowing only limited communication and information exchanges between cells, to ensure that if the cell is compromised its members only know each other's identities and not those of other cells, in this way, the damage done to the organisation is minimised. The use of specific codes and ciphers known only to a few individuals has been the way or preserving the security of an organisation. Codes and ciphers inevitably have been broken and information is obtained during interrogations, such activities take time.

Counter-Terrorism Activities

The leaders of the States plagued by transnational terrorism responded individually and collectively to combat it. Individual states should undertake a range of activities that are varied in scope, breadth and quality including the passage of anti-terrorism laws, preventive measures. Such as security precautions at airports, and the creation of military and paramilitary counter-terrorism should be taken seriously.

An effective and prevention-focused response to terrorism should include a strong criminal justice element: one that is guided by a normative legal framework and embedded in the core principles of the rule of law, due process and respect for human rights. Perpetrators of terrorist acts are criminals. They should therefore be dealt with by the criminal justice process as it is the most appropriate and fair mechanism to ensure that justice is achieved and that the rights of the accused are protected. In addition to this core function, criminal justice approaches to terrorism also provide for effective prevention mechanisms, including interventions that target the funding of terrorists and terrorist organisations and allow for the interception of conspiracies to commit attacks and the prohibition of incitement to terrorism. To provide an effective criminal

justice response to terrorism, States need adequately functioning counter terrorism legal regimes and criminal justice systems. They need to have the capacity to deal with potentially, complex criminal cases and engage effectively in international criminal justice cooperation. This requires a firm commitment by States to pursue common objectives at the national, sub-regional and regional levels.

Security Intelligence Community in Nigeria

The security intelligence community comprises of those security arms whose defined responsibility is to ensure that the Nigerian society is secured and safe for its inhabitants. The security intelligence community includes the following:

- National Intelligence Agency (NIA)
- Defence Intelligence Agency (DIA)
- State Security Service (SSS)
- The Armed Forces
- Nigeria Security Civil Defence Corps
- Private Security Organisations
- Neighbourhood Watch

The National Security Agencies Act Cap N74 or 1986 No 19 created the following three security agencies charged with the conduct of the relevant aspects of national security and other related matters:

The Defense Intelligence Agency

- i. National Intelligence Agency
- ii. The State Security Service

The responsibilities of these agencies include:

- a) The prevention and detection of crime or nature against the security of Nigeria.
- b) The general maintenance of the security outside Nigeria concerning matters that are not related to military issues.
- c) The prevention and detection within Nigeria or crime against the internal security of Nigeria.

Section 4 of the Police Act states the functions of the police to include prevention and detection of crime, apprehension of offenders, preservation of law and order.

The above functions portray the police as the custodian of public order, security and democracy in Nigeria. The Criminal Intelligence Bureau (CIB) and the Security Intelligence Bureau (SIB) of the

Police Force are responsible for gathering intelligence on organised groups, radical and political organisations, religious bodies, and targeted individuals. The functions include maintenance of targeted individuals. The functions include maintenance of surveillance on organised crime gangs, identifying their members, associates, daily activities and methods of operations.

The Nigeria Security and Civil Defence Corps and other civil organisations have intelligence units which could act to prevent such violence that disrupts stability, order and peace of the nation.

The role of a reliable intelligence network and elective internal security system in checking communal/religious crises in Nigeria cannot be overemphasised. An intelligence network that is alert, therefore, makes for an effective internal security guaranteeing public safety and political stability. A good intelligence system is necessary to forewarn the nation of impending danger to its intelligence and security. For Nigeria's democracy to be sustained, intelligence and security agencies have significant contributions to make in identifying and resolving communal/religious conflicts in the country.

- (i) They should be able to face the challenges and act promptly by reporting promptly situations likely to generate conflict.
 - They should identify, monitor and apprehend tribal warlord, trouble makers for punishment.
 - Security vote should be increased to enable the chief executives deal decisively with disruptive situations.
- (ii) Intelligence plays the following vital roles:
 - Checkmating the excesses of youth militias used by some leaders to cover their lack of performance and insecurity;
 - Monitoring activities of politicians, religious fundamentalists, trouble makers;
 - Providing counter-intelligence measure against front organisation;
 - Detection and prevention of any externally motivated subversive political influence against Nigeria's democracy;

- To maintain records of movement of organisations, individuals engaged in the basic threats (sabotage, espionage, subversion and terrorism),
- To carry out covert action in support of Nigeria's oneness and corporate existence;
- To advice the government on areas of discontent/dissatisfaction in the country and on matters of security.

9.00 INTELLIGENCE SHARING NETWORKS AND SECURITY TECHNOLOGIES

Processed information: intelligence enhances effective statecraft and is thus central to national interest and security. It provides policy makers with advance knowledge about future events and the likely reaction of behaviour of individuals and states. Too much secrecy is no more in vogue in this information age, advancement of science and technology notwithstanding. Selective intelligence gathering is quite essential for the survival of any security organisation. A critical and important aspect of security operation involves description of persons and scenes of incident. Portal Parle is very vital in effective intelligence gathering, because it spells out those critical factors that govern an individual's ability to observe, perceive and report effectively. It is important to note, however, that this ability is acquired only through training.

The need to share intelligence information is imperative. Organised crimes and violence know no geographic boundaries. Through information sharing, it is possible to identify more substantial offences to substantiate the relationship of suspects to a criminal organisation and suspected criminal acts. With established cooperation, persons or areas of information are flagged in one agency so that relevant new information is transmitted automatically to another agency that has expressed a need for the date. The result of such sharing is invariably more effective for the prosecution or suppression of organised crime violence.

The optimum pooling of intelligence information should include both fertile and horizontal dissemination - vertical as between local, state and federal levels of government and horizontal - as between separate jurisdictions at the same level of government.

Information should be shared not only among police agencies but with other criminal justice agencies whose responsibilities may bring them into direct contact with some aspects of organised crimes, social disorder or violence.

The primary barriers to information-sharing are lack of trust, lack of cooperation, lack of information and consequent ignorance of the existence of organised crimes and official bias in communication. Additional restraint arises from the potentially harmful consequence of improper use of information, including slander or libel suits, and the undesirable disclosure of confidential sources of information as result of the subpoena of intelligence files. All these barriers can be overcome and information shared by careful planning through application of basic security procedures.

CCTV SURVEILLANCE: Video Practice and Technology to Control, Terrorism and Urban Violence Salawu (2003) asserts that in this time of high-tech innovation, security systems constantly draw upon new advances, incorporating them into a cohesive, integrated system. Increasingly, intelligence community seeks technical resources to improve the quality of protection operations while decreasing operational costs.

Recording Device

According to Adetona, (2006), CCTV is a versatile surveillance system, which limits reception of an image to those receivers or monitors which are directly connected to the origination point by a coaxial cable, a microwave link or other transmission medium.

The PC-based digital surveillance system provides a reliable Internet-enabled video viewing/digital archiving solution. CCTV images collected for security purposes often are recorded and archived temporarily. Real-time Video Cassette recorders (VCRs) convert the signal from a video camera onto magnetic tape. The advent of new digital to be retained for long period of time, and retrieved when needed, and to do so at low cost, VCRs and other storage technology have brought immense improvement in the utility of security systems. Countless crimes have been resolved by the visual evidence collected by image- storage devices.

CCTV is increasingly integrated with other technologically advance resources. For example, video motion detection (VMD) is a software-based hardware device that detects intrusion and generates an alarm condition set by the parameters of the security system.

CCTV images may also be used to confirm alarms from intruder detection systems, combining the CCTV with another intruder technology and using the alarm of this technology to establish a video link to a remote monitoring centre. However, it is vital to note that it is not enough to operate these gadgets; there is urgent need for continuous training and retaining, both at home and abroad, in the contemporary operation and manipulation of the gadgets

10.00 REFLECTION ON SOLUTIONS TO SECURITY CHALLENGES

Dialogue Tact's

To put this question of dialogue in perspective, it is worthwhile to recall how the British Government was able to bring the situation in Northern Ireland under control after decades of security challenges. The situation there was arguably similar to what our country is facing now. In spite of the initial policy of "no dialogue" in the Good Friday Agreement of 1998; this ushered in the relative peace in that part of the United Kingdom. This was the product of a negotiated settlement and not the product of a military victory.

For that to be possible, known leaders of Sinn Fein were not hounded down even when its paramilitary wing, the Irish Republican Army, continued committing violence. If they were, they could have gone underground. That would have made it much more difficult to engage in dialogue. It was clear that Gerry Adams, a prominent leader of Sinn Fein, was neither arrested nor killed by security forces.

Looking at the situation in the Middle East and, more particularly, the Israeli-Palestine conflict, there are Palestinian leaders who have not been killed by Israel or its backers in order to have someone to engage in dialogue with on behalf of the Palestinians. Arguably, Yasser Arafat was left standing under the pretext that he was an advocate of non-violence. Though Israeli leaders

had reported put him in their gun-sights, he was strategically left to facilitate dialogue as and when it became expedient. That strategy worked, even though questions are being raised lately about the circumstances of his death.

Equally important to note is that the "no dialogue" stance of some countries is particularly emphasised mainly when they are not dealing with their nationals or where a terrorist siege is short-lived. While openly advocating the "no dialogue" policy, many kidnappers had negotiated with and ransom paid to bail out victim. This was often through subtle discreet negotiations made possible by credible third parties who could be mediators, negotiators, statesmen or humanitarian organisations.

Back to the Nigerian situation, it is a considered view that there is the need for an urgent review of tactics regarding Boko Haram. Some names had been mentioned in the recent past as possible negotiators for the sect, but they were quickly disowned by the sect, apparently on suspicion that the move was only a trap to lure to them out and capture or kill them. While the hardliners on both sides may have their say, the inevitability of dialogue should not be overlooked. For that to happen, government, which always has the upper hand, must clearly demonstrate that it would genuinely grab the opportunity for dialogue if it presents itself.

Dialogue tact's may yield some dividends. All parties should have faith in its usefulness as a tool for confidence building and conflict resolution. After all, after we might have gone full circle with violence and senseless killings, we would still return to dialogue.

Socio-Economic Employment

The citizenry should be enlightened on the adverse effects of urban violence and terrorism but should live to be law abiding citizens, assisting the security agents with useful information in combating terrorism and urban violence while the security agents should discharge their duties without bias or victimisation.

Economic development and societal wellbeing can only be achieved in an environment where multi-culturalism and mufti-religiosity are guaranteed. The significant growth in human development in

the Middle-Eastern states of United Arab Emirates and Qatar, and in Malaysia, among others, eloquently testifies to this assertion. Religious diversity should not constitute a barrier to human relations and development; rather it should be a tool or resource for national development. The religious faithfuls in Nigeria should, therefore, realise the fact that religious tolerance and harmony are both legally sanctioned and socially inevitable, as the world can never be composed of one religion or culture. Accordingly, whereas every religious group has the right to uninhibited religious practice, this must be done with commensurate or reciprocal respect for the rights of other faithfuls to practice their own religious traditions; provided that such does not constitute any derogation to the right of others to observe their own rituals.

Enlightenment and Awareness Programmes

The government should device a means of educating and enlightening the religious clerics, village chiefs and people of the north of the benefit of Western education, science and technology so as to live a better life and not be kept in the dark in relation to civilisation while intensifying effort on its beneficial usage bearing in mind the people's belief and culture.

There is a need for a national reorientation so as to deal with the ugly monster "corruption" in the country while the government should be accountable for the resources meant for the development of their territory and implementing measures of poverty alleviation in the region while maximising their resources to develop their territories.

This desirable scenario of religious harmony can be achieved in Nigeria only through the establishment and sustenance of a neo-religious educational praxis that would generate a culture and orientation of multi-religiosity in our children and youth, as well as a commensurate programme of re-orientation of the adult population. Hitherto, the dominant model of religious education in Nigeria has been faith-oriented and overwhelmed by religious indoctrination and dogma. Religious education is used to get people to embrace Christianity or Islam, rather than as a process or formation for religious tolerance and dialogue.

All religious communities must educate their clergy on the need for religious harmony and the toleration of other faiths, while also educating their clergy and laity on the need to keep their sermons within the realm of moderation and modesty. There is a need to strengthen inter-faith dialogue at the national, state and local levels in order to prevent future manifestations of religious violence. The Nigerian Inter-Religious Council (NIREC), together with relevant Faith-Based Organisations and Civil Society Organisations should constantly engage in dialogue with the various religious communities, while also serving as a platform for conflict analysis and early warning on religious violence.

On the part of government, there is a need for the development of a long-term strategy for the management of religious conflict/violence. First, government should convene an ad hoc 'National Summit on Religion' with the primary mandate of developing a National Policy/Strategy on Religion and the State (NPSRS). This summit should be drawn from major stakeholders, i.e. the three religious groups in the country (Christians, Muslims and Traditional Religious Practitioners) as well as state representatives. The summit could work on preliminary issues and subsequently recommend the establishment of a standing 'National Commission on Religion' (NCR) to continue a dialogue that would crystallise into the development of an NPSRS. The NPSRS would, among other things, discuss issues of secularity, thereby delineating the role of religion in state affairs and vice versa. It should also design the rules of state-religion engagement in order to establish clear, consistent and predictable standards in state-religion relations as a basis for fairness and equity in the relationship between religion and the state. It would settle issues of proselytization (encompassing all modes and methods of preaching), mutual engagement by all religious groups (perhaps this would ensure the strengthening of NIREC), the methods, means and extent of worship (involving consensus on acceptable and unacceptable modes of worship), punishment for acts that bring about religious violence, and a comprehensive 'Religious Conflicts Early Warning System' (RCEWS) that would configure an intelligence gathering and evaluation system on religious violence, and also design the means to its timely containment through preventive dialogue.

De-radicalisation Centre is recommended in this respect. Once these issues are consensually agreed on by all religious stakeholders, the delegitimisation of the drivers of religious violence by constitutional, legislative and policy reforms would become an easy endeavour. This is because there would be an informed consensus on the religious acts or omissions that constitute criminal offences and should therefore be prohibited by all religious groups. As the saying goes "an idle hand is the devil's workshop" and "an hungry man is an angry man", to forestall the activities of Boko Haram, the government should work on drastic reduction of unemployment in the State and hunger in partnership with the private sector in an enabling/promising environment.

Dialogue is inevitable in the Boko Haram crisis. All parties should have faith in its usefulness as a tool for confidence building and conflict resolution.

Furthermore, the government should train and equip the security agents to be able to handle the security challenges of the State and the Country at large while providing them with good remuneration and other benefits and advocating tolerance among the citizens so as to value life than destroying it.

11.00 CONCLUSION

Despite repeated claims that Boko Haram has been degraded, decimated, and defeated, the group has retained headlines with a series of attacks against both military and civilian targets. Given Boko Haram's antecedent, reduction in its capacity to seize territory and launch large-scale attacks are perhaps the most significant and measurable indicators of its gradual decline. Whether the decline is terminal or temporary is hard to guess; but, should be a matter of concern to authorities in the Lake Chad area.

As pressure mounts on ISIS's strongholds in Iraq, Syria and Libya, the Sahara-Sahel region of Africa may be an attractive destination for fleeing foreign fighters who may join with any of the Boko Haram factions in the future. In such a scenario, the presumed decline may prove to be transient rather than terminal. To prevent the resurgence of Boko Haram, the Nigerian government needs to invest heavily in human development, especially in the northeast region, to address the key drivers of the insurgency such as poverty,

marginalisation, and other vulnerabilities that extremist ideologues have exploited in their pursuit of recruitment and radicalisation. It is important for the state security forces to sustain the COIN operations in an accountable and professional manner, while improving capabilities to gather actionable intelligence that would inform proactive, timely and effective responses. Moreover, there is dire need for robust cooperation between Nigeria and the neighbouring states in the fields of intelligence sharing and concurrent border patrol operations. The international community should increase its support to the affected states in the Lake Chad region.

Security plays a crucial role in nation building. A nation that is adequately secured makes life worthy a living for its citizenry in terms of socio-economic well-being and freedom from all restrictions. It is clear that the activities of Boko Haram have caused instability and insecurity in some parts of Nigeria.

The literature review of urban violence and terrorism reveals that criminals are always moving with technology using sophisticated weapons to perpetrate their vice and activities. The image of Nigeria has been battered and it is causing huge sums of money to demonstrate to the world that it is only few criminals that are responsible for this. One area that deserves emphasis is job creation for the youths who these criminals may be using by paying stipends to them.

It is pertinent to consider security issues and problems that are capable of affecting the confidence, attitude, and behaviour, and cooperation of all groups that make up Nigeria. Nigeria currently encounters various forms of social vices such as terrorism, kidnapping, vandalism, armed robbery, assassinations, assault and insurgency. Some of the major security problems currently plaguing the nation have been identified to include political and electioneering conflicts, socio-economic segregation, ethnic-religious crises, ethnic militias, burglary disputes, cultism, criminality and organised crimes. Individually and collectively, the identified problems constitute threats to security and development of the country.

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SECURITY SERVICE MANAGEMENT

BUREAUCRACY AND INNOVATION: REFLECTIONS ON THE PERFORMANCE OF SECURITY AGENCIES IN NIGERIA

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ABSTRACT

Internal strains and separatist actions of anti-State actors seeking accommodation of the national power have threatened the sovereignty and territorial integrity of the 'Nigeria Project of 1914. Despite the numerous conventional tactics deployed by the central government to curb insecurity in the multi-ethnic federation, global intelligence sources have confirmed an obvious reality - that the nation's security and law enforcement services in their vulnerability, have limited capacity to plan, organise, conduct and coordinate counter-terrorism operations. The paper explores the impact of bureaucracy on organisational capability and the technological competence of law enforcement agencies, and thereby establishes the primacy of innovation, initiative and flexibility for effective security management. In furtherance of the above, the study surveys the organisational conditionalities for the establishment of innovation in public bureaucracies, and problematises the institutional fragilities inherent in the administration of innovation among security agencies in Nigeria.

Introduction

The near inability of the Federal Government to maintain public order and internal security arising from civil strife, resource competition, and waning state capacity constitute challenges for security in Nigeria (African Security, 2012). These security concerns are diverse and complex, ranging from political disagreements to criminal activities with alarming dimensions and consequences, including ethno-religious crises and terrorism, cross border crimes like smuggling and arms trafficking (Alao, A., 2010). These problems individually and collectively have implications for the continuity and survival of the Nigerian State (Abubakar Abdulsalam, 2005; Yuguda Isah, 2012).

Beyond the effects of security concerns on the global fortunes of the country, the management of the security challenges facing the country has been

influenced by the structure, composition and philosophy of the public bureaucracy. Particular in this regard, is that the nation's national security has been exclusively conducted by the Federal Government under centrist rule-bound procedures that are antithetical to the New Public Management. Hence, we can decipher that the flexible and creative process vital to the technological and organisational innovations of security administration have been severely curtailed by the provisions of the 1999 Constitution which deposited security matters entirely as the exclusive responsibility of the central government. The marginal role of State Chief Executives in the appointment of state commissioners of police and, deployment of other law enforcement agents in their jurisdiction, is a true reflection of the centrist command structure and rigid organisational hierarchy that characterise security operations in Nigeria. Despite the internal decentralisation of administrative structures of the law enforcement agencies into Zonal Commands headed by senior officials, much of the operational command and communication of guidelines is located within bureaucratic principles. Consequently, security intervention efforts are conducted using public service institutions operated under strict hierarchy, rationality, impersonality and adherence to established rules of engagement.

The deployment of military personnel into internal security arrangements (Joint Military Task Force, OP-MESA, etc.) further manifest the truism that the rule-bound and rigid operational procedures of law enforcement agencies are grossly ineffective in containing internal insecurity. The gradual militarisation of Nigeria's democratic society, confirms the emergent State fragility, fragmentation and contingent failure; in the clime of Somalia, Afghanistan, Iraq and Lebanon.

This contentious discourse is bothered by the excessive concentration of bureaucratic authority and power existing under security management in Nigeria, leading to defective hierarchy, communication and control. The basic argument of this paper is that public service reforms require flexible organisational structures and creative processes that are responsive to current security challenges. The paper is thus a theoretical conceptualisation of innovation in the changing bureaucratic relationship between security service performance and productivity.

Conceptual Clarification

Public administration is the study and operation of public bureaucracies within political settings, the management of public agencies in the public interest, and the formulation and implementation of public policies. The public bureaucracy in Nigeria is the veritable instrument through which the development ideologies of the State are implemented. These objective conditions supported by technological and social change challenge the traditionally rigid, rule-bound and hierarchical authority to refocus on the internal organisation of the public bureaucracy. Consequently, many of the flexible organisational designs and innovative practices pioneered by the corporate sector are regularly introduced in public service organisations, to reflect flexibility and result-orientation. Downsizing, Rightsizing, rationalisation and restructuring of the public bureaucracy were conducted for re-organising the bureaucracy, reduce government expenditure and, institute public accountability for productive performance.

Victor, Thompson (1989) defines 'Innovation' as the generation, acceptance and implementation of new ideas, processes, and services, required to enhance organisational capabilities.

Innovation IS a dynamic process that IS fueled by adventurism, and workplace culture that encourages idea experimentation and creativity. Innovation is therefore, a process that extends beyond the private sector and a fundamental element needed to revitalise and restructure the public service towards productivity and effectiveness. The purpose of innovation in public service is to secure the organisational efficacy and capacity that is necessary for enhanced productivity. The extent of adoption and

deployment of innovation in bureaucratic organisations stem from internal and external factors like stakeholder interests, organisational culture, managerial visioning and individual motivation. Innovative organisations are expected to have acquired distinct work cultures, which offer challenging and interesting work, and provide opportunities to develop new competencies among all employees.

Many citizens believe that the notion of an innovative government is paradoxical, presuming that innovation thrives in dynamic, flexible business enterprises and not in rigid, bureaucratic government organisations. Thus, by extending the innovation process to the public sector, its definition broadens to describe a process of administrative reforms and organisational restructuring. Innovation has two facets applicable to bureaucracies; namely technological and organisational innovation. These dimensions are theoretically based on the assumption that rational behaviour is not a typical feature of modern organisation, just as rule-bound monocentric structures cannot enhance productivity. The analysis suggests that the organisational structure of bureaucracy impedes true revitalisation and modernisation of our law enforcement and security organisations.

PATHOLOGY OF BUREAUCRATIC ORGANISATIONS

Classic management theorists believed that organisations should work like machines, using people, capital and machinery as their parts; and that group success depended on maximising production through the specialised division of labour (Shafritz and Ott, 1996, p. 31). Published posthumously in 1922, Max Weber's (1864-1920) Bureaucracy provided the first structural definition and analysis of system of government administration. Weber was not concerned with developing organisational structures that could increase business productivity, but in understanding the potential impact bureaucratic structures had on human behaviour, using an "ideal-type" theoretical construction which includes hierarchy, division of labour, rules-based and impersonality (Shafritz and Ott, 1996).

In practice, bureaucratic hierarchy maintained authority and directed control through a top-down chain of command of work relationships divided

into specialised tasks and routinised within a general set of rules and regulations, which effectively limited decision-making discretion (Altshuler, 1997, p. 1). In his discussion, Weber implied that the structure of bureaucracy, particularly its hierarchy, routinisation and impersonality, effectively impedes management and leadership initiatives, Weberian critics assert that the bureaucratic mode of organisation was not necessarily the most rational, efficient or effective model of organisational design (Self, Peter, 1977). Human resource theorists also criticise Weber's structural argument for placing too much emphasis on the impact of organisational structure and understating the humanistic elements that comprise an organisation (Kemaghan and Siegel, 1999).

The hierarchy and routinisation that rigidifies bureaucratic organisations prevent employees from having any significant impact on the workplace decisions. For the most part, administrative discretion is limited by bureaucratic routinisation of day-to-day work; which relies less on employees' initiative and more on "habitual ways of doing things and the results of past actions" (Shafritz and Ott, 1996). The irony of bureaucracy is that it can over-conform to its own rules and procedures, thereby treating individuals as numbers and generating "red tape", for stalling personal growth and ambition, which consequently affects an organisation's productive capabilities. The critical point is that the obstacles to innovation in Nigerian public administration are structural, as organisational obstacles persistently challenge public service renewal. Rigidity, hierarchy and routinisation are therefore the most problematic attributes of bureaucracy.

Central to understanding the role of bureaucracy in security management is the enquiry into the impact of the formal and rigid administrative hierarchies on their operations and performance. The ineffectiveness of law enforcement and internal security agencies in the period under study is an affirmation that these public organisations as part of the larger bureaucracy are not insulated from these pathologies. The ineffective management of the security services in Nigeria has not correlated with the adoption of the universal principles of classical administration. Hence, the classical Weberian model is subject to

severe criticism anchored on the logic of its organisational design which consciously leads to rigid and centralised hierarchies dysfunctional to organisational goals.

Barriers to Innovation in Public Service

According to Thompson (1989) the major barriers to adopting innovation for the public sector are found in the characteristics of monocratic bureaucracy and the ecological orientation of the public administration. Extrapolating from the preceding analysis, we can identify specific organisational and technological obstacles to innovation in public bureaucracies. In the first instance, bureaucratic principles limit the management and leadership autonomy that is needed to initiate and spearhead change in government. While there are many administrators who are committed to transforming the public service, they are constrained by the rigidity, hierarchy and routinisation that is inherent in bureaucracy. The above organisational constraints highlighted affect the internal capacity of the public administrative re-engineering process.

Presently, there are only pockets of organisational change and experimentation in the public service as a result of administrative reforms, but no overarching federal strategy has improved public service productivity. Nigeria also had the unfortunate experience of having a colonially created police and military apparatus with limited scope at formation, and invested with ambiguously ill-equipped operational modalities, that militate against productivity. Adapting innovative management philosophy is particularly distressing for the Third World States like Nigeria, as it encourages externally induced reforms, and impedes the growth of alternative people's institutions for empowerment. This was most manifest in the wholesale importation and imposition of structural adjustment programmes whose implementation distorted the public service role in national development.

The global pressures resulting from ideological changes and the public's increasing frustration over poor service delivery that necessitated the use of information technology in the public service is also highlighted. While technology is an effective enabler of change, its impact on the public service is limited by specific attributes that are deeply ingrained in the structure and practices of

governance in Nigeria. Studies have revealed that majority of Nigerians have never used the Internet, even in the face of rising tele-density, providing a platform for the marginalisation of the larger population who are technologically disadvantaged or disinterested. The access and connectivity gap exhumes other operational difficulties associated with protection of citizen privacy, and security of the confidentiality of electronic data banks.

Above all, there are major obstacles to technological innovation in the public service that are deeply ingrained in the structure and practices of Nigerian government. This implies that technological improvements are effective enablers of change only if government bureaucracy, particularly its managerial hierarchy, is willing to adapt to bona fide change. Innovation is subsequently, hindered by a number of government-specific factors, most notably, public service initiatives are limited because they are financed by taxpayers money and subject to public scrutiny, thereby creating a bias toward risk-aversion. Although citizens are critical of the cumbersome nature of the public service and the "red tape" inefficiencies that are generated by its bureaucratic administration, they are also skeptical of decentralising decision-making authority and flattening the rigid hierarchy. Bureaucratic administration is familiar and safe, despite its inefficiencies. Alternatively, innovation is risky, particularly in terms of balancing the demand for accountability and efficiency in organisational change. What is more, this concern for accountability and irrational fear of policy failure effectively hinders efforts to establish management structures in the public service that are flexible, creative and empowering.

Security Management in Nigeria: A Performance Appraisal

Security is the backbone of any society; tied to its social, political, economic and cultural growth; negligence of which has led to poverty-induced violence and the detraction from the attainment of the Millennium Development Goals (MDGs). In recent times and especially under the Fourth Republic, Nigeria is witnessing escalating and unprecedented security challenges that constitute threats to the national unity and sovereignty ([www.securityfile\(g\)silverbirdgroup.com](http://www.securityfile(g)silverbirdgroup.com)).

Broadly speaking, Nigeria's security conditions and concerns could be grouped into three separate but related categories: local and bilateral, African and regional, and global (www.mongabay.com/history/nigeria/).

A United Nations study defined security as a condition that prevents unauthorised persons from having access to official information that is safeguarded in the interest of national security or a measure taken by military unit, activity or installation to protect itself against all acts designed to impair its effectiveness (Daily Trust, 2010). Security can further be defined as an all-encompassing condition in which individual citizens live in freedom, peace and safety; participate fully in the process of governance; enjoy the protection of fundamental rights; have access to resources and the basic necessities of life; and inhabit an environment which is not detrimental to their health and wellbeing (South Africa White Paper on Defense, 1996). Recent debates therefore highlights security in the broader sense as, not only in terms of the internal security of the State, but also in terms of the struggle to secure the necessities of life, food, fuel, shelter, health, money and trade (Tickner, 1994:180). This broader human security is important for the attainment of national security, peace and development devoid of social unrests and conflicts (Gurama, M., 2010). Security from a layman's perspective is simply the protection of life and property of a person.

Security management requires more than the application of conventional methods of coercion and violence in the actualisation of law and order both at national and international levels. The search for stable security order appears to be elusive, considering the violent dimensions that insecurity and criminality has taken in recent time. The concept of security management has undergone a transition from traditional to a non-traditional conceptualisation; as State and non-State actors trace major threats to national security more to the domestic environment. Traditionally, organisation of security is an exclusive State function, especially in consideration of the intellectual postulations of political theorists like Thomas Hobbes, who argued that the essence of a State is to provide and maintain law and order through the monopoly of force that engender compliance to public laws.

Security management requires more than the application of conventional methods of coercion and violence using the rigid and hierarchical military establishment. External threat to security resulting from international hostilities and aggression that characterised the 'Cold War' era has been replaced with non-traditional internal security threats like terrorism and insurgency, arms, drug and human trafficking, and corruption. Contemporaneously, the conceptualisation of security management goes beyond the traditional ways of protecting the State against internal and external aggression, to assume new dimensions and sophisticated techniques.

While in some countries, the security services are accountable to the legislature, in other political systems like Nigeria, the National Security Council under the Presidency controls the security services as provided under the Exclusive Legislative List in the 1999 Constitution. In particular, the maintenance of security, law and order is the responsibility of a number of government agencies, which include the Ministry of Internal Affairs, the Armed Forces, the Police, the Nigerian Security and Civil Defense Corps, State Security Service, Nigeria Immigration Service, Nigeria Customs and to an extent, the Judiciary. However, the art of separating various forms of security activities and functions (domestic, military, foreign, etc.) demands that there should be proper integration of functions and tasks particularly as it concerns terrorism, insurgency and militancy. In that regard, the Office of the National Security Adviser coordinates and synthesises intelligence reports coming from various security agencies.

Nevertheless, Nigeria's security architecture is still fragile and weak, characterised by rigid bureaucratic hierarchy, poor communication and intelligence infrastructure, low motivation of security personnel, unscientific recruitment, selection and composition of security agencies, over-centralisation, poor tooling and equipment (The Guardian, 2011). These factors have defined the problematic nature of law enforcement in Nigeria, and informed the introduction of multidimensional approaches in security discourse and management. This has led to extending the security community to include private players in security business; non-governmental organisations (NGO's) and above all

the civil populace (National Open University of Nigeria, 2009).

Towards this initiative, the Office of the National Security Adviser, has been working in partnership with foreign governments to build cooperation at senior levels against the terrorist organisations. The approval, in collaboration with the United States Homeland Security Department for establishment of a permanent Federal Bureau of Investigation (FBI) 'Counter-Terrorism Unit' in Nigeria is meant to internationalise the 'War' with Boko Haram (The Nation, 2012), leading to sanctions on key terrorist leaders by the Government. At the domestic front, a comprehensive review of Nigeria's foreign and defence policy is underway, to proactively tackle all known and potential threats to national security.

The federal government recognising the consequences of sustained insecurity to the unity of the country by the Islamist extremist group - the Boko Haram, made unprecedented budgetary increase in defense allocation; intensified the arrest, detention and prosecution of high profile members of terrorist organisations through the deployment of the Joint Military Task Force. The conduct of 'House to House Search' operations, active engagement in intelligence gathering and sometimes the summary execution of armed insurgents is a contingent response to tackling the prevailing insecurity. The imposition of curfew and declaration of state of emergency in selected local government councils in the highly volatile states has been sustained as the government seeks for meaningful engagement with the leaders of the anti-State organisation. Recent bombings and brutal killings of defenseless citizens on daily basis have however posed some policy concerns about the efficacy of the bureaucratic principles to security management in Nigeria.

Policy Recommendations

Innovation in public bureaucracy requires that every State has to remould itself according to the particular legal, constitutional, political, domestic and environmental needs. Reforming public bureaucracies like the law enforcement apparatus into performance and result oriented security network would therefore necessitate a multi-dimensional and eclectic approach that deploys a combination of decision making accuracy,

precision and flexibility (Cordesman, 2003). The organisational mandate should reflect departmental coordination that foster partnerships, empowerment and leadership.

The most pragmatic and innovative administrative approach to law enforcement and national security in Nigeria require:-

1. Organisational restructuring and transformation that reflects a flexible hierarchy under decentralised and inclusive administration, responsive to the security imperatives of a conflict-prone heterogeneous society;
2. Establishing within the national security architecture specialist counter-intelligence departments; the composition of which should be outside the 'Quota System'. In addition, the Presidency through the National Security Adviser should direct the mandatory adoption of merit-based and performance-oriented recruitment and advancement procedures for all category of security personnel. The preponderance of scientifically recruited and trained employees is a prerequisite for maintaining a flexible hierarchy of structural and operational relationships that enhance organisational effectiveness and productivity; and
3. The amendment of the 1999 Constitution by the National Assembly to provide for the decentralisation and demonopolisation of the security management in Nigeria. This will incorporate the sub-national units into the national security infrastructure, to complement the flexibility, responsiveness and functionality of security organisations.

The idea behind reinventing the law enforcement agencies towards innovativeness and creativity is not intended to expand bureaucratic responsibilities but to improve their effectiveness by adopting performance measurement indicators that ensure operational functionality. Ultimately, security management requires innovative organisational procedures and technological applications, detached from the dominant bureaucratic gridlocks.

Conclusion

For any society to achieve accelerated development, adequate security of lives,

properties, investments and information must be guaranteed and protected by the law enforcement agencies of the State. In recognition of this pivotal role, the 1999 Constitution provides that the security and welfare of the people shall be the primary purpose of government. However, to acclaim that the security situation in Nigeria is deplorable will be an understatement of the fact, and to admit that the authorities are overwhelmed will be an overstatement. This security deficiency has degenerated as the law enforcement agencies deploring rigid hierarchical structures bereft of effectiveness, become incapable in attending to State security concerns.

In response, the Federal Government is working collaboratively to construct new cooperative security arrangements to fight terrorism, insurgency and militancy to assure the actualisation of a transformative economy, and consolidation of democratic values. Therefore, in order to overcome and outgrow the national security challenges in Nigeria, it is imperative that security agencies embrace the innovative principles of administrative re-organisation and restructuring for effectiveness. Lastly, innovation in security management can occur when the public administrative system become more proactive and responsive, with less hierarchy and centralisation.

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ENHANCING SECURITY SERVICE DELIVERY IN NIGERIA THROUGH CURRICULUM DEVELOPMENT, EDUCATION AND TRAINING

Adebayo Akinade & Oluwayemisi Obashoro-John

Abstract

Among the many functions of education is that it should transform and equip the mind to accomplish the desired objective of ensuring human security. The complex nature of security at personal, community, local, national and international levels is evident in the fact that security is an extremely broad topic which is both multi-disciplinary and multi-sectoral. In fact, there is no aspect of life that is not affected by security considerations. Therefore, a holistic approach to security education is an imperative. The paper will look at the current security community and security challenges in Nigeria as well as the need for relevant curriculum development for security education that will lead to good service delivery.

Keywords: Security, service delivery, curriculum, education and training

Introduction

The promotion of the culture of security in any society is built on the experiences as well as knowledge of residents, citizens and professionals in the community. As pointed out by Fagbohunge (2006), the application of knowledge and skills to security and safety practice, "is not something that emerges out of trial and error. Rather it is acquired out of planned, conscious and deliberate learning". He notes that human knowledge is ephemeral and becomes obsolete within a period of five years which makes it mandatory to update learning and review formal/structured curriculum frequently and mount continuing professional education at regular intervals. This thought is a guiding light for the issue of safety/security education and training.

Bamgbose (2004) defines security as "the situation that exists as a result of the establishment of measures for the protection of personnel, information and property against hostile persons, influences and actions. It embraces all measures designed to protect and

safeguard the citizenry and the resources of individuals, groups and the nation against internal sabotage or external aggression". Safety, on the other hand, is described as "a specialized field that deals with the processes for maintaining a condition free from danger, harm or risk to health and well-being of persons". He characterized security as a set of activities while safety as a state of being or a condition attained or desired. He further asserts that in the absence of adequate security measures, safety cannot be guaranteed. Safety, therefore, is seen as an inherent part of security system.

Akowonjo (2004) in his discussion on security systems identifies what he termed 'Policy System' as one of the four main security systems. A subset of this is termed 'Security Education and Training'. He suggests that "there should be a policy on security education" which emphasizes a holistic view of security based on the fact that none of the various systems of security can function alone for effective security operation. He further asserts that "the greatest protection of assets is usually provided when a comprehensive security system integrates and appropriates a mix of measures that requires extensive employee education and incentives". Among the identified imperatives of professionalism in security and safety practice are: extensive specialized knowledge and a full range of general managerial skills; codification of its body of knowledge; development of formal academic programmes; establishment of professional certification programmes; code of ethics and legal order. In an attempt to elaborate the elucidation of Akowonjo on these imperatives, his work is extensively presented. On extensive specialized knowledge, he notes that security is a multi-faceted subject. The security profession needs to draw academic achievers from the various fields of endeavour to address issues such as why people commit crime, the dynamics of crime prevention etc., the design and use of tools

for security and safety practice. Even linguists have a role in security operations and administration which involves clandestine investigations across linguistic barriers. This stresses the need for security awareness, education and training. Today, there is a significant insecurity environment which will require the prevention of security breaches; influencing better security practices within the organisations/ institutions and the general society and boosting technological security measures with trained personnel to disseminate security knowledge and skills.

These should be the priority for organizations, communities and the nation in the interest of citizens. These security education and training programmes would be aimed at protecting the society; introducing citizens to new methods and techniques to tackle possible security threats. By conducting security education programmes regularly, a nation can guarantee self-aware and well-trained personnel that have the aptitude to handle security threats with relative ease.

Observations show that security measures that are meant to improve the security resilience of the society are generally underutilized as the personnel meant to operate them do not have sufficient expertise. Operatives require appropriate security education and training knowledge to efficiently use the techniques and methods to become better defend of the society.

Security intelligence community in Nigeria

The security intelligence community comprises those security and law enforcement agencies whose defined responsibility is to ensure that the Nigerian society is secure and safe for its inhabitants. The security intelligence community includes the following (with their various divisions and units):

- National Intelligence Agency (NIA)
- Defence Intelligence Agency (DIA)
- State Security Service (SSS)
- The Armed Forces
- Nigeria Security Civil Defence Corps
- Private Security Organisations
- Neighbourhood Watch

The National Security Agencies Act Cap N74 or 1986 No 19 created the following three security agencies charged with the conduct of the relevant

aspects of national security and other related matters: i. The Defense Intelligence Agency; ii. National Intelligence Agency; iii. The State Security Service

The responsibilities of these agencies include:

- a) The prevention and detection of crime or nature against the security of Nigeria
- b) The general maintenance of the security outside Nigeria concerning matters those are not related to military issues;
- c) The prevention and detection within Nigeria or crime against the internal security of Nigeria.

Section 4 of the Police Act states the functions of the police to include prevention and detection of crime, apprehension of offenders, preservation of law and order.

The above functions portray the police as the custodian of public order, security and democracy in Nigeria. The Criminal Intelligence Bureau (CIB) and the Security Intelligence Bureau (SIB) of the Police Force are responsible for gathering intelligence on organized groups, radical and political organizations, religious bodies, and targeted individuals. The functions include maintenance of targeted individuals; maintenance of surveillance on organized crime gangs, identifying their members, associates, daily activities and methods of operations.

The Nigeria Security and Civil Defence Corps and other civil organizations have intelligence units which could act to prevent violence that disrupts stability, order and peace of the nation.

The role of a reliable intelligence network and elective internal security system in checking communal/religious crises in Nigeria is huge. Intelligence plays the following vital roles:

- checkmating the excesses of youth militias used by some leaders to cover their lack of performance and insecurity;
- monitoring activities of politicians, religious fundamentalists, trouble makers;
- providing counter-intelligence measure against front organization;
- detection and prevention of any externally motivated subversive political influence, against Nigeria's democracy;

- maintaining records of movement organizations, individuals engaged in the basic threats (sabotage, espionage, subversion and terrorism);
- carrying out covert action in support of Nigeria's oneness and corporate existence;
- advising government on areas of discontents/dissatisfaction in the country and on matters of security;
- providing policy makers with advance knowledge about future events and the likely reaction or behavior of individuals.

An intelligence network that is alert, therefore, makes for an effective internal security guaranteeing public safety and political stability. A good intelligence system is necessary to forewarn the nation of impending danger to its intelligence and security. For Nigeria's democracy to be sustained, intelligence and security agencies have significant contributions to make in identifying and resolving communal religious conflicts in the country. They should be able to face challenges and act promptly by reporting promptly situations that are likely to generate conflict. They should identify, monitor and apprehend tribal warlords and other trouble makers for punishment. Where financing is a limiting factor to efficiency, security vote should be increased to enable security personnel to deal decisively with disruptive situations and for management to execute trainings. The following security personnel need standard criminal intelligence training

- Intelligence manager
- Law enforcement executives
- General Law Enforcement Officer
- Criminal intelligence officer
- Train the trainer

Curricula content should include the latest international required standards for law enforcement, changing roles of the intelligence functions, intelligence and information as well as the most current development in the field. These will include but not limited to new regulations and emerging privacy guidelines on criminal intelligence process, information and file management, intelligence analysis, intelligence policy framework and their roles in enhancing public safety. Curricula structure should be based on accepted principles and methods of adult learning.

Current security environment and insecurity challenges in Nigeria

The current environment of security and security institutions in Nigeria may be said to be an opening for security challenges. Some of the issues that lead to this position are highlighted below while possible solutions are presented in each case. These are:

i. Overlapping mandates

Nigeria has the largest security institution in Africa comprising twenty-one (21) security agencies in charge of policing and security. Several agencies have duplicated roles with jurisdiction over the same security matters. This gives room for contravening the purpose they were established to serve and rendering them largely ineffective and inactive. It has created a crisis making it difficult to claim ownership. For instance, while several policing related agencies have been created such as the NSCDC, EFCC, FRSC and NDLEA, the constitutional power of the Nigerian Police Force over all crimes is still undiminished.

To resolve this, a proactive measure in rationalizing agencies should be considered. It is suggested that rather than create more agencies that duplicate and perform the functions of existing security arms, the focus should be to secure the internal and external integrity of existing security institutions.

ii. Lack of Synergy

The security situation in Nigeria has continued to deteriorate due to the perceived lack of professionalism on the part of security agencies. The obvious lack of synergy in operations and intelligence sharing among security agencies has fueled insecurity nationwide. Poor cooperation between the Executive and Legislative arms undermines good governance and service delivery which leads to the perceived lack of cooperation between security agencies.

The absence of harmonized operations between the Police, Military, Department of State Security and National Intelligence Agency has made it difficult to effectively check banditry, terrorism and other forms of criminality, enabling the growing trajectory of insecurity in the country. The call now is for these agencies to have joint training sessions, harmonized operations and

adequate information sharing in the interest of the nation's security.

iii. Inadequate Welfare Provisions and Protections

Cries of military families who live in deplorable conditions are widely heard. The welfare of members of the Armed Forces and their families, especially wounded personnel reports say are not cheering. Family entitlement provisions are not paid or, if they are, are not provided on time. It is important that the wellbeing of military families be efficient and effective for personnel to discharge their duty positively. This will raise morale and motivate men to shun corrupt practices.

iv. Illegal Intelligence Sharing

It is also widely reported that some terrorist groups have infiltrated national security institutions and government. Members of the Nigerian Armed Forces, wider security and public sector structures have been found to divulge information to terrorist groups or their collaborators. It requires that proper information management approaches be introduced to the security system to curb this unacceptable trend.

v. Regional spread of insurgency

There is seemingly a build-up of insurgency and its looming threat on the west coast of Nigeria from Mali to Burkina Faso and Togo. The spread of insurgency highlights the rising threat of the penetration of terrorist groups into Nigeria. Nigeria needs strengthen her borders from Sokoto to Lagos.

It is believed that with security awareness, education and training that cut across the various strata of the country, appropriately backed up with relevant curriculum, the nation will be able to ride above the storms of poor security environment and security challenges.

Curriculum, Education and Training

Tyler (1949) described curriculum as all the learning of students which is planned and directed by the school to attain its educational goal. Wheeler (1967) defined curriculum as the planned experience offered to the learner under the guidance of the school. Fafunwa (1967) described curriculum as the whole of the educative process, that is, total environment in which education takes

place. Curriculum should contain learning experiences that are geared towards realizing objectives that are determined by societal values. It should have the following basic characteristics: defined objectives that grow out of the values; learning experience that are geared towards the realization of the expressed or implied objectives; periodic evaluation of the curriculum in terms of the objectives and the learning experience, and constant readjustment of methods in the light of new experience, result of experiments and research. Johnson (1967) refers to curriculum as a structured series of intended learning methods. He sees curriculum guide as a structured document that delineates the philosophy, goals, objectives, learning experiences, instructional resources and assessments that comprise a specific educational programme. Additionally, it represents an articulation of what students should know and be able to do and supports teachers in knowing how to achieve these goals. Curriculum

- establishes a clear philosophy and set of overarching goals that guide the entire programme and the decisions that affect each aspect of the programme;
- establishes sequences both within and between levels and assures a coherent and articulated progression from grade to grade;
- outlines a basic framework for what to do, how to do it, when to do it and how to know if it has been achieved;
- allows for flexibility and encourages experimentation and innovation within an overall structure;
- promotes interdisciplinary approaches and the integration of curricula when appropriate;
- suggests methods of assessing the achievement of the program's goals and objectives;
- provides a means for its own ongoing revision and improvement; and
- provides direction for procurement of human, material and fiscal resources to implement the program.

According to Oliver (1997) says that planned experiences are the educational programme of the school with attention to three elements: programme of studies, programme of activities and programme of guidance. Orukotan (1999) notes that, every curriculum must start with the identification of curriculum objectives which will

guide the selection of content, selection of methods and learning evaluation. Also, for any complete and comprehensive definition of the concept of curriculum it must contain four elements - objectivity, content, method and evaluation.

The task of developing curriculum for security personnel must follow the underlining principles of curriculum development. The selection of curriculum content for education that will help personnel to carry out the tasks necessary for the achievement of security goals is fundamental. As regular changes take place in the technology, infrastructure, procedures, competition and innovations for professional tasks, the security industry also should develop curriculum to suit times and trends. There will be creation of new jobs, specializations and disciplines. This is where training comes in. It would therefore be useful to outline some basic concepts of the theory of training and education as related to the security industry.

Training as used in this context refers to acquisition of skills and information directly required for the performance of a specific role. It includes the job training, workshops, seminars and conferences. Successful training ensures that the employees meet the short term needs of the employer while enhancing the skills and career paths of workers. It also recognises the employees who understand the corporate culture and are prepared to meet the future needs of the workplace. The security terrain is constantly changing. This means that skills needed to be kept up-to-date and relevant technical knowledge must be shared with workers. Security knowledge, procedures and assignment can be taught much more quickly in an apprenticeship system to improve the overall competence. The various categories of employee should be well educated and trained in this area of security to discharge their duties efficiently and effectively.

Training is necessary to achieve improvements in work performance, particularly when the employer invests in new equipment, introduce new work procedures or redesign the workplace. Training takes place at a specific time and place is usually vocationally relevant and limited to specific aims and objectives. Security training institutes all over the world offer routine or tailor-

made job-related trainings. These prepare people for a future job that may arise. They take place over a substantial period of time and have been correctly recognised by many stakeholders in the security industry as an important investment for good service delivery.

It is believed that the greatest improvement in security efficiency will be to educate and train operatives to able to accept and discharge their responsibilities. This will bring about increased efficiency, eliminate archaic practices and poor attitudes, support dedication of members of the security team and promote professional example in all aspects of the service delivery in the area of crime and disorder prevention, preservation of the peace; protection of life, property and individual freedom.

Carl Roper (2005) and some security experts emphasized the need for quality security awareness training, they maintained that while technology and corporate dynamics have changed and developed, the need for security awareness training has remained. Also, as the need for professional security increases, so does the demand for professionally trained personnel. These underscore the need for an organized approach to developing effective security and law enforcement training programmes.

Criminal intelligence and security training and education programmes. Relevant security agencies should provide specific training and education targeted at the all categories of recipients. Training recipients include federal, state, local government personnel, private and public intelligence and forensic investigation officials. The programme should train individuals to prepare for, and respond to, financial and economic crime violations. Most of these federal security agencies and department should provide training in conjunction with private and public educational institutions, federal laboratories, research and development centres.

Conclusion and Recommendations

The development of security education in Nigeria is still at its infancy. This is a good time to pay attention to the development of a suitable comprehensive curriculum which will guide education and training programmes of organizations involved in the training of security

personnel for the industry. Such a curriculum, to be revised and updated periodically, should pay attention to important subject areas that dwell on

- 1) understanding and complying with security rules and regulations;
- 2) understanding the magnitude and complexity of the threats that make these rules and regulations necessary; and
- 3) understanding the nature of insider threat and how to mitigate it.

There are numerous education models and curricula in existence. The important thing is for practitioners to examine the models/curricula and agree on what to adopt, adapt; choose from the array which combination of items to accept as the best option for the Nigerian security situation. Whatever the choices made, it is important to ensure that the required knowledge and skills for each level of competence are addressed. With the understanding that needs change from time to time, developed curriculum must be responsive to the needs of the security industry in Nigeria and the world at large.

Security and safety are issues that must be treated with high level seriousness. The security profession must be manned by well-trained persons who are fully aware of their responsibilities. Education and training of the right type and content will go a long way in uplifting the caliber and quality of practitioners. This education should lead to appropriate certification which will enable employers select the right personnel and have absolute confidence in them thereby enhancing the status of both the security personnel and the profession. In order to attain this goal, a comprehensive curriculum which will help the profession to build on and advance current efforts is an imperative.

The security practitioner must be equipped with broad topics to be able to manage complex threats which he will be confronted with on daily basis. He/she must be aware of the methods of risk management and analysis, systems integration and management; the social, cultural, psychological, political, historical and operational dynamics of threats as well as decision-making tools necessary for crisis management. Curriculum may include

- Ethical standards and behavioural pattern for security personnel

- Principles and Practice of Intelligence and information security
- Policing terrorism, insurgency and weapons of mass destruction
- Legal and regulatory status in security practice
- Managing law enforcement and internal security
- Contemporary and internal security issues

All security providers need to have an understanding of the learning and what needs to be taken into consideration. Training managers need to organise internal courses, forensic accounting and intelligence oriented programmes that require different types of training for different purposes. They should ensure that they:

- a) build capacity to trace, detect, analyse and recover assets acquired illegally or proceeds as well as prosecute suspects who perpetrate the crime
- b) have rapid development of specialised, educated and trained personnel to deal with fraud and other related tasks: arrest and prosecute offenders promptly
- c) offer training in specialised skills for law enforcement officers and corruption detection
- d) train personnel to address corruption within government and security agencies in order to avoid conflict occasioned by government agencies collaboration.
- e) Encourage security agencies within the country to collaborate and coordinate their activities to combat economic and financial crimes with counterparts abroad focusing on exchange of intelligence through established electronic and organisational network on suspects.

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NATIONAL SECURITY AND NIGERIA SECURITY ARCHITECTURE: DEMOCRATIC ENVIRONMENT

Idowu Olusegun Oladele

Abstract

Globally, national security and security architecture has increasingly become an important element for any form of safety and development to take place in any country. This explains why nation-states today attach great importance to issues of security. Recently, Nigeria is faced with a lot of security challenges such as high crime rate, high rate of poverty, income inequality, unemployment, conflict, and electoral violence to mention but a few. The country has on daily basis experienced an upsurge of activities that threatens and endangers its national security and security architecture. However, since the transition to democracy in May 1999, governments at various levels in the country have failed dismally to ensure and provide adequate security for its citizens which is supposed to be one of the fundamental human right guaranteed under the country's constitution. This paper attempts to examine the concept of national security and security architecture. It provides an overview of the national security situation in the country and highlights some of the causes of insecurity and challenges vis-à-vis achieving high level security in the country. This paper concludes with recommendations as to what needs to be done to positively and urgently enhances National security and security architecture in Nigerian.

Introduction

The concept of security with the state as the center of reference has been up for extensive debate from time immemorial. The security of life and property is viewed as a fundamental human right guaranteed under the Constitution in Nigeria (Section 14(2b) 1999, Constitution) and other nations of the world. One of the major responsibilities of the state is provision of internal security and defense from external threats (Uzuegbu-Wilson, 2016). Security is a necessity in every human society. The implication being that, the absence of effective security threatens the peace, survival of individuals and their properties, and undermines development (Inyang and Abraham, 2014). Security from crime, fear and

victimization at the state, local and personal levels, is an important basis for economic and social development as noted in the United Nations Guidelines for the Prevention of Crime (UNODC, 2014). It follows that no organization, business, society or government can thrive in an atmosphere of wanton unpredictability and insecurity (Idowu, 2020) hence, an effectively secured society is viewed as the basis for sustainable peace and development (Idowu, 2018). This is why governments globally invest huge human and material resources to ensure that life and properties of their citizens are protected and secured, as security and safety of private and public life are *sine qua non* for human existence, survival and development (Okereke, 2014; Idowu, 2018).

Globally, the fundamental objective and foremost responsibility of any state is the protection from danger, intimidation, and apprehension, safety, peace of mind and absence of fear and the guarantee of the good life or welfare of life and property of the citizenry. The ability of any government to live up to this responsibility, depend on national security architecture put in place to combat, mitigate and curtail security threats against the state. Nations set up its security architecture vis a vis security institution to meet its core mandate of protecting its citizens from internal and external aggression.

National Security

National security is the security and defence of a nation-state, including its citizens, economy, and institutions, which is regarded as a duty of government. National security is the protection, safekeeping of the nation from internal insurrection and external aggression. The highest order of national security is the protection of the nation and its people from internal attack and external dangers by maintaining armed forces and guarding state secrets.

There is tendency in Nigeria and perhaps in most third world countries to equate military security with national security. Originally, national security is conceived only as protection against military attack, however, it is now widely understood to include also non-military dimensions, including the security from terrorism, minimization of crime, health security, economic security, political security, energy security, environmental security, food security, cyber-security etc. National security is the ability of a country's government to protect its citizens, environment, economy, and other state institutions i.e., It can also be referred to as all a state has to do (militarily, politically economically or otherwise) to protect the citizens from all forms of danger both internally and externally. It is so fundamental to a state security, that without it, there is no functional nation-state. No nation-state which has failed to provide national security will not be negatively impacted with security threats. Similarly, national security risks include, in addition to the actions of other nation states, action by violent non-state actors, by narcotic cartels, and by multinational corporations, and also the effects of natural disasters.

Governments rely on a range of measures, such as political, economic, and military power, as well as diplomacy, to safeguard the security of a nation-state. They may also act to build the conditions of security regionally and internationally by reducing transnational causes of insecurity, such as climate change, economic inequality, political exclusion, and nuclear proliferation (US, EPA, 2015). Since the September 11, 2001 attack in the US, the defense of the homeland from terrorists and other attacks, broadly understood as homeland security, has risen as a major national security concern. Also in Nigeria, the Boko Haram Insurgent, banditry, poverty and separatist movement has become a national security concern. Consequently, national security entails both national defense and the protection of a series of geopolitical, economic, and other interests, it affects not only defense policy, but foreign and other policies as well (Heritage.org, no date).

Importance of National Security

The safety of the citizens of a state is of utmost importance in creating a robust society. Building sustainable communities that are inclusive, secure

and sensitive to citizen's needs will continue to be of national priority. The goal of any government is to prevent societal disruption brought on by a crisis or calamity. National security studies the threats, how to stop them, and what to do in the event of a tragedy through its national security strategy. There must be a commitment to ensuring safety, security and justice for all citizens, which are seen as moral rights and intrinsic to development.

The term National Security must be viewed in its broadest context in that it is more than just dealing with military threats. It must be viewed as safety from chronic threats and protection from sudden disruptions in the patterns of daily life (Ipl.org no date). National Security in the 21st Century encompasses threats ranging from fraud, corruption, illegal migration, transnational crime and environmental degradation. The new threats to national security come from emerging issues like terrorism, oil and gas depletion, environmental concerns, including climatic alterations, HIV/AIDS and over-population. These dangers can be psychological, such as hostility from a neighbouring country, external aggression, illegal migration, infiltration by a terrorist organisations, or changes in the world economy that harm the well-being of the country. Threats can also be natural disaster, like hurricanes or pandemics of a particular virus such as Ebola and Covid 19 outbreak etc.

Any threat can compromise a country's authority and jeopardizes its stability. The national security sector offers defenses against such hazards. In addition to citizens wellbeing, national institutions', critical infrastructures, and financial stability are all protected by national security. The major responsibilities of national security are the detection of prospective threats, the planning of the proper response and maintaining domestic order. Its importance extends to the health and prosperity of the people who make up the population as well as the relationships between all nations on a national, regional and international scale (Rajan, 2022).

The Concept of National Security Architecture

National security architecture is a combination of national plan, strategies, and policies for securing lives and properties in a country as well as the institutions, structures for the creation,

management and oversight. National security architectures include management, decision-making, oversight structures and institutions, as well as national policies, strategies and security plans (Bakrania, 2014; Haider, 2016). National government, institutions and agencies contribute to national security architecture and management. A nation's security architecture comprises of the totality of its constitutional and legal frameworks and institutions that form and provide safety and security services for its citizens and the defence of its territorial integrity (Bearne et al., 2005). National security architecture is more than the effort of any single security organisations to include everyone involved in defining a nation's strategic security priorities. It entails how to structure the institutions, ensure they are resourced, coordinated and evaluated periodically. The effectiveness of a security

architecture depends on a politically led security governance service system, delivered by a constitutionally mandated defence, security and intelligence institutions that organized, trained, equipped and professionally led (Bala, 2020). While the various services and institutions as constitutionally established are designed and mandated to address specific threats within defined domains, the reality and inevitability of the overlap of responsibility across domain require cooperation and collaboration to deny space for threat to thrive with a possibility of upsetting the whole architecture. To this end, an effective national security architecture is one in which the state security institutions work in cooperation and collaboration under a political direction for efficient security service delivery (Bala, 2020).

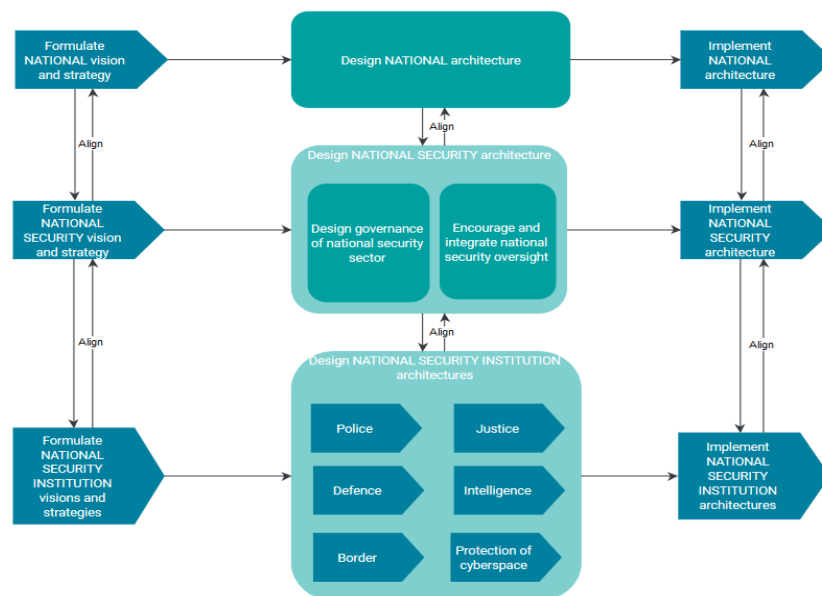


Figure 1: A Typical Security Architecture

Source: Culled from International Security Sector Advisory Team (ISSAT) 2022

Nigeria Security Architecture

The statutory responsibility of National security in Nigeria is vested in the President (the executive arm of government) through all such security agencies established by law (National Security Strategy Development, 2019). As noted by Fayemi and Olonisakin (2008:245), Nigeria's security sector comprises the following:

- i. The Armed Forces (Army, Air Force and Navy);
- ii. The Nigerian Police Force;

- iii. Paramilitary bodies including Nigeria Customs Service, the Immigration service, Intelligence services –including military intelligence and the state security services;
- iv. Judicial and State Service bodies – Judiciary, Justice Ministry, Correctional Service (prison);
- v. Private security outfits;
- vi. Militia groups –including, for example the Odua People's Congress, Bakassi Boys, Hizba Corps, Amotekun etc;

- vii. Community vigilante groups, community watch etc.

Constitutionally, the Nigeria Armed Forces (NAF), Nigeria Police Force (NPF) and Nigeria Correctional Service (Prisons) (NCoS) and other paramilitary agencies are answerable to the federal government because they are under the exclusive and legislative list. For example, despite the existence of Police commands in the 36 states of the federation as well as the FCT Abuja, the central decision-making authority over the police rests with the Inspector General of Police (IGP) who is answerable directly to the President (Fayemi and Olonisakin, 2008). The non-formal security organizations also respond to the security needs of communities.

The Nigeria National Security Strategy

The National Security Strategy of Nigeria outlines the major security concerns of the nation for which policies and strategies have been articulated and how the government plans to deal with them. The document is general in content and its implementation depends on other national strategic documents such as the National Counter Terrorism Strategy, Cybersecurity Policy and Strategy, the National Defence Policy and the Economic Recovery and Growth Plan (National Security Strategy, 2019). The National Security Strategy underscores the belief and generally acknowledged view that security is the cornerstone of development and progress in a free society, and that security is a guarantee of the well-being of citizens and stability of the state. The notion of security adopted however, reflects the contemporary paradigm shift away from the state-centric focus of security to one which is comprehensive and emphasizes human security (National Security Strategy Development, 2019).

The National Security Strategy Development (2019) aims at ensuring that Nigeria's sovereignty, territorial integrity, national interests, the well-being of the people and the country's institutions are preserved, protected and enhanced. The Strategy provides a comprehensive vision of National Security premised on the understanding that a responsible society aware of its security needs is better poised to address its security challenges.

The National Security Strategy Development of the Federal Republic of Nigeria developed and published by the Office of the National Security Adviser in 2019, guides the formulation of policies and conduct of operations. Nigeria's over-arching strategic vision is to create a peaceful, self-reliant, prosperous, strong nation" (National Security Strategy Development, 2019). The underlying objective is to "apply all elements of national power to ensure physical security, build individual and collective prosperity, cause national development and promote Nigeria influence in regional, continental and global affairs". The National Security Strategy Development 2019 addresses two critical threat areas such as:

- a. **National Security Interests:** The core national interests as defined in Nigeria's National Security Strategy are the security and welfare of its people; sovereignty and defense of its territorial integrity; peace; democracy; economic growth; and social justice. Sub-regional security and economic cooperation are classified as strategic interests. Promotion of peace, security, development, democracy and international cooperation in Africa and the world are of important to Nigeria national interests.
- b. **Threats to National Security:** The most potent threats to Nigerian national security as identified by National Security Strategy, 2019 includes, armed banditry and kidnapping, militancy and separatist agitation, Boko haram insurgency, pastoralist and farmers conflict, piracy and sea robbery, transnational organised crime, porous border, cybercrime and technology challenges, socio-political threats, fake news and hate speech. Others are Environmental threats, public health challenges, economic challenges, crude oil related challenges, unemployment and poverty, Nigeria's borders; climate change; communal and ethno-religious conflicts; politics and federalism in Nigeria; governance; proliferations of small arms and light weapons; proliferation of weapons of mass destruction; illegal migration; global economic challenges, regional and global security challenges. The threats enumerated above are by no means the only threats to Nigeria national security (National Security Strategy, 2019). They are nevertheless the most potent and are adjudged potential

sources of disaffection, discontent and instability that could adversely affect the country quest for national stability, unity and development (NSS, 2019).

Nigeria Sectorial Strategy

Nigeria's National Strategy relies on sectorial strategies. The Nigeria sectorial documents are derived from the Grand Strategy and the National Security Strategy of 2000 by the former president Olusegun Obasanjo. It was developed as responses to the various identified threats to Nigeria's national interests. Some of these strategies are fully realized, including the National Defense Policy, the National Counter Terrorism Strategy, and the National Policy on Public Safety and Security.

National Defense Policy: The National Defense Policy of Nigeria emanates from the National Security Strategy, which focuses on the preservation of the safety of Nigerian at home and abroad and the protection of the sovereignty of the country and the integrity of the assets (National Security Strategy, 2019). A constitutional provision is made for the Armed Forces of the Federal Republic of Nigeria to defend the country from external aggression, to maintain the territorial integrity and secure the borders from violation on land, sea and air as well as to suppress insurrection and act in aid of civil authorities to restore order when called upon to do so by the president (Constitution of the Federal Republic of Nigeria, 1999).

The National Counter Terrorism Strategy (NACTEST): Developed by the Counter Terrorism Department in the Office of the National Security Adviser, The National Counter Terrorism Strategy of 2016 (Revised). The current strategy is a review of the initial 2013 document, which seeks to confront terrorism and counter violent extremism in Nigeria (The National Counter Terrorism Strategy, Office of the National Security Advisor, 2016). The overall objective of the strategy is to ensure public safety resolving around five main work streams: Forestall, Secure, Identify, Prepare and Implement (FSIPI). The roles and responsibilities of ministries, departments, and agencies are clearly defined in the document.

National Policy on Public Safety and Security: The National Policy on Public Safety and Security

is an inter-ministerial and inter-disciplinary initiative under the leadership of the federal Ministry of Interior. The principal goal is reduction and eventual elimination of threats to safety and security. It also addresses the socio-economic and mental well-being of Nigerian citizens, including property rights and environmental issues (National Policy on Public Safety and Security, Federal Ministry of Interior, 2016).

National Cyber Security Strategy. In its entirety, cyber security policy and strategies provide a framework of guiding principles and action plans aimed at addressing cyber security and its related incidents. The strategy is tackle to cybercrimes, cyber terrorism, cyber espionage, and online child abuse and exploitation (Osho & Onoja, 2015).

The Nigeria National Security Council

National Security Architecture of Nigeria comprises the National Security Council. The Constitution mandates the creation of a National Security Council that "has the power to advise the President on matters relating to public/National security including matters relating to any organization or agency established by law for ensuring the security of the federation" (Constitution of the Federal Republic of Nigeria, 1999). It meets as occasion demands, and is composed of the following:

- i. The President who is the Chairman;
- ii. The Vice President, Deputy Chairman;
- iii. The Chief of Defense Staff;
- iv. The Minister in charge of internal Affairs;
- v. The Minister in charge of Foreign Affairs;
- vi. The Minister of Defence
- vii. The National Security Advisor;
- viii. The Inspector General of Police and;
- ix. such persons as the President may in his/her discretion appoint.

The Office of the National Security Advisor (ONSA) is the central body for coordination, control and supervision of national security in Nigeria. ONSA manages national security on behalf of the President of the Federal Republic through the National Security Council (NSC), the Joint Intelligence Board (JIB) and the Intelligence Community Committee (ICC). The National Security Advisor is the principal officer of the National Security Council and advises the President on national security issues (Bala and Quedraogo, 2018).

National Security Advisor is the principal officer of the National Security Council and advises the President on national security issues. Implementing instruments of National Security Strategy (Security Architecture) in Nigeria are comprised of:

- 1) Joint Intelligence Board (JIB): The Joint Intelligence Board has both advisory and executive functions. These include providing the President with advice reports and current assessments of all matters affecting the security of Nigeria; formulating general security policies and procedures; reviewing current issues of national security; and acting promptly to deal with subversion and unrest, after due consultation with the President. The National Security Advisor is the chairperson of the board. The board meets monthly while its subcommittees meet more frequently as situation warrants (National Security Strategy Development, 2019).
- 2) Specialized Agencies: State Services Security (SSS), Defense Intelligence Agency (DIA) and National Intelligence Agency (NIA) are specialized agencies for the collection of intelligence and the provision of security services. Notably, SSS provides internal security, The NIA provides external intelligence and DIA provides defense intelligence and security (National Security Strategy Development, 2019).
- 3) Armed Forces, the Police and Paramilitary Organizations: They have responsibility for specific aspects of national security and are tasked through relevant ministries, service councils and established chains of authorities (Bala and Quedraogo, 2018: National Security Strategy Development, 2019).

Monitoring and Oversight Mechanisms

The National Assembly. The entrenchment of Nigerian democracy has empowered the legislature and civil society in their monitoring and oversight roles, though much has to be done to make them more effective. The Nigerian legislative arm is a bicameral institution known as the National Assembly (NASS), made of the Senate and the House of Representatives. The NASS influences the national security process in terms of decision making, oversights and the implementation. The Constitution provides a statutory authority

through appropriation instruments, where the NASS can enhance or frustrate the implementation process (National Security Strategy Development, 2019). When necessary, the NASS is apprised of key national security developments. National security policymakers work with key officers and appropriate committees of both chambers, especially in cases where secrecy is necessary. However, much remains to be done to strengthen **transparency and accountability mechanisms**. Civil Society. Nigeria is home to a broad and vibrant civil society. Nevertheless, its relationship with the defense establishment remains fractious (Bala and Quedraogo, 2018: National Security Strategy Development, 2019).

The Socio-Economic Factors that Contribute to Insecurity in Nigeria?

- i. Problems of poverty and unemployment – It is a known fact that unemployment can lead to poverty and extreme poverty leads to crime which gives rise to insecurity. An idle man is the devil's workshop. Many people become frustrated in an effort to meet the basic needs of life and hence engage in violent and criminal acts such as armed robbery, kidnapping, militancy.
- ii. Weak security system – people have lost hope in Nigeria security system and now the clamoring for community policing. Security personnel are insufficient and they lack appropriate trainings. Even from the available one, there are more security personnel watching over a public office holder than the ones safeguarding the society. So many funds are allocated for this purpose yet nothing seems to be working. There is persistent increase in kidnapping, ritual killings, Boko haram activities, farmers'/herdsmen clashes etc. The weak security system in this wise is a contributing factor to insecurity.
- iii. Bad governance and rent seeking leaders – Most people vying for political posts do not have the interest of the public at heart. They are interested in these positions for selfish reasons, to enrich themselves and have a share of the national cake. No agenda, policy, idea or intuition on how to move the country forward
- iv. Corruption – there is so much of public funds embezzled, misappropriated and misplaced and as such the objective for such funds

cannot be achieved. This has made people to see public funds as national cake which everyone needs to have his or her share when opportune. And as such the cycle continues and it is systemic. This cycle of corruption leads to uncertainties and insecurity particular in basic needs. On the other hand, funds for security purposes are also diverted or misappropriated leaving the commoners to their fates.

- v. Weak judicial system – Weak judicial system makes people to lose hope in our judicial system and this creates a sort of insecurity. In Nigeria, the few rich and affluence politicians are above the law than the populace. They are the ones who makes the law and they know the way round about it
- vi. Some macroeconomics factors – Some macroeconomics factors such as persistent increase in the prices of goods and services, devaluation, low GDP all these are signals to poor economic condition of the country. Nigeria was amongst the countries with the highest inflation rate in the world, with about 13.25% in the year 2020. The inflation rate was 11.4% in 2019 and as at early 2021, a 16% inflation rate was calculated.
- vii. Urbanization – Rapid increase in population particularly in urban areas without the necessary institutions and infrastructure to sustain it such as good transportation networks, employment opportunities, electricity (which can encourage entrepreneurial activities) and basic amenities, consequentially increase crimes and problems associated to urbanization leading to insecurity of lives and properties
- viii. poor institutional framework
- ix. poor growth – Over the years there have been reduction in Nigeria income (GDP) owing to so many factors, amongst which are low productivity, lack of industrialization, unemployment, overdependence on oil, non-diversification, mismanagement and bad governance. These pose a serious threat to our national security as a nation. The GDP of a nation is a mirror image of the economic status of such nation and also it shows through the per capita income the standard of living of its inhabitants.
- x. Moral decadence – Morals have been relegated. Nobody is interested in how you are rich or what you do to become rich. This

decadence in moral standards, values and norms is a pointer to what we the populace have done and/or left undone. No value for hard work and thirst for education, hence youths nowadays rather seek after idle wealth through internet frauds, yahoo and its plus (ritual killings), kidnapping, thuggery etc. The various point mentioned above are some of the socio-economic factors that contribute to insecurity and also possess challenges to Nigeria national security and its security architecture.

The Challenges of the Nigeria Security Architecture

The various problem and challenges of the Nigeria Security Architectures. They are identified as follows:

i. Lack of Adequate Funding of Nigeria Security Architecture

Funding has been the major challenges confront Nigeria security architecture as they are always subjected to prevailing political factors. The Nigeria security architecture has suffered shortage of funds which has severely affected the performance and capability of various security agencies under the structure. Low funding of the Military (Army, Air Force and the Navy), Nigeria Police, Nigeria Immigration Service, Nigeria Customs and others as a result of budget cuts, irregular disbursement of needed funds and unavailability of special intervention funds needed for execution of emergency operations are obvious. The national security threats and increased activities of non-state actors had across the country such as the Separatist movement, Boko Haram Insurgency, communal clashes and a host of others has consequentially expanded the purviews of the Nigeria security agencies. Managing those threats have over stretched the security agencies beyond its available human and material resources. Poor funding is the bane of Nigeria security architecture and it is attributed to dwindling budgetary allocation to the various security agencies.

ii. Corrupt Security Personnel

Corrupt security personnel within the folds of Nigeria security architecture

agencies have been identified as one of the major problems and challenges of the NSA. Bribery and other forms of corruption is rampant among security agencies especially the Nigeria Police force (the United Nations Office on Drugs and Crime UNODC & National Bureau of Statistics of Nigeria NBS, 2019) and a host of others. Corruption among security agencies take different forms and it ranges as in case of recruitments, promotion and other public services. There are various situation in which security agencies illicitly facilitate and speed up a procedure. They can receive bribe, give help to friends or a relative and receive gratification or both. They also receive bribe to pervert justice in favour or against whoever is giving the bribe. Corruption in form of bribery and nepotism in public security forces have significant negative impact on the operations and success of Nigeria security architecture.

iii. Porous Border

One major immediate factor which has enhanced insecurity and has constitute a major challenge to security agencies in Nigeria is the porous frontiers of the country. Individual movements are largely untracked in Nigeria. The porosity of Nigeria's borders has serious security implications for the country. Given the porous borders as well as the weak security system, weapons come easily into Nigeria from other countries. Small Arms and Light Weapons proliferation and the availability of these weapons have enabled militant groups and criminal groups to have easy access to operate. The porosity of the Nigerian borders has made it possible for an unwarranted influx of migrants from neighboring countries such as the Republic of Niger, Chad, and the Republic of Benin. These migrants which are mostly young men are some of the perpetrators of crime and insecurity in the country.

iv. Inadequate Manpower and Equipment

There is inadequate manpower and equipment for the security arm of government, both in weaponry and

training. Nigeria security personnel have poor attitudinal and behavioral disposition. In many cases, security personnel assigned to deal with given security situations lack the expertise and equipment to handle the emergency situations.

And even when these exist, some personnel get influenced by ethnic, religious, or communal sentiment and are easily swallowed by their personal interest to serve their people, rather than the Nation.

v. Technological Challenges

Advance security Technology has also created further challenges to Nigeria Security Architecture. The major three aspects of this problems are in areas of lack of modern advance technological equipment to carry out their assignment effectively, inadequate and poor analytic and filtering resources and duplication of services, lack of automation and integration of services and resources.

Strategies for Mitigation the Challenges and the Way Forward

Security sector reform in Nigeria has become **very imperative** in order to create a secured environment through a security framework that will be alert to its responsibility such that it will be proactive to nip perceived crisis in the bud before snowballing into a violent conflict. It creates civil-military relation in a way that the civilian can confide in the security sector and to create a safe and conducive environment for both local and international investors. Guideline and Reference Series (2012) corroborates the above point in the following words "security system reform is to create a secured environment that is conducive for development, poverty reduction and democracy". What can be gleaned from the above definition is that, it is only a conflict free environment that can allow economic development that would bring about poverty reduction and by extension democratic growth and stability.

The following suggestions if religiously and meticulously followed will help in mitigating the challenges of security sector reforms in Nigeria thus:

1. All reform efforts should be based on the understanding that a security sector that is accountable to civil authorities and ordinary people is structured to meet security threats to individuals, their communities and their country and is affordable, promoting not only the security of the country in question, but also the security of the region in which it is located and that at the international community.
2. Reform efforts and support should be based on local demand. This implies a willingness to provide support needs identified sub national and national level. This also implies a willingness to develop a reform friendly environment by engaging national authorities and civil society in its various manifestation to articulate to articulate needs and propose constructive approaches.
3. External actors willing to help in local reform conceived and driven reform proceeds will take time and require an interactive approach. Entry points are likely to be far from perfect and local actors will be learning by doing. Progress is likely to be measured in small steps. Patience and a willingness to take risks will be essential.
 - i. Adequate budgetary provisions should be made to funds available to the security sector (agencies)
 - ii. Modern and sophisticated equipment should be provided for the security sectors to make it match the growing demands of contemporary global security challenges.
 - iii. The morale of men and officers of our security agencies should be boosted through re-orientation, retraining and adequate remuneration (Thenewdawn.ng, 2022: Security Sector Reforms, 2022).

On the basis of the trajectory of Nigeria's democratic dispensation, several challenges will remain central to any quest for security sector reform. Nigeria is still experiencing some shocks in its political economy in its attempt to deal with its post-military and prolonged authoritarian past. While electoral politics is key to the consolidation of the democratic process, there are fears that severe security problems triggered by lack of access to resources might create deteriorating security challenges. Scholars have cited the

various resource control crises in Nigeria as the touchstone of the issue. This underscores the important point that this is a process and that there is no teleological link between military disengagement and consolidation of democracy. Yet, deepening democracy is a core requirement for building an accountable and transparent state and achieving effective security sector reform.

Conclusion

Idowu (1999) highlighted sundry conditions that threaten national security to include Bad and weak government, Human rights violation, Unjust and inequitable distribution of national resources including political posts, industries, investments, funds, etc. Others are Disunited and un-integrated ethnic groups, Ethnic and religious antagonisms and cleavages, Weak and poor economy marked by corruption, weak currency, etc., Social-economic hardship, unemployment, hunger, starvation, cashlessness, etc., weak military, communal clashes, unhealthy competition among the ethnic groups and politicians for national resources, political domination, misappropriation of national revenue, abuse and misuse of power by some defence and security agents. On the observations of these conditions, the security sector need to seek ways of address the threats to secure stability in the nation.

Since the commencement of democratic rule in 1999, the increasing rate of insecurity has indicated that the security sector and its architecture is not living up to its primary duty of protecting lives, property and the nation. Till date nothing has changed, there is widespread kidnapping, banditry, terrorism, farmers/herdsmen conflict, proliferation of small arms and light weapons, drug cartels and separatist movement i.e. unknown gunmen invasion. While we may blame the security agencies for ineptitude, it is pertinent to note that the government also has a huge role to play in enabling the national security and its architecture (security agencies and the security sector) in general to function effectively and efficiently, hence the need for security sector reform. It is of the view that if the government plays its role, such as re-orientation of the military, formulation of practicable and effective security and defence policies, decentralize its security apparatus, investment in research and development, amendment of existing laws, re-establishment of a reliable national database system, making use of technology and artificial

intelligence and proper performance of oversight functions and non-political interference in security issues, inter alia, the security sector, security architecture and national security will live up to its mandate.

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**SECURITY
CHALLENGES AND
ETHNO-RELIGIOUS
VIOLENCE AND
SOLUTIONS**

ROLES, FUNCTIONS AND RESPONSIBILITIES OF SECURITY ORGANISATIONS IN PREVENTION, CONTROL, EVALUATION OF ETHNIC CUM RELIGIOUS VIOLENCE

Adewale John Abolurin

1.0 INTRODUCTION

As the capabilities of modern weapons increase and as the possible destructive potentials of modern weapons increase, the destruction of the world as we know it becomes a possibility. It is therefore imperative for all persons to be sensitised as to the desirability of conflict avoidance, conflict management, conflict resolution and peace-building. Ideally, as many as possible should be aware of these alternative procedures and as to the need to first attempt to seek peaceful means of resolution of any conflicts that may arise. The fact is that major armed conflicts have often had their genesis in misunderstanding between two or more individuals and groups. It is clear that these conflicts would have been averted if the disputes that gave rise to them were resolved through peaceful means. Nigeria is currently experiencing upheavals in various parts of the country. There are varied reasons for these situations, such as ethnic clashes, religious intolerance and border disputes, to mention a few. Irrespective of the category, it should be admitted that all the disputes could have been avoided if the conflict situations had been resolved before escalating (Alkali, 2004; Osaghae and Suberu, 2005).

According to conflict theorists, conflicts, whether political, communal, ethnic or religious, are often influenced or motivated by disparity, rather than similarity among the people, especially unequal ones. Karl Marx wrote in 1937 in the "Communist Manifesto" that "the history of all existing society is the history of class struggle." In other words, be it agrarian, feudal or capitalist society, conflict is constant because of class differences. Arguing from this perspective, one could say that conflict is inherent in human relationships. Although this perspective has gained momentum, especially among its adherents, it never suggests that every underlying relationship must be expressed with the same magnitude of hatred and jealousy,

neither does it suggest that such conflict cannot be minimised (Okpeh, 2006). As written by Elaigwu (2005), *"Every form of interaction among human beings and groups can generate conflict. Conflict is the spice of every state. It tests the fragility or otherwise of the state and creates the basis of future amelioration or adjustments. However, conflicts beyond certain thresholds are detrimental to the very survival of the state, precisely because they threaten the consensual basis of association."* Writing about the causes of conflicts, Elaigwu (2005) asserts that conflicts can arise due to many factors, among which are:

- i. actions which lead to mutual mistrust, polarisation of relations, and/or hostility among groups in apparently competitive interactions;
- ii. frustrations arising from unsatisfied human needs which may include psychological, economic, physical, social and other forms;
- iii. explosion of identity as groups begin to ask for greater participation and rights;
- iv. seemingly cultural incompatibility among groups with different communication styles; and perceived inequality and injustice expressed through competitive socio-political, economic and cultural frameworks. These factors are eminently important in the understanding of ethno-religious and political conflicts violence in Nigeria. At this point, it is important to highlight the historical antecedent of ethno-religious conflict and violence.

Violence could take several forms: physical, psychological, social, political, economic and even cultural. Violence involves threat or actual execution of acts which have actual or potential or capacity to inflict physical, emotional, or psychological injury on a person or a group of persons.

2.0 Historical Antecedent

Although the main concern of this paper is to discuss the roles, functions and responsibilities of security organisations in prevention, control and evaluation of religious cum ethnic violence in Nigeria, nonetheless it will be relevant to point out that ethnic and religious identities have positive aspects. They have proved helpful in mobilising local resources and self-reliant developments such as the establishment of religious educational institutions, the activities of hometown associations and unions in executing various development projects. It is for this reason that ethnicity has been defined as *“the employment or mobilisation of ethnic identity and difference to gain advantage in situation of competition, conflict or co-operation”* (Osaghae, 2001; 2005). In discussing the dynamics of ethno-religious conflicts, it is important to avoid the danger of distorting glasses and blinkers. Ethnicity and religious bigotry constitute historical cumulative phenomena. That is, no matter how new they may appear, current patterns cannot be adequately grasped if they are considered in isolation of the past. Ethno-religious conflicts and violence in Nigeria dates back to the pre-colonial era. The establishment of kingdoms (such as Oyo and Bini) and emirate (such as the Kano Emirate) involved subjugation of neighbouring communities or ethnic groups. The Islamisation of most parts of northern Nigeria and some parts of the south areas involved the waging of holy war on the communities or ethnic groups to be converted. Besides, boundary disputes between adjacent communities or ethnic groups are as old as the history of man. Again, intra-communal and inter-ethnic/religious tension and conflicts were intensified by the introduction of slave trade by callous European merchants (Akinwunmi *et al.*, 2006).

The establishment of the British administration brought an end to slave trade but introduced its own problems. By its policy of “divide and rule”, it deliberately set one ethnic group against the other under the guise of securing the right of each ethnic group to maintain its identity, individuality, nationality and chosen form of government. Under the policy of indirect rule, minority ethnic groups, particularly in the northern areas, were subjected to the rule of the powerful emirs, and to a large extent, to their religions with unavoidable resultant resentment. In an effort to douse the

agitation of southern elites against colonial rule, the imperialists considered it necessary to tilt the power equation in favour of the more accommodating northern political operators. Different systems of electoral laws operated as between the north and southern sectors. It is also contended by reputable scholars that the population figures they employed for each sector were manipulated. With the establishment of the federal form of government in 1954 and with the three major groups dominant in each of the three regions, a new phase of ethno-religious conflict emerged. To undo the other major ethnic groups in the power equation, each regional political operator supported (if not incited) minority agitation against the majority groups, while blissfully ignoring the same agitation within its own region.

The support of the government in power in the erstwhile Western Region for the creation of Midwest State in 1964 has been categorised by some writers as an act of practical political manoeuvre. Besides, there was intense rivalry between the three major groups to capture power in the centre. The period of the First Republic witnessed intensified rivalry among the three major ethnic groups and an escalating agitation of the minority groups against domination by the majority groups. It was becoming clear by the day that the northern power elites were not willing to surrender power, even where that involved brazen rigging of the general election of 1964. The period of the first military era – 1966-1979 – witnessed a devastating and destabilising civil war with untold suffering, loss of human lives and property and a great deal of dislocation of the civil society. It was all in an attempt to prevent the Igbo ethnic group, in particular, from quitting the federal arrangement. The corruption and blatant rigging of the 1983 general election terminated the Second Republic. Unfortunately, the succeeding military regimes, particularly from mid-1980s, was characterised by grinding poverty inflicted on the populace, oppression, corruption of unprecedented scale and consequential loss of faith in the Nigerian agenda by various ethnic and religious groups and individuals who were not within the orbit of power.

The transfer of power from the military to civilian in 1999 witnessed a rising spate of ethnic, religious and communal conflicts and violence

with devastating consequences on lives and property. "It seems as if decades of bottled up anger under military rule have suddenly exploded and found expression in violent ethnic, religious and communal conflicts... no fewer than 40 violent ethno-religious and communal conflicts were reported within the first three years of the return to civil rule in 1999" (Jega). The sorry picture is the emergence of ethnic militia (OPC, Egbesu, Bakassi Boys, etc.) of a scale unknown in the past. Again, the frequency of religious riots, fuelled by the introduction of Sharia law in a number of northern states painted a picture of a country on flame. The repressive and heavy-handed response of government to these violent conflicts did not help the situation. Recent developments, however, reveal that government is having a change of heart in the handling of these conflicts.

3.0 Phases of Ethnicity and Religious Identities in Nigeria

Ethnicity and religious identity may be manifested with diverse consequences. Individual actors may invoke their ethnic or religious connection to pursue personal ends such as securing uncreative government contracts or jobs, promotion and other undeserved favours. This situation shifts loyalty to the ethnic group or religious affiliation at the expense of loyalty to the state.

a. Intra- Ethnic/Religious Level

Conflict may arise within the same ethnic group or religious affiliates for various reasons. Inter communal conflicts frequently arise in respect of chieftaincy supremacy, demarcation of land areas, location of local government headquarters, sharing political power and on differences in matters of cultural, social and ritual practices among others. These conflicts assume major proportion with consequential massive destruction of property and loss of lives. Again, Islamic fundamentalists have wrought untold havoc on other co-believers in respect of doctrinal differences. Catholics and Protestants (of the Christian faith) have been at war in Northern Ireland for decades.

b. Inter-Ethnic/Religious Level

Within the context of ethnic conflicts, it may take the form of majority versus majority, majority versus minority, minority versus minority, and ethnic versus the state. Instances include Ife/Modakeke, Aguleri/Umuleri, Iju/Itaogbolu,

Ketu/Idamori, and Ikede/Aahe conflicts, among others.

c. Majority Versus Majority

The majority versus majority aspects relates to the incessant conflicts amongst the Hausa/Fulani, Igbo and Yoruba. This aspect of conflict is perhaps the most threatening as it often combines religious and regionalism. Each ethnic group has at one time or the other threatened to secede from the federation. Indeed, the Civil War was the direct consequence of the attempt by the Igbos to secede from the federation. The greatest contention is the sharing of political power. The Igbos and the Yorubas have been clamouring for a restructuring of the federal system on the basis of what they perceive as inequitable power equation. This shift of power to the South West has somehow assuaged these feelings though the Igbos are agitating for an Igbo president to balance the equation. Clashes have occurred severally in all parts of the federation among these majority groups.

d. Majority and Minority Conflicts

These can be traced back to the old regional arrangement where minority ethnic groups struggled to overcome domination, discrimination and assimilation by the majority groups. The creations of more states have minimised this pattern of conflict. Their desire to have a share in the power equation has been given expression in the delimitation of the country to six zones for power sharing purposes. The middle belt had been the hotbed of this pattern of conflicts. In the East, the brutality suffered by the minority groups adversely affects their relationship. Somehow, the South West is almost exclusively populated by the Yorubas.

e. Minority Versus Majority Conflict

The minority states have produced within itself "new majority" ethnic groups against which the "new minorities" struggle to liberate themselves. It provoked a clamour for further creation of states at the tail end of the military era. The current constitutional arrangement makes it very difficult (if not impossible) to realise such a hope. The "new majorities" includes Binis in Edo State, Tivs in Benue State, Igalas in Kongi State, Efik in Cross River, Ijaws in Bayelsa and Urhobos in Delta State. The bases of conflict are similar to those obtaining in intra-ethnic situation.

f. Inter-Religious Conflict

These are mostly between Christians and Muslims and they are particularly frequent in the Northern states especially with the introduction of sharia laws in recent years.

4.0 Some Major Political, Religious and Ethnic Violence since May 1999

After many years of military dictatorship, democratic governance was re-installed in May 29, 1999 in Nigeria. While some people saw the installation of democratic government in Nigeria as an opportunity for development and the time to harvest the democratic dividends, others saw it as an avenue to express their grievances. The democratic government also created new areas of conflict by the competition for political spoils (Mohammed, 2004) some of which were sponsored by the aggrieved elites in order to distort the process of governance thereby creating unnecessary tension. According to Internal Displacement Monitoring Centre (IDMC) (2006), ethno-religious conflict is endemic in Nigeria, with at least 10,000 people killed and hundreds of thousands displaced since military rule ended in 1999. The following are some of the politically and religiously motivated crises and violence since the inception of democratic governance in 1999 adapted from the work of Elaigwu (2005) and Human Rights Watch (2003).

- May 31, 1999: A carry-over of the violent clash between the Ijaw and Itsekiri communities, which had started under the military administration in Warri, Delta State.
- July 2, 1999: Ethnic clash between the Yorubas and the Hausa/Fulani residing in Sagamu, Ogun State.
- July 22, 1999: A spillover of the July 2 crisis in Sagamu. The Hausa targeted the Yorubas.
- April 14, 2000: Communal clash that started over the location of Local Government Council in Agyragu, Nasarawa State.
- May 4, 2000: Another round of communal clash between the warring communities of Ife and Modakeke in Osun State.
- October 17, 2000: A face-off between the militant OPC of Emirate system in Kwara State.
- October 18, 2000: Another face-off between the militant OPC and Hausa/Fulani in Ajegunle, Lagos.
- October 21, 2000: Ethnic crisis in Minna, Niger State after the OPC assault on the Hausa/Fulani in both Lagos and Ilorin.
- June 28, 2001: An ethnic violence between the Tiv and the Azara origins in Nasarawa State. It started as retaliation of the gruesome killing of an Azara traditional ruler and later spread to Tiv village.
- September 7, 2001: A serious violent ethno-religious crisis between the Muslim Hausa/Fulani and the Christian indigenes in Jos, Plateau State. It started as a politically motivated crisis between the Jasawa Development Association and Plateau Youth Council over political appointment in Jos North Local Government Council.
- September 15, 2001: A reprisal killing of northerners in Onitsha, Anambra State.
- November 2, 2001: The clash started on a political ground over the relocation of the local Government Headquarters that later resulted in ethno-religious dimension in Gwantu, Kaduna State.
- May 2, 2002: Political violence that followed the PDP wards congress but later took an ethno-religious dimension in Jos, Plateau State.
- Early March, 2003: Clash between armed supporters of the People Democratic Party (PDP) and the All Nigeria Peoples Party (ANPP) in Sokoto State.
- March 3, 2003: State Chairman of the ANPP reported shooting attack on him while in a vehicle in Ebonyi State.
- March 4, 2003: Clash between the PDP and ANPP after PDP State Governor's convoy was attacked in Edo State.
- March 6, 2003: Attack on ANPP senatorial candidate's convoy in Cross Rivers State.
- March 10 and 11, 2003: Peoples Democratic Party/All Nigeria Peoples Party clash in Kebbi State.
- March 11-12, 2003: Clash between PDP and Alliance for Democracy (AD) in Lagos State.
- March 15 and 16, 2003: Clash between PDP and ANPP supporters in Kebbi State.
- July 14, 2003: Communal clash in Ekpen, a community in war-ravaged Uvwie Local Government Council in Delta State. It was connected to political rivalry in the area.
- February 17, 2004: Politically triggered mayhem in Takum Local Government between supporters of the Peoples

- Democratic Party (PDP) and National Democratic Party (NDP) over local elections.
- May 1, 2004: Ethno-religious crisis that claimed over 650 lives in Yelwa, Shendam, Plateau State.
- May 12, 2004: Kano State crisis following Yelwa, Shendam ethno-religious crisis.
- November 10, 2004: Anambra political crisis where hundreds of armed youths stormed the state capital destroying properties.
- January 16, 2005: Religious mayhem between O'odua People's Congress (a Yoruba militant group) and Muslims over the erection of Ogun Shrine in a Muslim praying ground in Ipakodo, Lagos State.
- February, 2005: Clash between nomads and farmers over claims of invasion of farmlands and destruction of crops in Ringim, Jigawa State.
- February, 2005: Bloodbath caused by invasion of Ibidi and Odioma communities by armed men in military uniform in Odioma, Bayelsa State.
- March 5, 2005: Communal clash between Maruta Community in Jigawa State and Burmin in Bauchi State over relocation of market.
- May 11, 2005: A communal clash between the Guza and Mariri Communities in Lere, Kaduna State over relocation of a secondary school.
- June 2005: A renewed clash between Sunni and Shiite sects over use of mosque in Sokoto State.

Other violent conflict situations in Nigeria between August 2005 and March 2010 include the following:

- August, 20, 2005: (Isale-Eko, Lagos) No fewer than 30 Muslim youths were killed when members of the outlawed Oodua People's Congress attacked Muslims (Abolurin, 2010).
- March, 2006: A 'cartoon caricature' conflict broke out in parts of the north and south east. This was a controversy over the cartoon caricature of Holy Prophet Mohammed. This sparked uproar in the Muslim world creating images of the prophet which was considered blasphemous. In Nigeria, several states of the north and south-east went violent with hundreds killed

and millions worth of properties destroyed (Ibid).

- November 28, 2008: This crisis was rooted in the September 7, 2001 crisis on the indigene-settler question between the Berom and the Hausa which was not properly resolved. Churches and mosques were burnt and properties destroyed (Ibid).
- March 7, 2010 (DogoNahawa, Ratsa and Zot Massacre): On Sunday March 7, 2010 some people believed to be Fulani herdsmen stormed Dogo Nahawa and two other villages, Ratsa and Zot in Plateau State and killed hundreds of defenceless people, mostly women and children. It was a massacre too gruesome to bear (Ibid).
- March 17, 2010: Suspected Fulani militia hit Biye, a quiet village in Riyom Local Government Area of Plateau State, killing and maiming. Plateau State has been embroiled in a protracted crisis over alleged government suspected dichotomy between indigenes and settlers (Ibid).

5.0. The Military and Ethno-Religious Conflict/Violence

These issues are not new. Nigeria, since its independence in 1960, has experienced unstable attempts at democratisation. The country's attempts at democratisation over time have often collapsed due to factors directly related to the diversities and heterogeneity of the country. Most of the ethno-religious related crises stem from rival contestations for power and resources by factions of the civilian elite operating from ethnic platforms whose activities polarised the polity and threatened its corporate existence (Obasanjo, 2004). The Nigerian military came into the fray as a stabilising force to contain and conscript all autonomous manifestations of ethno-nationalism. As a result, the military dominated governance in Nigeria, for the most part of the country's independence between the years 1966-1979 and 1983-1999 repressing these ethno-nationalist tendencies and maintaining the unity of the country. The military was, however, not immune from the ethno-nationalist syndrome that had crept into every other aspect of life in Nigeria. Some sections saw the military as serving the interests of the north that dominated the officers' corps of the Nigerian military (Jega, 1998; Nwabufo, 2005). This perception, coupled with the military administration's poor management of the

economy and its institutionalisation of corruption, made it seem that the military regime was more a problem than a solution. It was on this backdrop and in a post-Cold War environment that helped pro-democracy groups, donor countries and development agencies push the country back towards democracy. Given this scenario, the Nigerian military class had no choice but to carry through the transition programme that eventually paved the way for democracy on 29 May, 1999.

6.0. Ethno-Nationalism

Ethnicity is the cultural characteristic that connects a particular group of people to each other. The concept is rooted in the idea of societal groups, marked especially by shared nationality, tribal affiliation, religious faith, shared language or cultural and traditional origin and background. Ethnic groups as "human groups (other than kinship groups) held together by the belief in their common origins, provide a basis for the creation of a community" (Mbaku, 2000:61). Here, the emphasis is placed on a set of beliefs not biological traits (race) or objective group characteristics (religion, language). However, ethnicity can be seen as referring to differences in language, religion, colour, ancestry and culture to which social meanings are attributed and around which identity and group formation occur (Nagel, 1995:443). Ethnicity can result from choice or ascription. Either an individual chooses to be identified with a recognised ethnic group, or membership in a certain ethnic group can be imposed on him by the greater society (Barth, 1969).

This implies that while individuals can choose their ethnicity, the choice must be acceptable to society. Ethnicity is a combination of individual choice and social imposition (Mbaku, 2001:61). Furthermore, ethnicity is not a permanent trait but a changing group characteristic, which means that the boundary of an ethnic group as a social category can change (Barth, 1969:17). Nationalism, on another hand, is an ideology that creates and sustains a nation as a concept of a common identity for groups of humans. Nationalism is intensified by the politics of exclusion and occurs when an ethnic group is politically mobilised. Therefore, nationalism is politicised ethnicity and manifests whenever a group of people feel particularly targeted for ill-

treatment or oppression, especially in a heterogeneous political system (Joireman, 2003).

British colonial rule over the territorial area that is today called Nigeria united the autonomous ethnic and cultural entities that had no prior contact with each other in any form before then. These entities had their own political systems, social and religious values distinct from each other (Okafor, 1997:1). The creation of a unified entity was purely for economic exploitation and the administrative convenience of the British crown. The political system that was adopted has not taken into consideration the most effective means of reducing the differences in social, political and economic development of these disparate groups, namely the accommodation of ethnic differences (Asia, 2001:14). The colonialists had little interest in the social, economic and political development of the country (Duruji, 2008:1-3). The administrative style adopted by the British created distrust, suspicion and cleavages, which resulted in rivalry among the major ethnic groups for the control of the soul of the Nigerian State, as manifested in several violent confrontations prior to and post the country's independence.

The indigenous people, which took over administration of the country after independence, did not do much to appease the demands of the various Nigerian groups into a positive pan-Nigerian aspiration. Instead, they continued with the colonial model of administration. Most of the policies undertaken were aimed at suppressing the development of ethnic consciousness perceived as challenging the legitimacy of the State. Though this approach succeeded in keeping ethnic agitation at bay during the era of military rule in Nigeria, the return to democracy in 1999 enabled the ventilation of trampled ethnic demands in the country.

7.0 Management of Nigeria's Ethnic Diversities

The heterogeneous nature of the Nigerian State and the problem it poses to nation-building is well recognised by its managers. Subsequently, policy measures to accommodate the diversities were implemented in the past to assuage feelings of marginalisation and contain deviant behaviour from aggrieved groups. Some of the policies were implemented by the colonial administration and continued by the Nigerian ruling elites that replaced them. Others were initiated by the

Nigerian ruling elites. Most of these measures are tokenistic and have not only failed to address the problem of ethnicity in Nigeria but have also complicated ethnic divisions in the country. Examples include the colonial policy of *Sabon Gari*, which sought to separate Nigeria's internal immigrants from one another, and the Native Authority system instituted to create ethnic citizenship of the urban areas by allowing each ethnic group to sustain its particular heritage in accordance with colonial interests. These colonialist policies were vital in creating new symbolic focus on ethnicity because it gave members of ethnic groups in urban areas a viable reference point for their ethnic identity (Nnoli, 2008). This closed up all avenues for cross-cultural interaction that could have promoted understanding among ethnic groups in the country. Similarly, the principle of federalism introduced in 1954 by the Lyttleton Constitution was a response to ethnic politics. It was initially meant to create centres for the three major ethnic groups (Hausa-Fulani, Igbo and Yoruba) to ventilate their particularistic issues within self-contained regional governments, but the minority ethnic groups, which were present in all the three regions, persistently complained of domination. To satisfy those agitations as well as weaken the regions to prevent the re-occurrence of Biafra, the military administration of General Gowon arbitrarily divided the regions into twelve states (Asia, 2001). This arbitrary multiplication of federation units was to be replicated by successive military administrations in the country to 36 states, plus a Federal Capital Territory of Abuja.

This arbitrary creation of states by the military only succeeded in perverting the structure of the Nigerian federalism and making it a source of tension. The 'federal character' principle introduced by the 1979 Constitution was designed to ensure the representation of various ethnic groups in the national decision-making process as a determinant of political behaviour. It is related to the quota system applied to ensure equitable distribution of resources and opportunities among the various Nigerian groups. However, the implementation of this principle tends to sacrifice merit for mediocrity, leading to disaffection among the populace. Imposition of the two-party systems in the botched Third Republic was a regulatory policy initiated by Ibrahim Babangida's military administration to prevent an ethnically-

based party system. The two political parties were facilitated by that administration to draw a country-wide membership support base. The goal for instituting a two-party system was to incorporate ethnic competition into intra-party struggles as against a battle between ethnic groups camouflaged in party competition as witnessed in the First Republic. In this way, it was hoped that the ethnic factor would be kept away from public consciousness (IDEA, 2000:96). This measure, however, had limited success going by the obvious outcome of the annulled presidential election of 12 June, 1993, but in the Fourth Republic, the formation and development of political parties has downplayed issues of ethnic identification as platform of support mobilisation as indicated in the dominance of the People's Democratic Party, which controls most of the elective offices cutting across all the geo-political regions of the country.

8.0 Challenges of Ethnic and Religious Violence in Nigeria

No claim is being made to identifying the cause or causes of ethno-religious conflicts, whether proximate, direct or remote, but we can at least itemise some effects of these conflicts/violence considering the following factors:

a. Political Factors

Perhaps, the most insidious of the conflict influencing factors is the role of political operators who invoke ethnicity and religious mobilisation to gain political relevance. Indeed, most of the ethno-religious conflicts can be traced to this cause. Unless something is done to check this anti-social practice, the Nigeria agenda may end up in failure as this category of evil men will stop at nothing until they have achieved their nefarious aim. Also included under political effects are the following:

- (i) Revisiting Territorial Disputes
- (ii) Population Displacement
- (iii) Competition for Power
- (iv) Competition for Resources
- (v) Weakening of Political/Traditional Structure of Authority
- (vi) Proliferation of Arms (Abolurin, 2010)

b. Economic Factors

Diverse claims over ownership or use of land, water and other resources and other tangible or intangible interests will continue to provoke conflicts between communities and ethnic groups.

Other economic effects of religious cum ethnic violence include the following:

- (i) Food insecurity
- (ii) Nutritional problems
- (iii) Restriction of access to humanitarian aids
- (iv) Loss of revenue from agricultural sector, energy sectors, tourism, etc.
- (v) Abandoned investments and places of work, leading to loss of revenue
- (vi) Decrease in population
- (vii) Scarcity of goods and services
- (viii) Poverty
- (ix) Resource competition
- (x) Unequal development, etc. (Abolurin, 2010)

c. Social Factors

As we have seen, disagreement over cultural, ritual and other social practices, as well as chieftaincy matters, may provoke violent conflicts, leading to devastating effects which may result in physical maltreatment and sexual harassment among others.

- (1) *Physical Maltreatments* include:
 - (a) Maiming
 - (b) Air pollution
 - (c) Land mines
 - (d) Desecration of land
 - (e) Kidnapping
- (2) *Sexual harassment* in form of rape, which can result in:
 - (a) Unwanted pregnancies
 - (b) Deformation
 - (c) Separation among husband, children and relations
 - (d) Stockholm syndrome
 - (e) Torture
 - (f) Death
 - (g) Psychological torture, which can lead to post-traumatic stress disorder (PTSD)
- (3) Education: Access to good education is denied. The education sector suffers a great deal during violent conflicts.
- (4) Health Services: Medical attention is inaccessible; medications are diverted, looted and destroyed. Victims end up losing their lives or contracting diseases (Abolurin, 2010).
- (5) Infrastructure: Basic facilities are destroyed and their replacement can be very costly.

8.0 Roles, Functions, and Responsibilities of Security Organisations in Prevention, Control, and Evaluation of Ethnic cum Religious Violence

Ethnic and religious violence, as a matter of fact, are a threat to the peace and security of the Nigerian State. As earlier mentioned, during such violent conflicts, there is a manifestation of disorderly show of power. As such, destructive conflicts threaten rather than consolidate a governance process. During such conflicts, different arms of security agencies intervene to curtail violence. As we know, the survival of democracy lies on security. Democracy cannot, and will not, thrive in an atmosphere of conflict, riot, disorder, civil unrest, etc.

In conflict situations, security agencies deploy more workforces to the 'hot spots' to safeguard lives and property, as well as maintain peace and order. During such situations, there is a pronounced increase in crime rate; as such, surveillance is mounted over infrastructures, sites, and projects in order to forestall anti-democratic forces in wreaking havoc on government properties.

Vehicles are allotted to these security agencies for intelligence and surveillance, stop and search, rescue and rehabilitation in addition to rapid response to emergency calls.

All these have an effect on the economy, religious, ethno-religious, and other forms of conflicts have devastating effects on human, capital, and material resources. Conflict/violence is a threat to the peace and development of any society. What then are the roles, functions and responsibilities of security organisations in prevention, control and evaluation of ethnic and religious violence? Some of the roles, functions and responsibilities of the different security organisations in Nigeria include the following among others.

1. Arrest with or without warrant, detain, investigate, and institute legal proceedings by or in the name of the Attorney-General of the Federation against any person suspected to have committed an offence or is involved in any: criminal activity, activity aimed at frustrating any government programme or policy, or riot, civil disorder, revolt, strike, or religious unrest.

2. Protect and defend the Federal Republic of Nigeria against domestic threats.
3. Maintain twenty-four hour surveillance over sites, projects, and infrastructures of the federal, state, and local governments in order to forestall anti-democratic forces from wreaking havoc on government properties.
4. Monitor and investigate and take every necessary step to forestall any act of terrorism and report same to appropriate federal security agency.
5. Provide necessary warning for the civilian population in times of danger.
6. Carry out rescue operations and control volatile situations.
7. Assist in the provision of emergency medical services, including first aid during any period of emergency.
8. Detect and demarcate any danger area.
9. Provide assistance to restore and maintain peace and order in distressed areas in any period of emergency.
10. Provide intelligence information on any matter relating to crime control, riot, civil disorder, strike, or religious unrest, or subversive activity by members of the public aimed at frustrating any government programme or policy.
11. Have power to arrange and mediate in the settlement of disputes among warring members of the public.
12. Assist in the decontamination and in taking of precautionary measures during any period of emergency.
13. Prevent crime.
14. Protect life and property.
15. Maintain public order and investigate criminal acts.

9.0 Conclusion

The foregoing account reveals the relevance and urgency of establishing appropriate machinery for conflict avoidance, conflict management, conflict resolution and peace-building. Conflict in an ethnically-diverse society like Nigeria cannot be unexpected. However, strong state institutions which could prevent or reduce the violent explosion of ethno-religious conflicts were lacking. The lack of strong institutions in Nigeria notwithstanding, the manner with which the managers of the state handle the ethnic agitations impacts on the corporate existence of the country.

The Nigerian State as an authoritarian contraption designed to serve the interests of the colonialists that created it and the factional elites that continued after them, lacks the impetus to acquire such characteristics. Overwhelmed by the magnitude of the problem, the civilian regime relapsed to the tactics and strategy of repression adopted by the previous military administrations. However, instead of mitigating ethno-nationalism in Nigeria, it has made it worse. The paper therefore advocates that for the ethnic conflicts and assertive agitations to be arrested, there must be justice and equity which can only be achieved if dialogue and discussion are openly encouraged. The state must become credible, accountable and transparent. The people individually and in groups must be the centre of developmental programmes. It must be appreciated that power belongs to the people and they must be given a free hand to elect the government of their choice at every general election. Through this effort, a deal on equitable framework for the governance of the country with substantial support from the people at the grassroots can be brokered and this would ultimately ensure the survival of the state and its fledgling democracy.

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**SECURITY IN
EDUCATIONAL AND
SOCIAL ENVIRONMENT**

COMMUNICATION STRATEGIES FOR PREVENTING ETHNIC AND RELIGIOUS VIOLENCE IN NIGERIA: PROSPECTS AND CHALLENGES

Abigail Ogwezzzy-Ndisika

Introduction

There has been complex and incessant range of ethnic and religious crises resulting in outbreaks of violence in Nigeria, a country which accounts for one-quarter of West Africa's human population and has 250 ethnic groups (IDP, 2008). Although there seems to be lack of clarity on the causes of the crises, some say it is politics cum religious, others say land interest, while others believe that the distinction between indigenes and settlers and their implications are at the heart of the conflicts (Higazi, 2010 and IDP, 2008).

Politically, the north-south dimension of outbreak of violence intensified following the cancellation of the results of the June 12, 1993 elections by the military rulers. The Yoruba saw the cancellation of the results of the elections, which was won by a Yoruba man, as the climax of a series of injustices perpetuated by the northern power elites, hence, it is a relatively recent development (IDP, 2008).

Although the cancellation of June 12 1993 presidential election is a cause, the rate has however increased. IDP (2008) argued that ethnic violence in Nigeria has increased sharply since 1999, following the introduction of democracy, which is characterised by more open conflicts and the emergence of increasingly militant groups. The emergence of militant ethnic groups, it argued, has fuelled violent crises. According to IDP (2008), "One of the factors fuelling communal violence has been the emergence of increasingly militant groups, such as Oodua People's Congress (OPC), a pro-Yoruba organisation, Ijaw youth groups in the Niger Delta (although the Ijaw Youth Council says it espouses non-violence) and the Arewa People's Congress (APC), formed to protect the interests of the Hausa-Fulani in the north." Clashes in November 1999 between Hausa and Yoruba as a market in Ketu district in Lagos resulted in at least 30 casualties. The disturbances were blamed on the OPC, which denied that it was involved.

From a religious perspective, media reports revealed that membership of the Boko Haram sect is mainly drawn from university drop-outs, a pointer to the fact that it is more of a class problem spearheaded by people who do not have access to education or have a career, not discounting the fact that religion thrives on emotion. So, the ability of religious leaders to drive their emotions, and also superimpose their views that death in a holy war is an automatic passport to heaven, promotes easy growth of fundamentalists, and is responsible for the upsurge in violence that has caused real alarm throughout Nigeria.

In some northern states, such as Nassarawa, Benue, Taraba and Plateau (June, 2002), some of the causes of outbreak of violence in Nassarawa State are related to a mix of ethnic, economic and land issues; Benue State – ethnic, political or economic, or having to do with the indigene/settler issue; Taraba State – mainly involves the Tiv, Jukun and Fulani ethnic groups and revolves around political, land, demographical or indigene/settler issue; Plateau State – mainly related to the indigene/settler issue reinforced by religious tensions. Furthermore, in August 2008, communal clashes in Akwalbom State were over the control of a parcel of land; and in neighbouring Ebonyi State, clashes between the Ezza and the Ezzillo communities in a feud over land in July 2008 forced thousands of villagers to flee. So, land disputes, lack of employment opportunities for youths result in their recruitment into militia groups (economic) (IDP, 2008). Essentially, ethnic and religious violence experienced in Nigeria relate to disputes over land, traditional rulership, political authority, and fears of domination and marginalisation, and the dichotomy between "settlers" and "indigenes" are the root causes of the conflicts. The next sub-section examines some violent ethnic and religious conflicts.

Ethnic and Religious Violence in Nigeria: Insights from Jos Crisis and Boko Haram

Jos Crisis: The conflict between Jos indigenes and the Hausa-Fulani started over 200 years ago and has assumed different dimensions. It was prompted by the incursion into Jos by the Hausa-Fulani, which the indigenes vehemently opposed. Later, it took the form of frustrating the attempt of the Hausa-Fulani to be recognised as indigenes. In modern times, this manifests in the denial of indigeneship certificate and jobs in government establishments to the Hausa-Fulani. Ever since the crisis turned political and religious, Jos has not known peace. The political dimension was induced by the division in 1991 of the old Jos Local Government into two – Jos North and Jos South, which the indigenes perceive as an attempt by the then military administration to offer the Hausa-Fulani part of Jos. The division put the Hausa-Fulani in the majority in Jos North, which has its headquarters in Jos metropolis, while the indigenes are in the majority in Jos South, which has its headquarters in Bukuru on the outskirts of Jos. The religious dimension naturally evolved from the fact that the Hausa-Fulani are mainly Muslim, while the indigenes are mainly Christian. It is incredible that a mere dispute between indigenes of Jos and the Hausa-Fulani settlers over ownership of Jos was left to degenerate to a calamitous level.

Given the religious and ethnic dimensions the crisis has assumed in recent times, there is the likelihood of its going on endlessly and even spreading to other parts of the country, if not checked. In fact, there has been occasions in the past when the killing of members of one religious sect or an ethnic group led to reprisal attacks in other states. Hence, the crisis appears unending! Recently, there has been a resurgence of violence in Jos, which has resulted in the death of several residents. Also disturbing is the brutal manner in which some of the killings were carried out: victims were either set ablaze or their throats and abdomen cut, or gunned down. Other evidence of violence is the magnitude of the casualties in the lingering crisis, the sporadic shootings as well as the burning of churches, mosques and residential houses (*Nigerian Compass*, 2011:10).

Boko Haram: The Boko Haram sect, otherwise referred to as “Nigerian Taliban”, emerged in 2004

when it set up a base, dubbed *Afghanistan* – in Kanamma village in Yobe, on the border with Niger, from where it attacked police outposts. Its membership is reported to be mainly drawn from university dropouts, to wage war against Western education. Since its membership is mainly drawn from university dropouts, then it is more of a class problem spearheaded by people who do not have access to education or have no career. The spread of the “Nigerian Taliban” view is not unconnected with the fact that religion thrives on emotions, so the ability of religious leaders to drive their emotions and also superimpose their views that death in a holy war is an automatic passport to heaven is also responsible for the upsurge in violence that has caused real alarm throughout Nigeria. The fundamentalists at various times have plunged the nation into chaos under the guise of religion.

For instance, about 180 persons were killed and many others seriously injured in the early hours of Sunday 26th July, 2010, following a renewed religious crisis in Bauchi State by the Islamic fundamentalists, popularly called Boko Haram, which was said to have been campaigning against anything Western, claiming that its adherents were not allowed by the Bauchi State Government to publicly practice their religion, as well as win more souls to the sect. From media reports, it was learnt that members of the sect had been planning a demonstration in Bauchi for a long time but were not given the chance because of fear by government that their doctrine, if allowed to be preached publicly, would cause religious crisis, considering the fact that the teachings were completely contrary to those of other Islamic sects as regards peaceful co-existence. Furthermore, it is because their religious leader Mohammed Yusuf, also known as “World War”, now reported dead, believed that Western education negates Islamic teaching.

As a matter of fact, the recent violent crisis in some states in the north, occasioned by the Boko Haram sect, has taken its toll on lives and properties. The horrific scenes of killings, deaths and dead bodies beamed by the media across the world when security forces struggled to quell the violence in some cities of the northern states have left many Nigerians traumatised. In fact, the scale of destruction and fatalities is huge. The high death rate from this mayhem is an evidence of security

lapse, while the use of mainly university dropouts and other unemployed young persons is a manifestation of social discontent from idleness, unemployment and poverty.

At the moment, many lives are still at risk and parents/guardians of youth corpsers serving in the north are jittery despite government's control of the situation. Apart from this, people are worried that it may spread to the south, which is dangerous to national cohesion because it now appears that nobody is safe if everything acts out fully. It was alleged that a mosque in Gombe, popularly known as *Jankai Mosque*, now demolished, served as a recruiting centre for members of Boko Haram, apart from housing scores of Talibans who arrived Gombe. Prior to the demolition of the mosque, locally made arms, military uniforms, boots and other security paraphernalia were seized during a raid on the mosque. Does this discovery point to any security lapse? Why were the security agencies powerless in preventing the Boko Haram threat to peace and security?

Again, the spread of the mayhem to other states questions the effectiveness and efficiency of intelligence agencies in uncovering the training camps of religious fundamentalists because Adamawa, Bauchi, Kano, Plateau and Sokoto states are quiet to religious crises. Also, the discovery in Jankai Mosque after the Boko Haram sect struck may point to security lapse. However, it may also not be unconnected with the fact that when the State Security Service (SSS) raised an alarm earlier on the Boko Haram sect, it was ignored. So, it was more of a case of intelligence failure because intelligence report was not acted upon; not because there was no alarm, but because the government did not heed the early warning signals from security agencies. In fact, nobody knows how many more of such reports that were ignored. So, the nation is paying for a divorce between intelligence and real occurrence, with the outcome of the religious violence. So, what is the essence of maintaining security agencies when their reports would not be acted upon? Or is it an indication that top people with political objective were behind the

crisis and would have used it as an avenue to take over the state so that we gradually become Afghans?

Notwithstanding, Islam promotes love and peace, so this mayhem by the Boko Haram sect questions the sect's understanding of Islam as a religion.

The above cases are worrisome. They show that the country, especially the northern states, have been going through revolving ethnic and religious intolerance, even from indigenous ethnic groups and sects, which is intra-religious and traditional, and religious leaders have failed to check their followers; and the states, too, sometimes appear incapacitated in checking the problem. Achieving this requires different interventions part of which is the communication intervention.

So, apart from the government, both federal and the affected states, taking far-reaching steps, such as generating employment to keep idle youths engaged, since most of the people recruited to fight holy wars are mainly from the streets, not people with professions, security agencies keeping tabs on the fundamentalists to avoid regrouping, and the generality of Nigerians shunning ethnic and religious or any other form of crisis because of its negative impact on national development, and reporting any suspicious movement to security agents for preventive security to curtail further spread of the unrest, restore law and order, and prevent a reoccurrence, there is the need to develop communication strategies for preventing ethnic and religious violence in Nigeria. For effectiveness, communication should target all participants such that all would be responsive. Achieving this requires an appropriate communication framework. To this end, this paper turns to examine the Assessment, Communication Analysis, Design and Action (ACADA) model designed by the United Nations International Children's Emergency Fund (UNICEF).

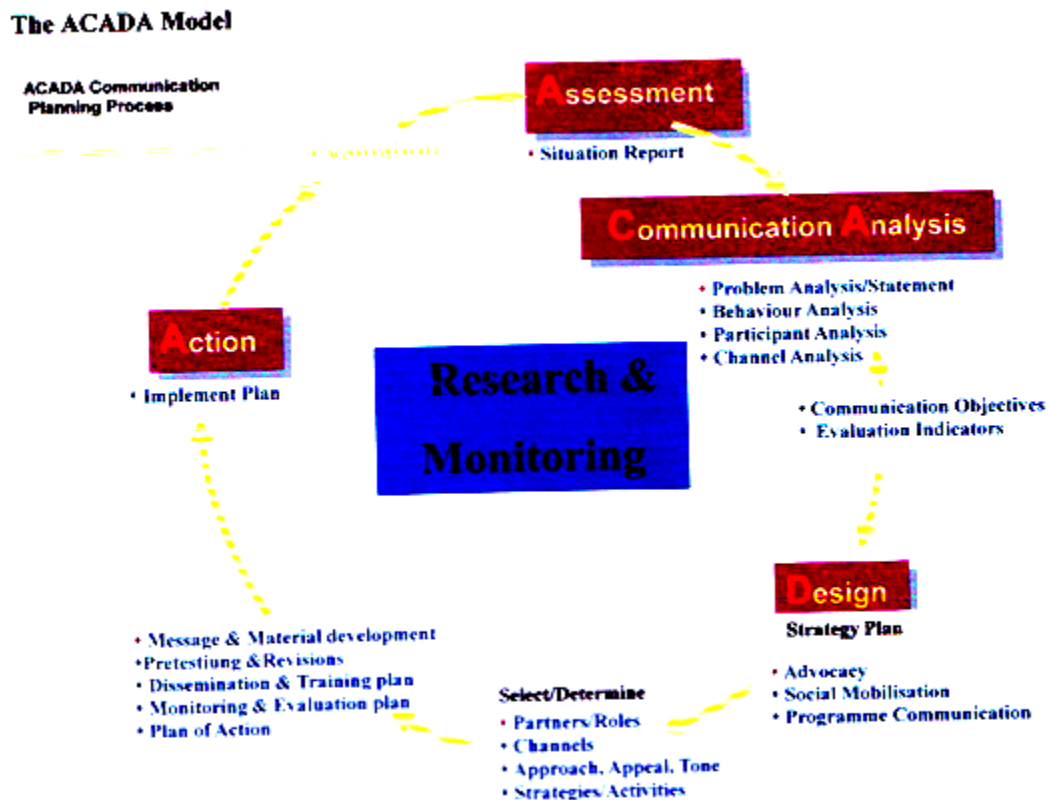


Figure 1: The ACADA Model

Source: UNICEF

Since violence is a development issue, effectively communicating it falls within the domain of strategic or development communication. Development communication is communication with a vision based on a clearly defined strategy designed to achieve specific goals and objectives. It emphasises research and planning and operates through three main strategic approaches – advocacy for political commitment and resource mobilisation; social mobilisation for participation and ownership, and programme communication for changes in knowledge, attitudes and practices (UNICEF, 2001), hence, the ACADA communication planning model provides the framework for analysis.

According to UNICEF (2001:9), it is “based on the widely used Triple A Planning Cycle (assessment, analysis and action) as modified to suit communication planning needs. Its circular format emphasises the reiterative nature of planning.” ACADA model is a framework which presents a step-by-step process in communication planning. It assesses the situation (Strength – achievements, successes and weaknesses – gaps and missing

information of interventions, lessons learned, issues and problems; delves into communication analysis (problem analysis and statement; behaviour analysis, participant analysis, channel analysis), which would help in identifying the communication objectives and evaluation indicators. It also presents the design (advocacy, social mobilisation and programme communication) and, finally, action.

Addressing Behaviours that Promote Ethnic and Religious Violence in Nigeria Using ACADA

There are sundry participants and behaviours that promote violence. For instance, diversion of security gadgets, which could be a function of bad governance, then poor knowledge, attitude and practice of religion. This means that different communication objectives, strategies, messages and contents are required to address problem of behaviours of various participants (Owens-Ibie, 2005).

On strategic approach and key audiences, advocacy is for leadership support (policy and resource allocation and utilisation, social

mobilisation, alliance building for broad-based ownership by the media, NGOs, relevant agents, CBOs, women/youth organisations, economic organisations, community, political/religious/traditional leaders and administrative authorities; programme communication for people in their reproductive age, males and females including their influencers and care givers (Webber, 2005).

Looking at the message's appeal and tone, the informative approach using persuasive communication is recommended for advocacy; educative and empowering for social mobilisation; and individuals, which ACADA model stated that the strategy is programme communication, a collective approach that is humorous and serious is recommended (Webber and Ogwezzy, 2005).

Some of the communication materials suggested for use are advocacy kits, editorials, features and commentaries, basic leaflets, fact files, posters/billboards and flip charts for face to face, for social mobilisation; and leaflets, jingles, drama and songs for programme communication (Webber and Ogwezzy, 2005).

At the rural level, Webber and Ogwezzy (2005) asserted that key sources of information are village development committees, mass media, extension workers, peer groups leaders, Imams and pastors, town announcers, folk media, teachers, youth groups. These should be employed for increased knowledge needed for positive behaviour of the rural populace on preventing violence.

Developing Communication Strategies for Preventing Ethnic and Religious Violence in Nigeria: Prospects and Challenges

The current cutting edge in ensuring sustainable development through communication support services is planning and communicating programmes aimed at promoting the rights of both the primary and secondary target audiences by strengthening institutional capacity through the development of appropriate communication packages to facilitate behaviour change at government, institutional, individual, household and community levels. Achieving this requires a broad-based partnership aimed at developing a more systematic social structure, at both the national and sub-national levels for policy analysis and implementation (Owens-Ibie, 2005).

Communication, therefore, is crucial in facilitating both detecting and dissemination of early warning signals and response time during an outbreak of violence. Communication is not done in a vacuum; it involves channels and materials which are determined by the type of communication. The type of communication Webber and Ogwezzy (2005) suggested for use in communicating violence prevention shows that both interpersonal communication and mass communication are involved. The two types of communication have their prospects and challenges.

On the prospects, Webber and Ogwezzy (2005) stated that interpersonal communication (one-on-one) responds to personal questions and needs. It identifies and fills information gaps; it is flexible and persuasive; it supports behaviour change process, legitimises, reinforces and sustains new knowledge, attitudes and behaviours. Again, the duo stated that group communication is interactive, explains details and responds to questions and doubts; builds consensus, legitimises messages, addresses rumours and misinformation, provides support for attitude change and sustenance of new behaviour. Mass media, at the same time, gives information a sense of importance and legitimacy, reinforce messages, encourage and pressure others to join.

Despite the prospects of interpersonal communication (one-on-one and group), it is labour intensive, can only reach few people at a time, and messages can be distorted or omitted. Also, there is the possibility of introducing the communicator's bias and, hence, inaccurate messages. While the challenges in the use of mass media for communicating reproductive health rights issues include limited interaction with the audience; questions of personal nature cannot be easily responded to, personalised persuasion is limited, flexibility is limited, and response to audience feedback is also limited (Webber and Ogwezzy, 2005).

The question at this juncture is, since both interpersonal and mass communication have weaknesses, which is the way out? Moemeke (1989) cited in Ogwezzy (2005), buttresses the suggestion of Webber and Ogwezzy (2005). He recommended a combination of media for effective communication. According to him, not only are two media better than one for effective

communication, a combination of mass and interpersonal communication is better than using one alone.

Summary, Conclusion and Recommendations

Effective communication support for the prevention of violence aims at improved knowledge and skills, fostering community dialogue, ownership and action. These are not without challenges. Although a core challenge in preventing violence in Nigeria is reaching the rural populace with information, services and support, to empower them towards reduced violence, the paper concludes that prevention of violence can be achieved through effective design, implementation and evaluation of communication support. The components of communication support include advocacy, social mobilisation and programme communication (behaviour change communication). Essentially, the ACADA model should be adopted in communicating prevention of violence in Nigeria.

It recommends that to effectively communicate prevention of violence in Nigeria, priority target audiences (primary and secondary) should be identified; multi-media channels should be used for information dissemination to effectively reach the audience. Again, to enhance the achievement of communication objectives, each type of communication (mass media and interpersonal) should employ communication support materials and channels (print and electronic).

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TRANSFORMING OPPRESSION AND INSECURITY INTO SYSTEMIC PROSPERITY

Dele Olaotan

1. Introduction

The prospects of transforming oppression and insecurity into systemic prosperity was broached in the Afronomics Proposal submitted by this writer to the late Professor Emeritus Isaac Ayinde Adalemo, Professor of Geography and former Deputy Vice Chancellor of the University of Lagos in 1981. The genius Professor Emeritus saw it as a fundamental challenge to the process of knowledge and therefore subjected the proposal to a multi-disciplinary research study that was accomplished 40 years later in 2021.(1).

In 1985, this writer had to travel to meet Professor Adalemo while on sabbatical leave at the University of Iowa in the United States of America in order to appraise the progress of the great research. It was during the visit that the Professor received the appointment of the University of Lagos to serve as the Deputy Vice Chancellor. This was at the time Professor Oyewusi Ibidapo-Obe, Professor of Engineering Systems, was the Managing Director of the University of Lagos Consultancy Services. In the same 1985, Professor Adalemo invited Professor Ibidapo-Obe another genius to join in providing academic mentorship for the great research. Professor Emeritus Oyewusi Ibidapo-Obe eventually became the Vice Chancellor of the University of Lagos and the founding Vice Chancellor of the Federal University in Ebonyi State.

In April 1992, the Afronomics research project made up its debut when this writer was invited to make contributions at the all important International Conference on the Interdependence of Human Rights and Economic Development in Sub-Saharan Africa - A Blueprint for democratization in the 21st Century held at Lincoln University, Pennsylvania, USA.(2) The overwhelming applause awarded the project at conference affirmed its universality and therefore after the conference, the project name was changed from Afronomics to Prosperity Management. This was desirable more so in order

to save the project from unnecessary Afrocentric connotation.

In 2005, the two Emeritus Professors with this writer co-founded the Development & Empowerment Society International (DESI) in order to facilitate the research to its logical conclusion.(3) Professor Emeritus Isaac Ayinde Adalemo eventually became both the President of the Institute of Security at the University of Lagos as well as President of Development & Empowerment Society International (DESI) that facilitated the research. Professor Emeritus Ibidapo-Obe was also Vice President of DESI from 2005 until the time of his passing on January 3, 2021.

The great research produced a new discipline known as PROSPERITY MANAGEMENT aimed at the sustainability modeling of Economics with the prospect of transforming oppression and Insecurity into systemic prosperity.

2. The Vicious Circles of Oppression-insurgence-revolution

Humans are always at the vicious circles of revolutions emanating from oppression. History shows that in spite of changes in rulership from country to country, oppression remains.(4) Oppression is explained as a malicious or unjust treatment or exercise of power, often under the guise of governmental authority.(5)

In extreme cases, oppression and conflict may lead to ethnic cleansing, as occurred in Cyprus, Palestine, Bosnia, or Sudan; and even to genocide, as horrifically witnessed during the Nazi extermination of Jews, and in more recent times in Cambodia and Rwanda. (6)

Revolution is an instrument of change and often an attempt to promote equality and to combat oppression. The Encyclopedia Britannica defines vicious circle as a repeating situation or condition

in which one problem causes another problem that makes the first problem worse.

The primary problem is oppression or predation. This primary problem leads to a breaking point of enough-is-enough agitation, rebellion, insurgency, uprising or war. The process eventually results in a revolution. However, revolutions have in most cases always failed as an instrument of change to promote equality and combat oppression, instead, they have tended to produce a repugnant vicious circle. Similarly, governments around the world have taken more positive steps to forestall insurgency and uprising that could lead to revolution through increased militarization.

3. Incapacity of Economics Philosophy

The shortcomings of Economic philosophy have been articulated in recent times. In spite of the height of human knowledge today, economic ideas for human survival have not been appropriately and adequately modeled after the pattern of sustainability that ordained the universe, of which the planet Earth and its humanity is an integral part. As a result of this inadequacy, man has essentially become destructive in the pursuit of his self-seeking nature. Essentially, the gain of one person is the loss of several others, while the happiness of one person is the sadness of several others in a survival of the fittest struggle.

Basically nonexistent knowledge could not have been applied by rulers. This explains why at the onset of philosophy over twenty five centuries ago, Thrasymachus in Plato's Republic said: "I say that justice is nothing else than the interest of the stronger.... The different forms of government make laws democratic, aristocratic, tyrannical, with a view to their several interests. These laws, which are made by them for their own interests, are the justice which they deliver to their subjects, and him who transgresses them they punish as a breaker of the law, and unjust. This is what I mean when I say that in all states there is the same principle of justice, which is the interest of the government.(7)

Thrasymachus is therefore frequently portrayed as an early version of Niccolò Machiavelli who argues in *The Prince* that the true statesman does not recognize any moral constraints in his pursuit of power. Machiavelli was thus established as a teacher of wickedness.(8)

A distinguished Professor of Economics at the University of Illinois writing on the Secret Sins of Economics, Deirdre McCloskey, "The progress of economic science has been seriously damaged. It is all nonsense, which future generations of economists are going to have to do all over again. Most of what appears in the best journals of economics is unscientific rubbish. They are vigorous, difficult, demanding activities, like hard chess problems. But they are worthless as science.(9)

In the same vein, Professor Frederick August Hayek in his Nobel Prize Lecture in 1974, titled 'The Pretence of Knowledge' admitted: "On the other hand, the economists are at this moment called upon to say how to extricate the free world from the serious threat of accelerating inflation which, it must be admitted, has been brought about by policies which the majority of economists recommended and even urged governments to pursue. We have indeed at the moment little cause for pride: as a profession we have made a mess of things."(10)

4. The Effect of Revolution on both the Oppressor and the Oppressed

History has shown that revolution is a double edged sword that has harmed both the oppressor and the oppressed. For the oppressor, it had resulted in his inability to attain and retain sustainable greatness and mightiness as ordained in the sustainability modeling of the universe. More than all of these, it had resulted in the development of political divisions and polarization in both developed world and underdeveloped world of which Bill Gates recently warned could mean disaster of civil wars. (11) While for the oppressed, it had resulted in unending political turmoil which had pushed the countries concerned to the precipice of failed states. Here, two outstanding examples of revolutions will be given to demonstrate the assertion very clearly. The first is the American revolution of 1775 - 1783 as it involved Great Britain, while the second example is that of Haitian revolution 1791 to 1804.

American Revolution 1775 - 1783

The American Revolution was an extraordinary political and military struggle waged between 1775 and 1783 when 13 of Britain's North American colonies rejected its imperial rule. The

protest began in opposition to taxes levied without colonial representation by the British monarchy and Parliament. As the political disagreements grew, they triggered a perpetual cycle of defiant acts and punitive laws that led to open rebellion. With the assistance of France, the American colonies were able to defeat the British, achieve independence and form the United States of America.(12)

The case of Great Britain represents a clear example of contradiction of self-interest and non-attainment of sustainable greatness and mightiness. By the year 1919, Great Britain had reached her full height as the greatest empire in history. For over a century, she was a foremost global power. She held sway over numerous countries and territories. According to the British Historian, Stuart Laycock, out of the 193 countries that are currently UN members, the British invaded or fought in the territories of 171, which is about 90 per cent.

The first setback for Great Britain came from colonised America. The predatory exploits of King George III of Great Britain and his ruling team were vehemently repelled by colonised America. Consequently, the American war of independence was fought as a necessity. The Americans won the war and declared their independence from Great Britain in 1776.

It appeared that the American experience had set a model for all other colonies to follow. Accordingly, one after the other, the rest of the colonies agitated and secured their independence from Great Britain.

Notwithstanding the perilous exploration undertaken by Great Britain to achieve greatness, the knowledge gap of how to achieve sustainable greatness has forced the greatness being sought to wane to a level of unimaginable smallness. Today, Great Britain, a former foremost global power has been reduced to the United Kingdom.

Let us suppose that the knowledge existed at that time that Great Britain could sustain her mightiness by investing in the integration of all the colonies into systemic prosperity, her mightiness would have known no bounds today.

After independence, the general pattern in the former colonies, particularly in Africa, is that the powerful elite predated, oppressed and usurped virtually most of the resources needed for the overall development of the general population for their personal aggrandizement. Therefore, the vicious circles of oppression-insurgency-revolution has become a common phenomenon.

Haitian Revolution 1791 - 1804

Haiti was the first independent nation of Latin America and the Caribbean, the second republic in the Americas, the first country in the Americas to abolish slavery, and the only state in history established by a successful slave revolt.

Before the revolt 1791 to 1804, Haiti was a striving and prosperous agricultural economy established by the French. The economy based mainly on slave labor grew sugar cane, coffee, the dye indigo, cotton, tobacco and many exotic spices which were in high demand in Europe and Asia. The planters produced the goods but were prohibited from processing the crops in the colony itself. Thus all the goods were shipped to France and processed there. From the processing plants French merchants spread out to the whole of Europe and near-Asia creating a booming economy for France. Another huge portion of this economy was the slave trade itself.

However, the French by default, cheer wickedness and carelessness or so allowed the number of slaves to grow without any concern and within a 100 years of colonial rule had arrived at a very dangerous 10-1 ratio of free to slave population. In 1791 there were approximately 500,000 slaves and about 50,000 free people. Some 30,000 of those free people were people of color, both black and mulatto.

In the midst of the French Revolution (1789-99), slaves, maroons, and free people of color launched the Haitian Revolution (1791-1804), led by a former slave and the first black general of the French Army, Toussaint Louverture. After 12 years of conflict, Napoleon Bonaparte's forces were defeated by Louverture's successor, Jean-Jacques Dessalines (later Emperor Jacques I), who declared Haiti's sovereignty on 1 January 1804. Jean-Jacques Dessalines himself was assassinated in 1806. (14). (Ever since, the country has suffered cycles of violence, invasion, repression and

revolutions for most of its subsequent history up till now.

In her 200 turbulent political history, Haiti recorded innumerable assassinations and overthrows. Today, the explosion of gang violence engulfing Haiti has caused famine, forced hospitals to close and pushed the country to the precipice of a failed state.

In addition to these outstanding examples, Wikipedia also lists out major countries that have experienced coups. Coups are also a form of revolution involving blood baths. Nigeria equally had her full experience of revolutions through coups and counter coups:

January 15–16, 1966: Chukwuma Kaduna Nzeogwu overthrows Abubakar Tafawa Balewa

July 29, 1966: Yakubu Gowon overthrows Johnson Aguiyi-Ironsi

July 29, 1975: Murtala Mohammed overthrows Yakubu Gowon

February 13, 1976: Buka Suka Dimka led a failed coup that resulted in the death of the head of state Murtala Mohammed

December 31, 1983: Muhammadu Buhari overthrows Shehu Shagari

August 27, 1985: Ibrahim Babangida overthrows Muhammadu Buhari

April 22, 1990: Gideon Orkar failed to topple president Ibrahim Babangida

November 17, 1993: Sani Abacha overthrows Ernest Shonekan. (15)

One of the adduced reasons for military intervention in Nigeria's politics was the politicization of the Nigerian Army. The Nigerian army was seriously politicized to the extent that appointments and promotions were based on tribe and political sentiments rather than seniority and merit.

The military saw that each of the 3 political parties - NNDP, AG and NPC was indirectly fighting for the interest of their personal tribes/regions. So that was the reason why they should take over power and correct the problem as regional and tribal based political parties caused so many crisis and killings in the country.

Corruption was also a major causative factor for the frequent military intervention in Nigeria. Politicians became so corrupt and the economy of the country was mismanaged. The wealth of the country was spent recklessly and this encouraged incessant military coups in the country. However, in spite of the several intervention of the military, corruption did not reduce in the country and it appeared that the military didn't actually wanted to stop corruption and simply wanted to take power into their own hands.

Hence, the actual reason could be adduced to the political ambition of military itself.

There were pockets of crises that also led to military takeover in 1966. Some of these were the Action Group Crisis of 1962, Creation of Mid Western Region, Inflation of population census 1962/63 figures and Western Region Election crisis of 1965.

In spite of the intervention of the military in Nigeria politics since 1966 and involvement until now, Nigeria, a once prosperous nation at the onset of military rule in 1966 is now a heavily indebted nation in 2023 to the tune of N77 trillion left behind for the incoming administration. (16)

5. Sustainability Modeling of Economics

The prevalence of oppression has been traced to the incapacity of Economic philosophy. This means that even under rulers with very good intentions, the incapacity of Economic philosophy will continue to lead to the vicious circles of oppression-insurgency-revolution. The simple truth is that rulers can only apply existent knowledge and the existing knowledge of Economics could not take care of everyone. In other words, with the application of Economics as it is everyone can not be happy and this is a basis for oppression.

However, a point of transformation has been achieved in the course of the great research through the sustainability modeling of Economics.

Sustainability modeling of Economics began with an outside of the box rethinking of a new concept of sustainable grass roots development which sees the planet Earth and its humanity of 8 billion members as an integral part of a self-organizing, self-sustaining and ever-bugeoning universe.

In this outside of the box thinking a set of system sustainability laws that organizes the entire universal system incorporating innumerable trillions of stars and planets (conservatively estimated at not less than 10 sextillion (10,000,000,000,000,000,000,000)) for automatic sustainability and systemic prosperity was discovered. The system-sustainability laws are functionally responsible for giving every star and planets of the universe an identity in terms of its definite role, definite location and definite relations with all the others.

The adaptation and replication of the universal model in the human situations would systematically enlarge the scope of traditional Economics to give identity to each of the 8 billion human occupiers of the planet Earth, in terms of the definite occupational role, definite location and the definite relations with all the others. Such an adaptation would de-myth money and redesign the money system in order to make money the servant of the creation and protection of real wealth. This would be the harbinger of a new economic paradigm capable of improving everyone's quality of life, while living within environmental boundaries.

6. Prosperity Management, its Contents, Institutions and Implementation Strategies

The whole process of adapting and replicating the system sustainability laws in the last 40 years has produced a specialized discipline for the sustainable development of the grassroots population, known as PROSPERITY MANAGEMENT.

Prosperity Management is made up of 10 subject areas, namely:

- i. Universal Pattern of Intelligence
- ii. Occupational Roles Economics (ORE)
- iii. Appropriate Technology
- iv. Integrative Accounting System/Foundation Banking
- v. Legislation/Science of the Laws
- vi. Integrated Land Management/Environmental Planning.
- vii. Political Science/Responsibility Management
- viii. International Relations/Prosperity Diplomacy
- ix. Development Support Communication

x. Integrated Development Programs

Overall, the new discipline applies the universal pattern of intelligence to effect synergistic harmonization of diverse human contradictions and self-destructiveness. Examples of such synergistic harmonization are vices with virtues; predation with protection; corruption with morality; greed with contentment; machiavellism with honesty and ingenuity. It also applies the universal pattern of intelligence to make such synergistic harmonization perpetually profitable in order to meet the self-seeking nature of man through holistic integration of the totality of economic phenomena and pragmatic institutionalization.

Such holistic integration and pragmatic institutionalization empower the great and mighty men and women of this world to become sustainably greater and mightier by optimally harnessing the wellbeing of the hitherto oppressed majority grassroots population, through the operation of a universal investment regime.

It facilitates the application of the system sustainability laws to rework traditional Economics. This is also called the sustainability modeling of Economics. The purpose is to develop a new economic paradigm that works for everyone by giving each one an identity in terms of his or her definite location, definite role that has definite relation with all others in the community; thus empowering them to take responsibility for their lives and living in the Automatically Sustainable Community - AUTOSUCOM as invented in Prosperity Management.

Holistic Integration refers to the integration of the totality of economic phenomena. This means that the totality of happiness and basic needs is integrated into the totality of occupational roles among the members of a community. The totality of development envisaged is integrated into the totality of strategic investments necessary. The totality of demand is integrated into the totality of supply. The totality of consumption is integrated into the totality of production. The totality of expenditure is integrated into the totality income. Totality of purchases is integrated into the totality of sales. The totality of loans is integrated into the totality of savings. The totality of imports is

integrated into the the totality of exports. While the totality of social liabilities and losses envisaged is integrated into the totality of savings or premiums prearranged.

Occupational Roles Economics also deals with pragmatic institutionalization that outlines the institutions necessary for the actualization of the holistic integration of occupational roles and how the institutions will self-finance themselves. Vital institutions are the International Institute of Prosperity Management - IIPM; Facilitators of Sustainable Communities International - FASCOMI; Community Integrative International - COIN International; COIN Microfinance Bank - COMB; Integrated Land Trust Management Plc - ILTM; and Food Security & Essential Logistics Plc - FOSEL.

Prosperity Management facilitates a comprehensive study of technology and equipment makers all around the world to ensure that every member of the community has access to appropriate technology in order to achieve culturally indigenous industrialization in accomplishing delineated occupational roles. In this endeavor, one organization has been practically helpful. The organization, Kompas International with presence in more than 70 countries around the world creates a global market that brings buyers and sellers of technology blueprint, equipments and machineries together.

Prosperity Management also introduces the Integrative land tenure system. The focus is to ensure that every member of the community has access to land in accordance with his or her delineated occupational role with the community. In an Integrative Land Tenure system total land required for the development of a given people are acquired with the support of the government and the owners are settled through a universal investment regime. Earth moving equipments are then deplored to rework and settle the land for aesthetics and beauty and also in order to forestall erosions or other ecological problems. The land is then held in trust for members of the community by the hierarchy of institutions of Prosperity Management. Before now, land owners in rural Africa either sell their land for basic survival or their lands are compulsorily acquired by governmental authorities. In both cases,

indigenous land owners are dispossessed of their land and remained perpetually poor and impoverished. Now, land vendors whose lands are acquired for building an automatically sustainable community AUTOSUCOM have priority of inclusion. This means that land owners sells virgin land and with their new financial status buys back well organized land with the privilege of investing in the infrastructures of the emerging AUTOSUCOM.

It is noteworthy to remark that the systematic application of the system-sustainability law in upgrading pattern of human intelligence in Economics and institutions would naturally lead to the evolution of the ultimate political system referred to as integrated democracy or integrated democractization of the totality of occupational roles. In the emerging integrated democracy, party politics is completely a misnomer but rather, the new watchword is politics of interest groups participation. Political parties are now seen as deliberate and ignorant institutionalization of conflicts and contradictions of people who essentially must work together as a team for the progress of a polity. In the new political dispensation, political science would also include responsibility Management which makes it possible for the ruler to hold every segment of the polity responsible for the privileges enjoyed, instead of the ruler gullibly holding himself responsible for the actions and inactions of the various tiers of the polity.

Development Finance for Sustainable Development

It was a welcome development that J. P. Morgan led the unparalleled initiative to establish The J.P. Morgan Development Finance Institution (JPM DFI) in January 2020. The purpose was to mobilize finance in support of the UN Sustainable Development Goals (SDGs) in emerging economies.

It is also heartwarming that the value of investible resources controlled by institutional investors alone is estimated at \$154 trillion, far more than what is readily available to public sector lenders.(17) Governments now seek to “crowd in” private investment in the developing world via financial structures that “de-risk” investments in ways that will attract the much larger sources of private capital.

What this amounts to is that the sustainable institutions of Prosperity Management could easily raise \$2trillion from the huge resources available to the DFI global institutions to implement Sustainable Development not only for Nigeria or Africa, but for the whole of developing world.

For Nigeria, the emergence of Prosperity Management at this time is a huge relief with the N77 trillion debt burden incurred by the outgoing government, which now calls for 124% of yearly earnings to service debt repayment. It means that a parallel private window of Prosperity Management can be applied to create .5 to 2 million jobs in every state of the 36 States of Nigeria as a target for the next 5 years.

7. Conclusions

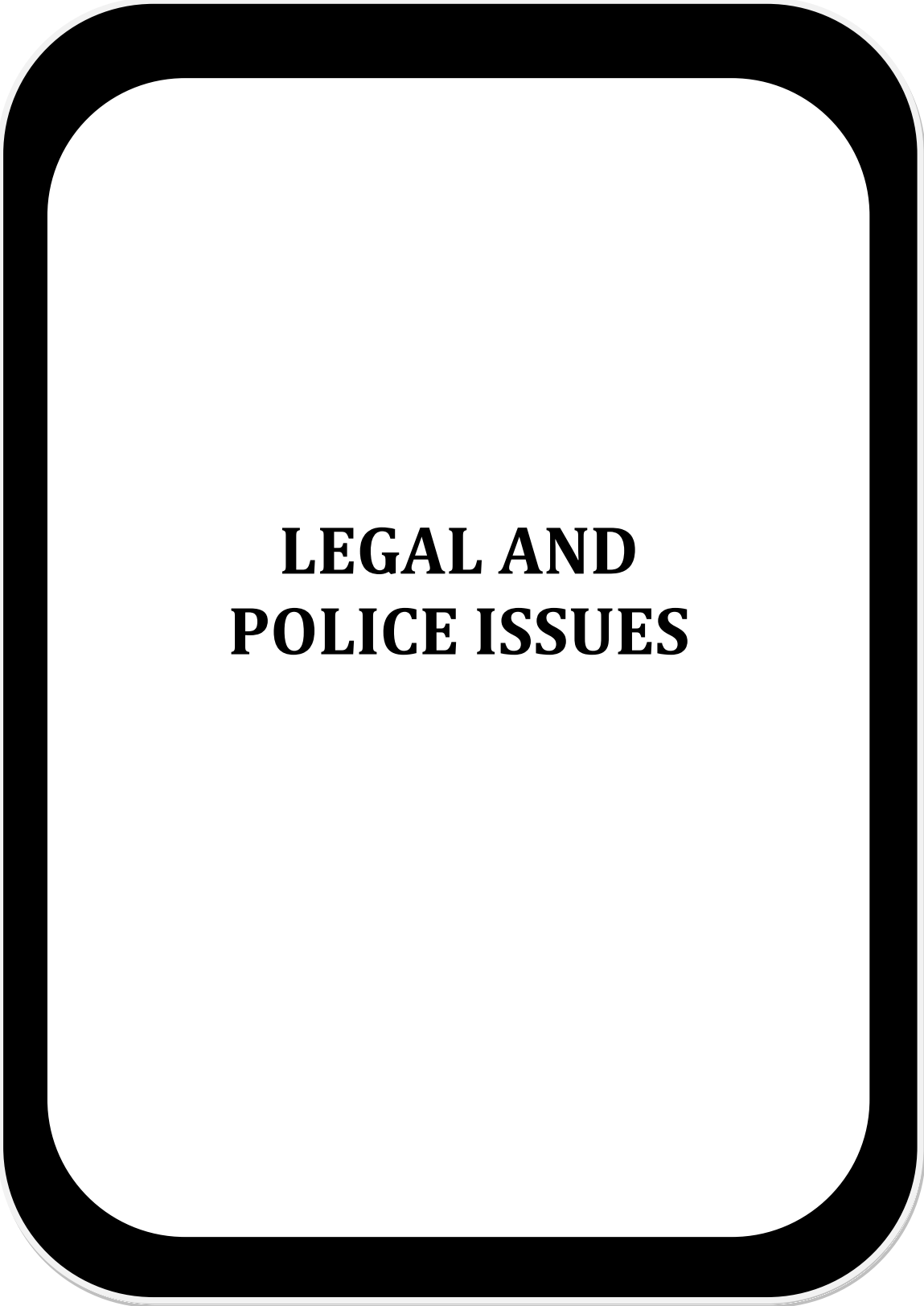
In his foreword to the publication: PROSPERITY MANAGEMENT, Catalyst Knowledge for Automatic Sustainability and Systemic Prosperity, shortly before his passing, the President of DESI, Professor Emeritus Isaac Ayinde Adalemo said: "The Prosperity Management Invention is now ready for Implementation after 40 years of dedicated research study. As a global project, the invention must now be bestowed as our durable legacy for posterity. This endowment is to be bequeathed through a University or consortium of Universities to a new institution, the International Institute of Prosperity Management IIPM. In this connection, nominations are now being sought for the best minds that Africa and the rest of our world have produced to join as Co-Founders of the International Institute of Prosperity Management."(18)

With the response of development finance to the SDGs and the refinement to knowledge offered by

Prosperity Management, the SDGs could now be automatically implemented in the third world purely as a profitable business model with a modest seed money of \$2trillion. May it please all those who are genuinely interested in the development of Nigeria, Africa and the third world to come together to establish the International Institute of Prosperity Management for the implementation of the Automatically Sustainable Community - AUTOSUCOM invention as a global project beginning with a model demonstration in Nigeria.

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LEGAL AND POLICE ISSUES

POLICE PROFESSIONALISM FOR ENHANCED SERVICES IN DEMOCRATIC ENVIRONMENT

Adebayo Akinade

ABSTRACT

Nigeria has a palpable security challenge. Crime has become so pervasive that the country is ranked among the high-risk countries to live and work in (<http://lagos.osac.gov>). The high incidence of crime and insecurity in the country portends danger for the peace, progress and development of the country. This is because security is a key consideration by any investor wishing to invest in any country. The citizens also need peaceful and safe environment to be able to attain their social, economic and political dreams. The police whose duty it is to provide security have consistently admitted that they are handicapped because of a combination of factors among which are: lack of resources, poor government support and poor conditions of service resulting in ill-motivated, ill-trained and ill-equipped workforce (NPF, 2008). Other reasons for the poor performance of the Nigeria Police include corruption and the fact that they are alien and structurally distant to the people they are supposed to police (Okafor, 2007). The police are expected to render professional police work in order to attain their objectives. The paper will interrogate attributes of police profession and practice. The issues to consider in this paper is to determine to what extent we could consider some of our police personnel as specialised experts and professionals in police practice in view of the poor performance and unprofessional services which the public widely complained of. The paper will examine the basis of police professionalism in Nigeria Police Force. The challenges facing police practice is critical. There is the need to examine further the significance of these challenges. The paper will discuss all that is needed to exploit the universality police needs. The future of police profession needs to witness sound researches culminating in new principles and knowledge in security and policing. There is an urgent need for effectiveness and internal efficiency which is central to the essence of police system and practice in Nigeria.

Keywords: Police Professionalism, Democratic Environment, Nigeria Police

1.0 INTRODUCTION

The Police is charged with the responsibility of protecting lives and property and ensuring safety and well-being of all citizens. They perform these services through detection and apprehension of criminals and the prevention of various crimes in the society.

These basic duties are set out in Section 4 of the Police Act, (Cap 35 laws of the Federation of Nigeria, 1990 and it provides:

The Police shall be employed for the prevention and detection of crime, the preservation of law and order, the protection of property and the due enforcement of all laws and regulations with which they are directly charged and shall perform such military duties within or outside Nigeria as may be required of them by or under the authority.

According to Odekunle (1979) "the central objective of policing are:

- (a) To provide security, or at least a social and psychological feeling of security, for a majority of citizens in a majority of places, and for most of the time.
- (b) To prevent, control and combat criminality whatever and by whoever.
- (c) To maintain public order and peace.
- (d) To render assistance and service to all citizens needing or requiring security, and
- (e) To favourably symbolise the law and the government by always upholding the rule of law.

Odekunle (1979) has suggested certain yardsticks for measuring successful policing.

- (a) Effectiveness (e.g. fewer or reduced criminal victimisation, higher proportion of crimes known to the police cleared by arrest, increased recovery of stolen property, higher rates of arrests which result in

- conviction, lower traffic accident rates, faster response time to reports/complaints).
- (b) Responsiveness (e.g., higher citizen perception of safety from crime, higher citizen ratings of police performance in general, higher citizen ratings of specific police activities, higher citizens ratings of specific aspects of police conduct such as honesty, integrity, courtesy and fairness).
 - (c) Equity (i.e., with reference to egalitarian distribution of "protection" to all sections of the population).
 - (d) Efficiency (i.e., with reference to cost and benefit analysis of population" output relative to monetary, human and material input).

The force was saddled with various police duties and extra-police functions. Section 4 of the Police Act regularised the functions of the Nigeria Police Force as:

- a. Prevention and detection of crime.
- b. Apprehension of offenders.
- c. Preservation of law and order.
- d. Protection of life and property.
- e. Enforcement of all laws and regulations with which they are charged.
- f. Military duties within or without Nigeria as may be required of them.

In order to discharge their numerous functions, the police in Nigeria are accorded wide powers by law. For example, Nigeria police have powers:

- To take measures to prevent crime;
- To investigate crime;
- To prosecute suspects;
- To search properties and persons in order to prevent crimes, detect or investigate crimes, apprehend offenders, and collect evidence for prosecution;
- To grant bail to suspects pending investigation or arraignment in court;
- To serve summons;
- To regulate processions and assemblies.

Small (1984) observed that the Police Force has dual role to play in a given society. They are expected to protect the Constitution of the society of which they are employed and perform other relevant duties in this regard. While on duty, they should endeavour to avoid pressure from special interest groups, since that will reduce public confidence, without which their job could become

not only difficult but also make conviction almost impossible. He further opines that police work is difficult and very sensitive, that this may be connected with why most people usually monitor the activities of policemen more than other government agents.

Kennedy (1994) opines that policing a multicultural world is a key challenge to the police, that this challenge is compounded by contradictions inherent in maintaining public order on the one hand, and sustaining the freedom and wish of other members of the society.

Hampton (1960) opines that the influence of globalisation, coupled with the new culture of economic and political alliance, etc., have continually put to critical test the role of the institutional systems for law and order. He mentioned that the growing crises of law and order, the rising spate of crimes in the society, and crisis of unity among different cultural and religious groups noticed in various parts of the globe are pointers to the objective shortfall in the performance of the police force vis-à-vis the order maintenance responsibility.

Hampton was able to establish a linkage between police, crime and order. According to him, the failure of police reflects on the state of the crime statistics and public order as well as generates fear and insecurity, thereby creating a crime-prone society. Palm (1979) asserts that the police was established to guarantee a crime free society. Viergiver (1995) asserts that the development of the police has been largely influenced by the demands of society for relief from problems that cannot be solved in another way or totally solved. He maintained that if one commits crime, and everyone behaved reasonably, the need for a sophisticated police force would not arise at all. But since the above condition is difficult to attain, there will always be need for the police. Accordingly, Bunyard (1978) opines that the basic objectives of the police have not radically changed since their inception. He maintained that what has changed is the way in which the force has responded to these objectives. Gillan (1988) observes that the duty of the policeman in the contemporary world is no longer restricted to acting as watchman and detectives, but has also expanded to include crime prevention by teaching people how to safeguard their own property, and the rule of law in order to divert them from

breaking the law. However, Bunyard maintained that the resources at the disposal of the police and their implications for result-oriented policing cannot be reconciled. This he claimed was as a result of the absence of an acceptance gauge or construct with which to measure crime prevention.

Tamuno (1970) maintained that the circumstances and situations in which the police perform their duties make it a rather hard process to evaluate the entire process of law-and-order maintenance. He opines that a number of persons may be resentful of the police but the society is generally handicapped to actually assess the extent to which the police perform its duties effectively. That the public expects much from the police which is ill-equipped to actualise its set goals. He believes that a change of attitude of people towards the police would also imply a spontaneous acquisition of wonderful records and scores for the police and that for police to be effective and result-oriented, good public relations must be established.

Okere (1994) believes that most of the problems faced by police in carrying out their duties arise primarily from the fact that members of the police force are part and parcel of the society they police. This makes effective maintenance of law and order to be very problematic since the factors, which affect the host society do not spare the police force. Ozo-Eson (1994) believed that the aftermath of poverty, mal-distribution, and inequality in access to the good things of life creates a crime prone society. That unhealthy competition brought about by social aims and aspirations can become so pronounced that those who cannot cope are forced to fall out and develop disrespect for society and its values, which in turn can lead to a kind of alienation, desperation and crime.

Alemika (1994) and Nweze (1997) have argued that the society creates the crime which the individual commits and that the Nigerian society, like every other society where inequality exists is prone to criminal activities. Alemika views this condition as a contradiction that a society which produces the objective conditions for crime should turn around to expect the police to prevent or reduce the level of crime. Similarly, Mbosowo (1994) maintains that policing a crime-infested society is an enormous task for the Nigeria Police

Force and that the social system in Nigeria is fraught with influences which may destabilise and cause disorder. He also maintained that little should be expected from the police under the prevailing limiting situation. This limiting and frustrating situation are evident in the level of force equipment, the involvement of its personnel in criminal activities.

Anderson (1979) argued that crime is inevitable and ineradicable in most societies. To him, crime prevention and order maintenance would be a Herculean task for an ill-equipped police, partly because the price for a crime free society will be too high to pay in terms of resources and the administrative requirement. Again, the role of crime detection involves a given probability that it will deter people from committing crime and provide society with the opportunity to deal with the offenders as it deems fit, thereby helping to exonerate innocent persons, recover stolen property and satisfy a desire for revenge. The effectiveness of the police on crime prevention and detection are measured by some level of insecurity and public disorder. Undetected crimes in the society impinge negatively on the entire society.

2.0 POLICE PURPOSE, POWER, MISSION AND SOCIETY

The 1999 Constitution provides that the members of the Nigeria Police Force shall have such powers that may be conferred upon them. The Police Act provides for such powers and duties. The police have the power to arrest any offender and the power to detain and search the offender. They also have the power to take the fingerprint of the offender, search his property and to conduct prosecutions in courts of law. The powers bestowed upon them are very expansive but they must be exercised under the law.

The Police Act states that the police are employed for the preservation and detection of crime, the apprehension of offenders, the preservation of law and order, the protection of life and property and the due enforcement of all laws, regulations with which they are directly charged and shall perform such military duties within and outside Nigeria as may be required of them, by or under the authority of this or any other Act.

Law enforcement involves measures taken by the police to prevent breaches of criminal law, to

apprehend crime suspects and to restrain them in custody (if need be) to bring offenders to court for trial or prosecution and to assist the court and prisons in executing conviction or sentencing dispositions.

But order maintenance entails public order policing or the preservation of the status quo and public peace; deployment of police personnel and resources towards the suppression of oppositions and threats to the government and to the prevailing modes of political, economic and social organisation. This is so vital to the political and economic power-holders in society that the goals of order maintenance is simultaneously pursued through coercive (via police, military, prisons, tribunals courts, etc) as well as by means of persuasion, ideology and indoctrination and socialisation within the family and other social institutions such as religious and professional bodies, social and cultural associations, political parties, etc.

According to Alemika (1992) *"All over the world, the police are servants of government, assembled, trained, deployed and rewarded for enforcing the law and maintaining order in society. He further opined that the police are guardians of social order. As an institution, the police force, helps to preserve, fortify and maintained the prevailing social order and are hardly catalyst for its change"*. Thus, when a social order is oppressive, exploitative and unjust the police preserve it by suppressing and defusing demand for democracy and elimination of oppression and injustices. Similarly, in a democratic, just and equitable society, police serve as vanguard for social democracy, human rights and socio-economic justice. The message therefore is that the role and performance of police are dependent on the political and economic structures of society.

FUNCTIONS AND POWERS OF THE POLICE IN NIGERIA

(I) Preventive Methods

Preventive measures are employed by the police to forestall or reduce the opportunity or avenue for committing crime. This is in appreciation of the fact that it is cheaper to prevent crime than to detect it. The methods usually employed include:

- Feasible operational method of checking the menace of criminals;

- Surveillance on building and suspected criminal individuals. This method affords the police the Motorised patrol and foot patrols, including highway and border patrols. This remains the most opportunity to collate intelligence on criminals;
- Cultivation of information: Information is the key to all policing functional activities. There is need to continuously gather intelligence reports about criminal individuals and associates, receivers of loots, operational hideouts, targets, and mode of operations. Information is vital and investigation must regard everyone they come in contact with as a potential source of information. Information received through this medium is useful in planning strategies to combat crime. Cultivating informers is an essential part of police duty and this is achieved by building relationship as well as developing rapport with members of the public with good intention to assist the police, criminals in police custody and victims of criminal activities. Every investigator has a moral, professional and ethical obligation to safeguard the identity of an informer. Failure to do this may result in death, injury or intimidation for the informer and/or his or her family. As a general rule, an informer should not be exposed unless he or she has agreed (for example, if he or she is willing to give evidence in court).
- Decoy methods are strategies employed by the police to destabilise the set plans of the criminals. This is sequel to intelligence gathered on the activities of the criminals and their preparedness to commit crime;
- Covert operations are undertaken by the police to forestall criminal activities by criminals who are oblivious of such operations until they are apprehended;
- Raiding of criminal hideouts to apprehend criminals and recover arms and ammunition;
- Arrest and interrogation of suspected criminals;
- Simulation of crime situations: the police create scenario by engaging in some activities aimed at selling dummies to criminals who mistake such actions for real life situation and unwittingly expose their identities;

- Police-Public cooperation aimed at assisting the police in tracking criminals. Such cooperation includes volunteering information to the police on criminal activities, forming vigilante group to complement police efforts and creating security awareness in the neighbourhood; and
 - Inter-Service/Agency cooperation and sharing of information on criminal activities.
- (3) Arrest the suspect(s).
 - (4) Recover stolen property.
 - (5) Present the best possible case of the prosecutor.

CRIME DETECTION AND CRIMINAL INVESTIGATION ASPECT OF THE POLICE

Crime detection is the discovery, identification, and analysis of criminal evidence as a means of law enforcement. The responsibility of law enforcement agencies is to detect crimes, apprehend the perpetrators, and provide evidence that will convince judges and juries that the perpetrators are guilty beyond a reasonable doubt. To accomplish these aims, a variety of methods are used, including reconstructing the crime, collecting physical clues, and interrogating suspects and witnesses.

Black's Law Dictionary, 6th Edition, defines investigation as "the process of inquiring into or tracking down through inquiring". The investigator's duty is mainly to consider whether or not an offence has been committed under the law. In achieving this goal, the investigator can tap valuable information/evidence from various scientific facilities available to him. Scientific aids are not only valuable in gathering evidence but imperative for the successful prosecution of criminal cases. Scientific investigations demand clear cut answers to questions that are lucid, reasonable and verifiable; for example, why is grass green?

a) GOALS OF CRIMINAL INVESTIGATION

Criminal investigations are now conducted in Nigeria at Local Government, State and Federal levels in accordance with the dictates of the law. The conduct of an investigation is governed by information obtained from people, records, and physical evidence. Victims or witnesses still provide the bulk of facts as to when, where, how, why, and by whom the crime was committed. Criminal investigation is conducted in order to:

- (1) Determine if a crime has been committed.
- (2) Legally obtain information and evidence to identify the person(s) responsible.

b) DETECTIVE OPERATIONS

Police crime detection is an important part of police work. Every police organisation has the detective division of a police department. This important division is charged with solving, or clearing reported crimes. According to police tradition, a detective or investigator interviews the victim of the crime and any witnesses; collects evidence and processes the crime scene (searches the scene of a crime for physical evidence, collects the evidence and forwards it to the police laboratory for analysis). The detective or investigator also conducts canvasses (searches of areas for witnesses); interrogate possible suspects, arrests the alleged perpetrator, and prepare the case with assistance of the district attorney's or prosecutor's office for presentation in courts.

The detective generally begins an investigation upon receipt of an incident report (complaint report) prepared by the officer who conducted the initial interview with the victim. The incident report contains identifying information regarding the victim's details of the crime. Identifying information regarding the perpetrator(s) or a description and identifying information regarding any property taken.

As the detective begins the investigation, he or she maintains a file on the case using follow-up reports for each stage of the investigation. The incident report and the follow-up reports are generally placed in a case folder and serve as the official history of the crime and its investigation. The case folder is then used by the prosecutor to prosecute the case in court. (To prosecute means to conduct criminal procedures in a court of law against a person accused of committing a criminal offence. The people performing this duty are generally called prosecutors).

c) SURVEILLANCE

One of the oldest ways of detecting criminal activity is through surveillance. This method is used when it is likely that a crime will take place at a specific location or when certain persons are suspected of criminal activity. The first situation

usually is handled by fixed police observation known as a stakeout; the second circumstance may require mobile observation as well, perhaps on foot or by automobile. Some situations may call for aerial observation (using aircraft) or electronic procedures (using surveillance equipment that monitors electronic communication).

The observation method must be legal. Surveillance techniques, for example, may include placing personnel in strategic locations and equipping them with optical aids, such as binoculars or scopes with the capacity to detect an object illuminated only by moonlight, or with electronic devices, sensitive to a conversation taking place at a considerable distance. Where a possibility exists of invasion of privacy, a court order is required to make the police action and the information obtained acceptable at a trial.

Allied to surveillance are covert or undercover observations which usually are confined to activities such as gambling, dealing in narcotics, and other major organised crimes. Informants are the source of much useful information in investigations; they may be citizens motivated by civic duty or sometimes, criminals motivated by self-interest.

d) INTERROGATION

The information needed to further an investigation must be obtained from people who have some significant knowledge concerning the crime. Witnesses or victims are interviewed, and suspects are interrogated. Eyewitnesses to a crime are often asked to identify the perpetrators, although identification errors have prompted psychologists to explore the processes and pitfalls of memory, recall, and recognition. Experiments under controlled conditions indicate that jurors will convict four times as often if eyewitness testimony is offered, even when the visual acuity of the witness is discredited. Eyewitness identifications, therefore, must be considered carefully, and the credibility of the identification must be tested to ensure that error is unlikely.

Interrogation is used when the information sought is not readily forthcoming, perhaps because of hostility or guilt. Often some key to the solution of a crime, such as the location of the weapon in a murder case, is known only to the perpetrator. Without information provided by the suspect, a crime may go unsolved. Legal safeguards against

abuse now surround this process. Before using any information obtained from an interrogation, the court must be assured that the suspect was advised of his or her rights. If proper legal procedures are not followed, any evidence obtained is inadmissible in a trial.

The police force is trusted with the responsibility of preserving lives and property and police are expected in the society to maintain general social order and security.

The modern, professional police role involves not only sensitive and humane attitudes, but also a variety of activities:

1. The community service activities which care for the lost, confused, sick, distressed, and destitute, and which deliver such persons to a safe and helpful person or agency.
2. The community education activities which assist the community to understand the various enclaves and sub-groups, and which help the community to identify those factors which detract from community liberty, safety, and social justice.
3. The peace-keeping activities which manage emergencies and conflict in a fashion that always protects citizens' individual rights, that always observes due process, and that assists citizens to solve problems that are beyond their ability to cope with.
4. The crime control activities which promote security by wise and prudent enforcement of the criminal law. At one time, in the history of American police, this activity is seen as the totality of the police role, and some superannuated criminal justice personnel retain such a myopic concept even today.

3.0 POLICE PROFESSIONALISM: Conceptual Clarification

There is a great deal of debate among scholars regarding any definition of "what the police do, and how they do it." As Sir Robert Peel, founder of the British system of policing, succinctly puts it, "The basic mission for which the police exist is to reduce crime and disorder." (Sutor, 1976, 68). The five basic primary responsibilities of the police include (Bittner, 1970): enforcing laws, providing services, apprehending offenders, preventing crime, and preserving the peace (order maintenance).

Police professionalism requires a refocusing on the communities the police serve. Any measure of police effectiveness today includes citizen satisfaction. The culture of policing has historically viewed the public as not supporting and respecting of the police. Bridging this gap between the community and the police is conceptually known as community policing - the strategy of increasing police presence in the community, and thus forming a partnership with the community served (Kelling, 1988). Community policing reflects upon the original police mission: partnerships, proactive problem solving, community support, and cooperation. Under this model, the police are more than mere law enforcers, they are expected to prevent crime, solve crime, and help community members' deal with pressing social issues in their respective neighbourhoods. This umbrella term refers to both community-oriented policing and problem-oriented policing (Office of Community Oriented Policing Services, 2002).

Success in attaining professionalism demands commitment to public service, organisational (individual and department) expertise, and the realisation that the police have a responsibility, must be dedicated, to "serve and protect." Police officers serve society. Society is diverse, and training must reflect this diversity. Officers must be proficient in both duty and function. The objective of professionalism is to better prepare law enforcement officers in that mission. The very tenets of professionalism dictate that only those who "qualify" are allowed entry into a profession. Professionals have a duty to each other as well. All professionals must maintain standards of performance and a sense of service. Every profession, at one time or another, falls short of established ideals in professionalism. Policing is no different in that respect. However, is the status of professionalism beyond the realm of the achievable in the field of policing?

The professionalism in policing could be defined, measured, and achieved by meeting the nine pre-established criteria.

Professionalism in policing is viewed as a recognised indicator and predictor of police effectiveness nationwide.

It should also be noted that the terms 'policing' and 'law enforcement' are often used in the public sector, interchangeably. In common usage in the criminal justice field, a police officer is always a law enforcement officer, but a law enforcement officer is not always a police officer.

The key elements of policing relevant to the conceptualisation of both a profession and professionalism are highlighted below. The true professionalism in policing can be achieved with the following attributes as conceptualised:

- high standards of recruitment and selection into the police service;
- formal education requirements into police service;
- formal professional training and certification;
- mandated (periodical) specialised training and in-service training;
- Police officer's empowerment to perform professional duties;
- formal police policies (departmental) for operations and function;
- community policing (commitment and service);
- accreditation of professional performance.

The actual police professionalism, and hence effectiveness, can be attained, i.e., a better police agency, by meeting these nine established criteria. The intent of this model is that law enforcement agencies will be able to benchmark with other law enforcement agencies for comparison and evaluation of services. Jim Ball (2008) states *"...professionalism is not just about appearance, ethics, and a code of conduct. Professionalism is about having a lifetime dedication and commitment to higher standards and ideals, honourable values, and continuous self-improvement. Professionalism is a built-in guidance system for always doing the right thing, and always standing tall for what you believe..."*

Thus, professionalism in policing is more than just accountability, the clearance rate, or amount of crime in a given jurisdiction. Professionalism in policing infers agency effectiveness. Police effectiveness implies a better and more productive police officer, and likewise, a more efficient and professional law enforcement agency. Police professionalism is equated with better-educated, highly-trained, rule-oriented police officers. It is not only what the police do, but how they do it.

Profession, professionalisation, and professional are all extremely ambiguous words; much of their stubborn imprecision hinges on their confusing and sometimes incompatible multiple connotations. There is, though, no other word in the English Language which can be used to represent an occupation so well organised that its members can realistically envisage a career over most of their working years, a career during which they retain a particular occupational identity and continue to practice the same skills no matter in what institution they work.

Police professionalism is the increasing formalisation of police work and the accompanying rise in public acceptance of the police. Certain fundamentals are essential in various professions in order to achieve "true professionalism." According to Maister (1997, 6) "...true professionalism means the pursuit of excellence, not just competence...." It is a balancing act between the client, the firm, and oneself. Balance is not only important but necessary – in becoming competent professionals, seeking superior quality in work, providing the best possible service to clients, adhering to established standards, all in the name of service – in doing the "right" thing. In policing, the firm is the institution and agency one represents; the community and the public one serves can be viewed as the client. Hagan (1975) states that on the basis of occupational knowledge and service dimensions, occupations may claim to be "professional" in nature. At the heart of the issue is what does, and what does not, constitute a profession. Greenwood (1966) researched the differences between "professional" and "non-professional" occupations and noted that the distinctions were more quantitative than qualitative in nature. Occupations cannot be classified merely in terms of black-and-white categories, but rather along a continuum of "degrees." How many attributes of professionalism are present in the occupation which would qualify it as a designated professional organisation?

The pursuit of police professionalism has two meanings (Burack, 2006). First, it has meaning in the traditional sense of integrity, honesty, and adherence to a code of ethics and established standards; and second, in these more complex times, a more sophisticated version of professionalism is necessary in responding to

community, or institutional needs, in being respectful of human rights, in becoming more effective in policing, i.e., achieving a professional model of policing. The professional model of policing seeks to make police work a "true profession," similar to the professions of medicine, law, and education. In these other professions, practitioners possess a broad range of discretion in their respective occupations: doctors rely on training, experience, and knowledge to treat patients; lawyers rely on training, education, and experience to pass professional judgment regarding case law or legal questions. Advocates of the professional model of policing argue that police officers are experts in their professional realm, through training, education, and experience, and thus also should be viewed as professionals. But how does one achieve true professionalism in policing? Is it indeed achievable?

A profession is organised and characterised by a body of specialised knowledge acquired through extensive education and a well-considered set of internal standards and ethical guidelines that hold members of that profession accountable to one another and the entity they serve (Seigfried, 1989). Police professionalism requires a great deal of specialised knowledge, and adherence to established standards and ethics as set by the profession.

Police professionalism is proactive policing, i.e., going beyond traditional definitions of policing. Improved accountability, strong leadership, continual professional development of police, training, proper resource management, co-operation, integrity, quality of service and delivery, performance and procedures are all partnering variables in promoting police professionalism. The professionalism model in policing, as developed by police reformers August Vollmer and O.W. Wilson in the 1900's, emphasised centralised police organisations, increased use of technology, limiting police discretion through regulations and guidelines, the elimination of political influences, raising personnel standards, developing specialised units, and appointing qualified chief executives (Walker, 1992, 12-14). Today, professional police organisations are those agencies in which education, service, and citizen respect are central to the mission (Goldstein, 1977). Positive police-

community relations are paramount, and other factors aiding in identifying professional police departments include college incentive pay, community relations training, and the percentage of officers who are college educated (Smith and Klein, 1984).

Many of the recommendations of the Wickersham Commission (1931) for professionalisation of policing were already being instituted by August Vollmer, "the father of modern policing." The first-degree programme in law enforcement at any institution of higher education was developed under Vollmer (Dunham and Alpert, 1989). To further professionalism in policing, Vollmer introduced technology and science, using automobiles for the first time in patrolling city streets. His protégé, O.W. Wilson, continued along the lines of Vollmer's pursuit of professionalism. Wilson attempted to remove politics from policing, and incorporated further technology and bureaucracy, promoting a style of policing known as the "professional model," as stated above. The technological innovations in policing - patrol cars, radio communications, public record systems, fingerprinting, toxicology, forensics - aided in catapulting policing into the modern, professional era. By the 1950s, American policing was the most professional police model in the world.

Professionalism in the context of this book does not refer to any one specific era of policing, nor to any specific style of policing, as labelled by James Q. Wilson (1968). Wilson's policing styles describe how a law enforcement agency sees its mission and the methods selected to fulfill that mission. Wilson's three styles are (1) the watchman style (characteristic of the political era and a concern for order maintenance), (2) the legalistic style (characteristic of the reform or political era and a concern for enforcing the letter of the law), and (3) the service style (characteristic of the community era today and a concern for serving the community). Today, all police departments operate under one, or a combination of, these philosophies (styles).

A profession can be defined as an organised undertaking characterised by a body of specialised knowledge acquired through extensive education, a set of formal internal standards and ethical guidelines that tend to hold the members of the profession accountable to one another and the community/entity/institution they serve

(Siegfried, 1989). Contemporary policing has many of the attributes of any profession. Thus, police professionalism, in this research project, is defined as the increasing formalisation of police work and the accompanying rise in the public acceptance of the police.

Professionalism, with the emphasis on education, training, high ethical standards, accountability, and accreditation results in greater public recognition and satisfaction, as well as acceptance, of the significance of police work. Professionalism in law enforcement can result in higher police salaries, a decrease in corruption and deviance in law enforcement, and fewer lawsuits. Police professionalism requires that police officers possess a great deal of specialised knowledge and that they adhere to organisational standards and ethics as set forth by the profession. The professional model is at the heart of who the police of today are and what they do. When the first modern police force was established by Sir Robert Peel in London in 1829, via the Metropolitan Police Act, it was not anticipated that these basic principles, objectives, and philosophies would continue to influence and shape the state of professional policing today.

(I) CODE OF ETHICS

Doing the right thing in policing means doing your duty, doing what you are obligated to do. They (police) have a moral duty, an ethical duty, and a legal duty to do so. In the children's classic, *The Adventures of Pinocchio*, Jiminy Cricket advises Pinocchio to 'always let your conscience be your guide.' The theory here is that morally right and wrong actions are identified by appealing to one's conscience. Police officers are expected to know and do their duty and conduct themselves according to the "right course of action."

Because of the nature of the job, the significant power policemen hold, societal expectations, and the police working environment, ethical absolutes are not always easy to attain. Pollock and Becker (1996) identify categories of ethical dilemmas (discretion, duty, honesty, loyalty) to help guide police officers through ethical challenges via personal checks and balances. Police possess a great amount of discretionary power, and legal guidelines are in place for how policemen must act and/or how they cannot act. Ethics plays an important role in guiding discretionary actions.

Duty, as mentioned, is the obligation to act in some manner – that which is required. Honesty is also a critical attribute in dealing with the public and doing one's job effectively. Loyalty, to both community and the department, is also a necessity if an officer wishes to be an "autonomous moral agent." A positive, ethical working environment is essential in police work. Ethics training has been integrated into the majority of basic police training programmes in the United States today, and an "ethics toolkit" is available from the International Association of Chiefs of Police (IACP) for enhancing awareness of ethics in law enforcement. To avoid ethical dilemmas, the police must know and follow the right course of action – this is true professionalism.

(II) EDUCATION

As concerns for quality in policing increase so too does the emphasis on formal education for police officers. Many police administrators and scholars argue that policing is a profession with education being a key feature of the occupation. Classroom (college) training served as a foundation for the early reform movements (Walker & Katz, 2002). Radelet and Carter (1994), Crank, Payn, and Jackson (1993), and Capps (1998) argue that policing possesses the major features of any profession – including a specialised body of knowledge and skills, accreditation through a professional organisation, orientation towards clients (public) and service, job discretion, ethics, and a primary objective(s) other than profit. The push for higher education standards started with August Vollmer's efforts to professionalise the police in the 1920s. By 2001, educational attainment (degree completion) was nearly double the standards of 1990; however, currently less than 24% of all police agencies nationwide require some level of college education (BJS, 2006). The increasing emphasis on a college education for police officers is based on the assumption that the occupation is a profession in which many of the skills (people skills) and knowledge necessary to perform the job functions can be learned in a classroom setting, not merely by on-the-job training alone.

The trends and philosophies of higher education in policing are very important and essential. The question arises as to just what a "four-year degree" actually means in the scope of policing. What kind of police officer do we need? What is the status of

higher education in policing today? Does higher education matter? Is it good policy? Various national commissions on policing have recommended some years of college be required for appointment, higher education requirements for promotions, that educational policies be a matter of formal policy, and that higher education should be viewed as an occupational necessity (IACP, 2006). Police departments have traditionally required police officers to have college degrees for a variety of reasons: better behaviour and performance, less use of sick time, fewer injuries and assaults, fewer disciplinary actions, more cultural diversity, and fewer citizen complaints, to mention a few. Hence, a further reason to require a college degree is to enhance the status of the profession of policing.

A major area on which the call for professionalism in law enforcement has focused is increasing the educational levels of police officers in Nigeria. The issue of education, as it relates to policing, is a long-standing one. Law enforcement agencies vary significantly in size, mission, and service. What works for one department may not work for another. The goal ultimately should be professional law enforcement at all levels. Many police experts and administrators have argued that today's police officers should have a college education. Higher education for entry-level police officers has been recommended by national commissions on policing

(III) RECRUITMENT AND SELECTION

The value of higher education in law enforcement was summed up by Herman Goldstein "... the police must recruit college graduates if they are to acquire their share of the able, intelligent young people from each year's addition to the work force." (Pate and Hamilton, 1991, 16) The composition of the ranks of the police, both public and private, is changing. The quality of police service is being increasingly scrutinised. As a result, there is an increased emphasis on the way in which police officers are recruited, selected, and trained. Recruitment is the first component of accountability, with the goal of obtaining the best candidates for the position of police officer. Police departments differ in their various selection methods, but most hiring practices do share several common elements. Most departments use civil service (state or municipal) procedures in the selection process. The overall goal in the

recruitment and selection process is to identify those most qualified for the job and those most likely to perform the role of police officer with integrity and honesty.

(IV) TRAINING, CERTIFICATION AND PROMOTION

There is a difference between education and training in policing. According to Funk and Wagnalls (1982, 401, 1331), education is “the systematic development and cultivation of the natural powers, by inculcation, example, etc., in an institution of learning”; whereas training is the “systematic instruction (practical) and drill,” as it relates to vocational and/or technical instruction and practice. Education is thus the philosophies and teachings (academic disciplines) of policing; training is the practical (vocational/instructional) aspect of policing, the hands-on aspect. A positive synergism results when these two mesh with one another. Most states require police recruits successfully complete a training programme where they are instructed on the basics of police work. The training period consists of two components: the actual police academy training and field training.

4.0 JOB PERFORMANCE OF POLICING AND LAW ENFORCEMENT: METHODOLOGIES AND STRATEGIES

“The citizen expects police officers to have the wisdom of Solomon, the courage of David, the strength of Sampson, the patience of Job, the leadership of Moses, the kindness of the Good Samaritan, the strategical training of Alexander, the faith of Daniel, the diplomacy of Lincoln, the tolerance of the Carpenter of Nazareth, and finally, an intimate knowledge of every branch of the natural, biological, and social sciences. If he had all these, he might be a good policeman!” - **August Vollmer Science Monthly (Bain, 1939)**

Expectations among the public regarding the police are quite varied and demanding. The average law enforcement officer will, throughout his/her career, be called upon to demonstrate some or all of the skills as listed above by Vollmer. It is thus critical that police academies and law enforcement agencies provide adequate training so that police officers can perform their roles at such levels of expectation. Traditionally, the measure of police performance nationally has focused on the following factors:

- The measurement of proactive police crime-fighting effectiveness is the crime rate, i.e., reporting less crime = less crimes committed = crime prevention (Schmallegger, 2007, 194).
- Arrest rates and efficiency – how effective and successful a police agency is in solving crimes; the more arrests a department makes, the fewer the number of criminals on the streets.
- The police-population ratio – whether a department provides adequate protection for the area served, i.e., number of sworn officers per 1,000 citizens.
- Accreditation – a process to ensure that departments meet minimum established standards as recognised by police professionals (Schmallegger, 2007, 224).
- Response time and efficiency – a measurement of efficiency based on the rapidity with which calls for service are answered.

Many of these measures of police effectiveness, however, relate to the law enforcement agency itself (macro), rather than individual police officer (micro) performance. Many questions arise regarding the relationship of police performance and educational requirements. Are college educated police officers better report writers, more reliable employees? Are they better able to interact with the clientele of the jurisdiction in which they serve, or are they more effective problem solvers? Do they formulate better judgment in the performance of tasks? There are many difficulties in attempting to quantify the impact of a college education on a police officer's performance (Vodicka, 1994). Some of the advantages include greater knowledge of procedures and functions of policing, as well as a broader knowledge of the criminal justice system and greater analytical and interpersonal skills. Research shows college-educated officers perform the tasks of policing better than their non-degreed counterparts in policing. The down side, of course, is in the recruitment process, as well as possibly raising unrealistic expectations regarding promotions for those so degreed. What is needed is a committee to study current education and training issues in policing to properly evaluate police effectiveness and expectations (Roop, 1993).

Many are not convinced of the value of higher education in policing because of the difficulties in measuring the effects of education here (Mastrofski, 1990). The efficiency of a law enforcement agency is typically measured according to tabulated departmental statistics: number of crimes in the community, cases cleared by arrests, traffic and parking tickets issued, percentage of stolen property recovered, and accident rates.

There is, however, much more to effective policing, such as community policing efforts that are not measurable, and yet every bit a positive indicator of police effectiveness as are crime statistics. Schick (1978) did an extensive survey of 51 law enforcement executives to examine higher education requirements for police officers. This study found that the most pervasive argument against college requirements was that it could not be shown to be job related. Those opposing college requirements on general grounds and those proponents of minority hiring both argued that the impact of college education requirements was discriminatory. In order to avoid the perception of "discriminatory practice," constitutional employment law requires that any employee selection criteria must be job-related.

The level of higher education that should be required of police officers continues to be debated. One of the arguments against requiring college certification is that officers become bored or become ineffective in job performance or resign, creating high turnover rates. Others argue police officers should have a broad educational background; thus, some departments do require higher education for officers. Proponents of higher education for policing claim that there is a need for more highly educated officers who understand the art of working with the public to solve issues before they become problems, as well as supervisors who understand the value of formal education.

Even if a college education does not produce more effective police officers, perhaps this level of education would be beneficial under the philosophy of community policing. Community policing is a two-way working relationship between the community and the police, a partnership in which the community assumes an active role in crime prevention and control. If

police are not considered effective under current policies, can education be discounted?

There is little evidence that college-educated officers are better crime fighters (Worden, 1990). The diversity of the police role, the need for split-second decision making, and the often boring and mundane policing tasks are considered to be reasons why some experts feel that higher education for police officers may be a waste of time (Sherman and Bennis, 1977). An increase in college-educated officers does not necessarily translate into improved quality of services and police effectiveness. As famed 1930s police administrator August Vollmer stated in describing the personal attributes necessary in becoming a successful and effective police officer, effective policing may depend more on innate personal qualities than on educational attainment. O.W. Wilson, a well-known police administrator in the 1940s and 1950s, listed the desirable personal qualities of effective police officers – (1) initiative, (2) responsibility, (3) the ability to deal with emergencies, (4) the ability to communicate effectively, (5) the ability to learn many tasks quickly, (6) the ability to adapt to technological changes, (7) the desire to help people, (8) the ability to understand others, (9) emotional maturity, (10) physical strength and endurance (Wilson & McLaren, 1977, 259). The importance of recruitment, selection, and training of police officers cannot be underestimated in addressing the various aspects of police performance.

5.0 ESSENTIAL ATTITUDES AND ATTRIBUTES FOR POLICE PROFESSIONALISM

(I) There are three main components that are normally considered essential for training — **knowledge, skills and attitudes**. Amongst these three, attitudes are the foundation or bedrock upon which the super structure of knowledge and skills should be built. A Security or Police Officer, is expected to be competent, dedicated and sincere, with unimpeachable integrity but if this officer lacks completely in empathy for the downtrodden or the unprivileged; lack of empathy in such an officer would make his/her other qualities, to an extent, redundant. Or imagine an officer, who is very competent, has a lot of empathy, is very well behaved, but lacks integrity. Such an officer might use all his competencies and networking capabilities for personal

aggrandisement instead of contributing to the society and all his qualities would be counterproductive. Warren Buffet had said, in looking for people to hire, you look for three qualities: integrity, intelligence, and energy. A professional police officer is expected to have all these qualities.

There are certain critical attitudes that professional police personnel must possess for leading a life of contribution, achievement, dignity, and self-fulfillment.

Though knowledge and skills are easier to impart, attitudinal change is more difficult to accomplish, especially at an age when most police officers enter this service. But since this is such an important part of transformation into a good police officer, the professional police officers should have right attitudes for contributing positively to the society.

(II) Impartiality and empathy

"Empathy is seeing with the eyes of another. Listening with the ears of another, and feeling with the heart of another"

-Anonymous

Non-discrimination consists of giving the same treatment to persons who are in the same situation in terms of needs or vulnerability, even though their situations differ in other aspects: religion, political affiliation, social class, gender or other criteria.

It is one of the fundamental aspects of democracy and the rule of law: every individual must be treated the same, without discrimination. The Constitution of Federal Republic of Nigeria stated the Equality before the law and equal protection of the law. It is duty of every police officer to ensure this principle is upheld.

The Fundamental Principle of Impartiality also calls for proactive and specific measures to reach groups who, because of their differences, would otherwise not benefit from police services. For example, elections are being held, it should be ensured that minorities or people belonging to oppressed classes are able to vote freely, without any fear otherwise, they would not be able to

benefit from the right to vote guaranteed to every citizen under the Constitution of India.

Security personnel should be encouraged to imbibe the attitude of Non-Discrimination and Impartiality by way of exposure to various provisions of the law, guidelines by superior courts and by informing you of the undesired effects of not practicing this important attitude.

This attitude also encompasses the very important component of empathy. Empathy is the ability to put ourselves in someone else's shoes. It means that a police officer should understand and be sensitive to the feelings of someone else and can also, even temporarily, share the feelings of that person.

Instead of putting other people in their place, put yourself in their place.

- Anonymous

Empathy is not sympathy. Sympathy is when we feel the suffering of the sufferer as if we were ourselves the sufferer. Sympathy often seeks to comfort or console, while empathy seeks to understand and assist. As a police officer it is important to have a strong empathy for the poor and the down-trodden, women and children and those who need help that we are duty bound to protect. Respect for human rights of every person visiting the police station should be ensured unflinching.

Empathy in Democratic Policing

Empathy is narrower than responsiveness. Empathy is most commonly defined as the ability to understand the situation of another, However, according to Henderson there are three other meanings conveyed by this word: feeling the emotion of another; understanding the experience or situation of another, both affectively and cognitively, often achieved by imagining oneself to be in the position of the other; and action brought about by experiencing the distress of another. Murphy and Tyler suggest four issues that are key to police legitimacy: respect, neutrality, trustworthiness, and voice, with the last referring to the broader notion of 'communication'. Empathy is part of effective communication. They note that, procedurally just policing requires that police commit to four key principles when interacting with others. Apart from treating

people with respect, they must show “that they can make neutral decisions based on consistently applied legal rules and principles and the facts of a case, not on personal opinions and biases.”

Police are expected to display empathic qualities and skills when dealing with victims of crime. As an authority in which a great deal of trust is placed in, particularly when affected by a crime or having had your rights violated, it is important for the police to convey a compassionate impression, beyond the qualities of responsivity. In many instances the police will be the first responders to a crime scene, accident or other calamity and must therefore be able to deal with such situations in a manner that respects the dignity of those affected and acknowledging the impact of the event on those involved.

Simple acts such as listening and communicating can help transform stressful situations into successful trust-building exercises. When police empathise with the public, citizens are more likely to agree that the result of their interaction was fair and deserved, even when they are sanctioned. This improves community-police relations, trust, and the legitimacy of the police.

- **High expectations:** Professional police are police who are held to demanding standards of conduct. It means a police service in which slack performance, unkempt appearance, rude manners, and loose ethics are not tolerated.
- **Self-regulating:** In the manner of the legal profession, the medical profession or the accounting profession – ensuring institutional autonomy and freedom from political interference.
- **Expertise:** Professional policing, in this sense, means policing that is reflective and knowledge-based, rather than a matter of common sense, intuition, or innate talent.
- **Internalised norms:** Professional police should be guided by moral acts that have become parts and parcel of them rather than by rules enforced through a bureaucratic command structure or a formalised system of external oversight.

(III) Integrity

The supreme quality for leadership is unquestionably integrity. Without it, no

real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.

-Dwight D. Eisenhower

This is one of the most important attitudes expected from a police officer. All definitions of integrity entail two elements. The first one is what is right: ethical values and moral principles. The second one is what you do: your actions and behaviour. Integrity is having the inner personal strength and courage to always link the two, even in difficult situations, even when you get no advantage from it or even risk being disadvantaged by it, or even when others want or expect you to behave differently: you must align your behaviour with ethical values and do what is right. When you are in a dilemma, the famous quote by Mahatma Gandhi may help, “Recall the face of the poorest and weakest man you have seen, and ask yourself if this step you contemplate is going to be any use to him”.

It is of utmost importance that every professional police officer displays the highest standards of personal, financial, behavioural and intellectual integrity. This would encompass impeccable personal conduct, not indulging in any corrupt practice, act as per your word and not take credit for something that you did not do. If you have made an oral commitment, you must honour it - your word should be highly regarded.

The professional training will strive to inculcate this attitude in every professional police by discussing examples of the adverse impact created by lack of integrity on individuals and organisations.

(IV) Courage and Commitment

“I learned that courage was not the absence of fear but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear”.

- Nelson Mandela

A police officers’ life is full of challenging situations. Every police officer needs courage to confront and handle these with confidence and steadfastness. Even if an officer has empathy and integrity, these would mean nothing if the required action is not taken because of fear of any kind. A police officer's life cannot be led well

without this essential quality underlying all your decisions.

But what is often forgotten is that courage is more than running toward gunshots while everyone else runs away from them, and it is more than leading your men in a life-or-death situation. It is also standing up for the values and principles that we are required to uphold, in every situation, against any odds, without fear or favour. It would mean taking the right stand when the situation demands it and not compromising your principles for any benefit.

Courage is not absence of fear. It is when you do not let your fears stop you from doing what should be done. Courageous officers will not shirk bold action because they fear failure. Courage is standing up for what is right. Police training is also designed to make you more confident and this will also help you face daunting tasks with courage and conviction that you will be able to overcome them.

Along with courage, what is also essential is commitment. Imagine if an officer has empathy, integrity and courage but no commitment towards his lawful duties. All these will then be of little use to any citizen. Therefore, you must also bring whole hearted commitment to what you are required to accomplish. A police officer's life in the field is governed by crises and a lack of commitment can cost lives or compromise justice. The society looks up to a police officer, especially an IPS officer, to take charge in a situation and act lawfully. You must possess the courage and commitment to do this every single time — your personal comforts, safety and leisure should always come second.

This will be undertaken not only through challenging outdoor activities that will give you a glimpse into the immeasurable physical and mental resources that each one of you already possess, but also through a number of case studies, anecdotes and sharing of personal experience by senior officers.

(V) Humility and Self-awareness

"It is what we know already that often prevents us from learning".

-Claude Bernard

An attitude of lifelong learning and constant improvement through self-awareness is the key for evolving to become the best you can be. As it is said, change is a door that can only be opened for the inside. Keep that door open all your life. "Once you stop learning, you start dying."

"A great man is always willing to be little."

- Ralph Waldo Emerson

A humble approach, giving up your pride but retaining your dignity will be a quality that will make a place in people's heart for you. This is also important since a police officer has to deal with people and not machines.

Policing is mostly a team effort. Hence, it is important to learn to manage and lead others. However, before you learn to manage others, you must learn to manage yourself. Knowing yourself better, is the first step towards managing the self and building upon your leadership competencies. For example, knowing your triggers will give you the ability to keep calm when facing adversity in the form of say an angry mob, and your ability to take a balanced decision even under stress. In times of trouble, a calm and composed leader is very reassuring to all subordinates. The ability to cope with different types of stresses, to respond constructively under grave provocation, to be able to maintain focus and steadfastness and to coach and mentor others in the team to perform optimally is also part of this competence. The credibility of your leadership will depend upon these factors.

(VI) Leading by Example

"An ounce of practice is worth more than tons of preaching."

- Mahatma Gandhi

A police officer's leadership would be accepted by the men they command and by the citizens based on his/her competence to deliver results. Since you enter the police formations at the highest level, the way you behave and conduct yourself will always be watched by all around you. Therefore, you must lead by impeccable personal conduct and acquire higher competencies than the personnel you command. A caring, fair and respectful attitude towards your subordinates, a nurturing and welfare-oriented approach, even

when you are demanding as far as performance of difficult duties is concerned, will help establish your leadership. A police officer should also demonstrate periodically that he is prepared to take the same risks and suffer the same hardship that is expected for men to face. In times of crisis, your leadership must be visible and unequivocal. This would also mean leading your men in person if required, taking the responsibility when things go wrong and not allow your subordinates to be made scapegoats.

The attitudes outlined above will give a solid foundation, along with the knowledge and skills that police training imparts, to help you become the best police officer you can be.

Job Descriptions

In considering specific issues related to gender aspects, a job description analysis should identify what is necessary and desired for the position. This should be linked with concerted effort to be sensitive to the needs of the community and avoid discriminatory hiring practices. Similarly, avoiding job descriptions that focus on the need for physical strength or size is consistent with broader efforts to transition to democratic policing that prioritises service over authority.

Implementing Family-friendly Policies

One of the greatest barriers for both recruiting and retaining female police officials are the issues of pregnancy, birth, childcare and family. Most female police will be confronted with them at some point during their career. How a police agency handles this reality is therefore critically important to whether the agency is able to successfully recruit and retain female police.

Preventing Sexual Harassment and Discrimination

Sexual harassment and perceived discrimination, related mainly to promotion, continue to be leading reasons cited for the resignation of women from policing. Strong policies that both prevent and respond to these undesirable behaviours, in combination with outreach and training, are critical to increase gender awareness.

6.0 DEMOCRATIC POLICING: Mechanism and Pattern

The concepts of democratic policing include 'professional policing', 'SMART policing' and

'evidence-based policing'. The democratic policing means at least the following concepts:

- 1) the police's abidance to the rule of law,
- 2) accountability of the police, and
- 3) procedural fairness by the police in service of the public.

Within these, a number of subcategories can be identified: seeking to create a security environment promoting democracy; accountable to the law, not a law unto itself; accountable to democratic structures and the community; transparent in its activities; prioritising the safety and rights of individuals and groups and protecting human rights; providing professional and ethical services; representing the community it serves; structured to best achieve these ends, and demonstrating internal adherence to the principles of good governance.

The antithesis of democratic policing is regime policing. This protects governments rather than citizens; answers to a regime rather than the people; controls rather than protects populations; protects a dominant group; and remains separate from communities.

Nine Dimensions of Democratic Policing

The following factors cover dimensions of democratic policing:

- i. **Knowledge:** Police officers are highly skilled in their work and can apply skills to their post level. Policing is based on knowledge of what works. Capacity development to fulfil a particular job function is thus central to this dimension. Managers use data to evaluate policing, identify success and challenges, and learn lessons.
- ii. **Effectiveness and efficiency:** Effective policing in a democratic society refers to the successful maintenance of an environment of order, security, and trust, in which the public attribute their abilities to go about their daily routines without fear of the quality of police services they receive. Police effectiveness is ultimately about what and how much the police have accomplished in the eyes of the public. Efficiency refers to the cost-effective utilisation of resources.
- iii. **Ethics and accountability:** Police conduct is ethical and lawful. Transgressors are held accountable. Internal accountability mechanisms (e.g., disciplinary processes)

are effective and complemented by strong external checks and balances. Police hold each other accountable for disciplinary misconduct and criminal activity (including corruption), with the ultimate aim to modify unlawful behaviour and institutional practices that fuel such behaviour. Ethical and accountable policing generates trust from the policed. The different spheres of government collaborate in the spirit of cooperative governance.

- iv. **Rights-based:** Policing is based on adherence to and the protection of human rights, and on the values of transparency, fairness, equality and justice. The rights of all people, including suspects, are enshrined in the constitution. All people are treated fairly.
- v. **Police as citizens:** The rights of police officers are protected by the Constitution, both in their interactions with colleagues and with the public. Police are treated fairly.
- vi. **Objectivity:** Police conduct is objective and neutral. It does not favour individuals or groups. It is the task of police (with other stakeholders) to protect democratic political life.
- vii. **Responsivity:** Police are responsive to the needs of the public and victims of crime and exhibit community-centred policing practices.
- viii. **Empathy:** Police demonstrate empathy with people and victims of crime.
- ix. **Trust:** The public trusts the police. Particular attention is paid to how accessible and approachable the police is perceived to be with particular reference to the diversity in a population.

LEGITIMACY IN DEMOCRATIC POLICING

Successful democratic policing results in the police being perceived as legitimate authorities. This requires that the public trusts police to behave in the broad public interest. Even when difficult to define, 'public interest serves as the fundamental criterion for establishing the legitimization of power. Political power, then, is legitimate and necessary, and even acceptable, only inasmuch as it can be established that it serves public interest.' This legitimising function is dependent on trust, namely the trust that the public has that political power (i.e., in the form of the police) will be used in the public interest; conversely, if the police are

not trusted by the public to act in its interest, it creates a legitimacy deficit for the police.

Trust in Democratic Policing

Trust is produced when policing is characterised by objectivity, empathy and responsiveness. Trust can be described as the belief, despite uncertainty, that something you believe should be done will be done and the belief, despite uncertainty, that something you believe should not be done, will not be done, the outcome of which will be beneficial to you or another'. It also involves faith that one's vulnerability would not be abused. Trust in an institution is at least partly reliant on the behavioural conduct of that institution. Trust in the police therefore, is a function of perceptions of police conduct.

Trust is not simply a state of mind of an individual, but rather involves a consequence associated with some kind of risk to one's ultimate welfare.

Perception of competence and effectiveness also informs trust in police. If police are seen as competent in carrying out investigations, and at the same time meet expected outcomes (catching criminals or managing crisis situations caused by accidents, riots, extreme weather, etc.), people will probably consider the police as successful and place higher trust in them. If people believe that police treat everyone fairly, they are more likely to trust the police, obey the law in their absence, and cooperate with them. Where police are perceived as unprofessional, incompetent or abusive, trust will decline. Empirical evidence proposes that perceptions about police effectiveness are positively related to trust in the police. When the police are perceived to be procedurally fair, the public are more likely to co-operate with them and to perceive them as legitimate.

Responsivity in Democratic Policing

Many advocates of 'professional policing' emphasise outputs such as response times, arrests, and reported crime as measures of police performance. However, policing is much more than these measures indicate. It is important to consider an officer's response to the needs expressed during interactions with the public. Police responsiveness is a vital component of democratic policing.

Democratic policing literature points towards the value of responsiveness: police must be 'responsive to some expression of the views of the public'. Importantly, responsiveness is not simply acquiescing to a generally expressed will. Rather, 'responding' can mean refuting, with reason, public demands. Police and their managers may be called to 'respond' to a wide range of individuals, groups and institutions. Three further variables contributing to responsiveness are: information; redress and participation. Information underpins other democratic criteria and promotes responsiveness in two ways, namely the publication of information is a stimulus for citizens, groups and institutions to present preferences to police who must then respond, and providing information can be a reasonable response.

Redress requires that victims can seek reparation through effective mechanisms. These should allow for the expression of discontent with police actions, and for this to be effectively addressed. Reparation can take several forms: restitution, financial compensation, rehabilitation, satisfaction (through complaints, investigations, truth-seeking mechanisms, official apologies, etc.) and guarantees of non-repetition.

Participation is a stimulus demanding a police response. A responsive police service incorporates reactions to citizen complaints. This includes accountability and an acceptance that police must explain themselves. Responsiveness also relates "the unique cultural, ideological and legal characteristics of a country". In essence the police should be responsive to the needs of the public and victims of crime and exhibit community-centred policing practices.

7.0 EFFECTIVENESS AND EFFICIENCY IN DEMOCRATIC POLICING

Effectiveness is the degree to which something produces a desired result. It does not factor in the related costs. A programme may be effective, but not efficient or cost effective.

An assessment of efficiency relates the results or outputs of a programme to its costs. Ideally a monetary value is placed on the benefits arising from activities, and this is compared with the costs of the programme. In most cases, however, an accurate monetary quantification of outputs and

outcomes is not possible. In these cases, the assessment of efficiency focuses on ratios such as the number of households provided with a service per million Rand (money) invested.

An assessment of cost-effectiveness asks whether output benefits could have been produced at a lower cost. Cost-effectiveness is the extent to which a programme has "achieved results at a lower cost compared with alternatives. Shortcomings in cost-effectiveness occur when the programme is not the least-cost alternative or approach to achieving the same or similar outputs and outcomes."

Hung-En Sung notes that "perceptions of police efficacy matter because on them hinges the legitimacy of the state." At the same time, a burgeoning, empirically-informed literature on procedural justice in policing suggests that being treated fairly by police is, in many instances, considered more important in public assessments of police than is their perceived effectiveness in reducing crime. What's more, where people believe police treat them fairly, they are more likely to identify with the authority police represent (the democratic state), to cooperate with police, and to obey the law in their absence. Procedural justice is thus central to police effectiveness.

Ethics and Accountability in Democratic Policing

Police have exceptional powers, including the power to infringe on fundamental rights. These include the right to freedom (through arrest and detention), the right to safety and security (through use of force) and the right to life (in some jurisdictions, through their right to use lethal force beyond the strict remit of self-defense). These extraordinary powers must be subject to strict accountability mechanisms that are effective, transparent, accessible and change-driven. Accountability is a cornerstone of democratic policing. The antithesis of accountability is impunity. Accountability is understood to mean the relationship "between the bearer of a right or a legitimate claim and the agents or agencies responsible for fulfilling or respecting that right". This means that a government must be able to and indeed explain how it executed its mandate.

Rights-based Democratic Policing

A police service that respects, promotes and protects the human rights of all people, suspects and victims in particular, is central to democratic policing. While the emphasis on different rights may vary between countries, international law upholds numerous fundamental rights relevant to democratic policing. However, it is one thing to recognise fundamental rights in principle and quite another to uphold them in practice.

The UN Pocket Book on Human Rights Standards and Practice for the Police (UN Pocket Book) provides a comprehensive overview of the rights which police must uphold and protect in their work. It reviews compliance requirements under the following themes:

- **Police Investigations:** Police shall conduct their investigative work while respecting the following rights: right to security, right to a fair trial, right to the presumption of innocence, right to privacy, prohibition of torture and other ill-treatment, right not to be pressured into providing information.
- **Arrest:** Police shall conduct arrests within the boundaries of the following fundamental rights: right to liberty and security, prohibition of arbitrary arrest, right to be informed at the time of arrest of the reasons for arrest, right to be promptly informed of the charges, right to promptly appear before a judicial authority to review the legality of detention that follows the arrest, right to apply for bail, right to access a legal representative, family and a health care professional;
- **Detention:** Police shall detain individuals within the boundaries of the following fundamental rights: right to liberty (detention must be the exception) and security, prohibition of arbitrary detention, right to promptly appear before a judicial authority to review the legality of detention, right to the presumption of innocence, prohibition of torture, prohibition of incommunicado detention, right to be informed of the reasons for detention, right to apply for bail, right to access a legal representative, family and a health care, right to humane conditions of detention, right to be separated (women and men, children and adults).
- **Use of force and firearms:** The use of force and firearms by police is a particularly contentious issue in democratic policing and one that has led to at least a perception of abuse, in particular in relation to the use of lethal force. Human rights policing requires that force be used with restraint, only when strictly necessary and proportional to lawful objectives, and that officials be trained in nonviolent means of restraint and means of differentiated use of force. Firearms should be used only in extreme circumstances, when there is an imminent threat of death or serious injury of the police official or someone else (or a serious crime leading to such an immediate threat is about to be committed) and when the official has identified him- or herself and given sufficient warning. After the use of firearms, medical assistance must immediately be made available, families must be notified, a full and detailed report must be completed and investigations should be allowed where necessary.

Therefore, a democratic police service must train its staff in human rights, should instill a culture of human rights within the institution, and should hold its members accountable for not complying with human rights in their operations. In addition to the UN Pocket Book, a significant amount of work has been put into guiding the formulation of codes of conduct for police, including African and South African police agencies. Well managed codes of conduct, linked to clear standards of behaviour and monitoring and accountability systems that detect and correct deviation from the code, can significantly shape police practice, even in the absence of technical understanding or knowledge.

Key components of a police service that upholds and protects human rights in practice are:

- A deviation from the reliance on the defence of obedience to superior orders to justify an action, legal or illegal, and rather a reliance on knowledge and skills, provided through theoretical and practical training, both at inception and throughout the period of service, to make informed decisions in police interventions. Superiors should share responsibility for violations committed by their personnel when they know or ought to have known about a violation and did not

take the necessary action to ensure accountability.

- Restraint in showing force or power, in particular with relation to investigations and crowd control. Police should especially exercise restraint in the use of force, avoid using firearms, not rely on confessions and avoid warrantless searches.
- The keeping of comprehensive written records of all policing activities involving any limitation of rights. This refers in particular to the use of force and firearms, arrest, detention and interrogations, as well as any interference in the private communication of individuals.
- The importance of developing soft interpersonal skills that will assist in de-escalating a situation which may lead to police interventions that would affect the rights of those interacting with the police.
- The principles of transparency and accountability requiring that police officials be identifiable throughout their work: in public spaces, during police interrogations and when overseeing suspects in police detention.
- The acceptance that policing work is stressful and requires adequate physical and mental support. Democratic police agencies support and encourage staff to use support services, especially those involved in crowd control or using firearms.

Therefore, two fundamental elements to ensure a human rights compliant police in practice are training and accountability. Police need to be trained in the theoretical knowledge and practical skills that enable them to perform their policing duties in line with human rights standards. Furthermore, police need to be held accountable for violating human rights.

Police as Citizens in Democratic Policing

The preceding focused almost exclusively on the impact of policing on the public and what the police must do or not do to uphold the rights of individuals and groups. It should, however, be acknowledged that police officials are also citizens and employees of the State. It should similarly be acknowledged that police work can be extremely trying on the mental and physical health of police officials. The rights of police officials are protected by the Constitution and their rights must be

protected, both in their interactions with colleagues and with the public. Recognition of these facts positively shapes police-public relations. One cannot expect procedurally just, democratic policing where police do not believe they work for organisationally just, democratic organisations.

In many parts of the world police are actively campaigning for their rights as citizens and as employees as they sell their labour and have little control over their work processes. By virtue of being citizens, Bruce and Neild note, police are entitled to the following rights and privileges that accompanies such citizenship: equity and fairness in the recruitment, promotion and remuneration processes of the police service; basic conditions of service; due processes in criminal matters against them; organisational rights and safety in the workplace.

Elaborating on this, Bruce and Neild note that police officials may not be discriminated against in the process of recruitment, promotion or remuneration, but concessions can be made to ensure diversity in the workplace. Promotion and remuneration policies must be transparent and remuneration and benefits should be at par with other civil servants. Police are entitled to reasonable working hours and should be treated with respect by colleagues and superiors. They are entitled to due processes in criminal matters against them, and can exercise their right to remain silent in such instances.

8.0 CONCLUSION AND RECOMMENDATIONS

This initial attempt to develop a comprehensive and conceptual model of police professionalism has proved to have some validity; however, a complete validation of this model of professionalism is necessary. It is important that this model, as developed and proposed, be replicated by future research. This paper could be used as the foundation and development of research to further explore and test the concepts and ideas presented herein. In theory, the attempt of this paper to develop a working definition and conceptualisation of professionalism in policing is essential for furthering an understanding of the profession. The questions could be asked: "What is the point of all this?" "What does it all mean?"

The conceptual model of professionalism in policing as developed and identified in this paper shows that policing occupies a position of importance in our society, and that the occupation of policing can be a true profession in every sense of the term. Professionalism in policing is both definable and achievable. On the basis of the various attributes as described, the fields of policing and law enforcement may claim high professional regard when adhering to the model as developed. However, the attainment of professionalism in policing must be mandated from within the profession, rather than imposed by outside entities. The central focus of any professional role lies in the technical competence within that occupation. The professional framework developed in this paper warrants further scientific investigation in defining the characteristics of the professional role and status of policing today.

Police leaders are expected to be committed to stricter accountability for effectiveness and conduct to increase their legitimacy in the eyes of those they police and encourage continuous innovation in police practices. The following four (4) principles are vital in police practices:

- (i) Accountability
- (ii) Legitimacy
- (iii) Innovation
- (iv) Coherence

Police organisations in recent times have realised the important aspects of professionalism.

In carrying out their duty of maintaining internal security, they are permitted to use reasonable force (in case of serious chaos and anarchy), searches and arrests. In spite of these seeming wide powers, they have limitations as to their conduct during such duties. The police maintain internal security.

The Nigeria Police is supposed to be the most effective modern organisation responsible for the maintenance of law and order within the country. Until about 1966, there were two sets of police force in Nigeria: National and Regional. By that year, Regional Police Force was abolished and merged with the Nigeria Police Force.

The creation of the force has been a constitutional matter; hence the 1999 Constitution of Nigeria (Cap. 62) provides under Section 214(1):

"There shall be a police force for Nigeria, which shall be styled the Nigeria Police Force, and subject to the provision of this section, no other police force shall be established for the Federation or any part thereof."

All states, whether democratic or not, have a form of policing. One of the ways in which a democratic state can be distinguished from a Police State is the extent to which the police are controlled by the government and the level of accountability built into police organisational structures as well as the involvement of the public in police issues and crime strategies. The dynamics of the modern Nigerian society and increase in public education and awareness are putting the activities of the Nigeria police under public scrutiny. Recourse to human right and accountability demand that police officers discharge their duties in line with the provisions of the Constitution and be prepared to defend actions such as illegal arrest and detention, high handedness, non-response to distress calls etc.

The following measures are recommended for police effectiveness:

- Maintain effective officers' discipline and sustain their morale;
- Evaluate and aid in professional development;
- Ensure that new police officers receive adequate training in modern police procedures and methods;
- Establish appropriate service and staffing levels;
- Monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures;
- Maintain effective public relations and handle community issues in a tactful and courteous fashion establish;
- Ability to work with community oriented policing groups and programmes;
- Objectively review and handle citizen complaints;
- Establish and maintain cooperative working relationships with other agencies in similar

line of duty through effective working relationship;

- Carry out long-term and short-term initiatives to meet the needs of the country;
- Trigger the acquisition of knowledge in modern and scientific methods of crime prevention and criminal identification;
- Understand organisational development and efficient use of resource;
- Handle complaints and problems in a courteous and tactful fashion;
- Perform all duties the government may assign to the Nigeria Police effectively.

Police professionalism for enhanced services in democratic environment is a must for better service delivery and a much more democratic environment.

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ENHANCING POLICE SERVICE DELIVERY FOR INTERNAL SECURITY THROUGH EFFICIENT POLICE LEADERSHIP AND ADMINISTRATION

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Abstract

Police organisations have evolved into organised hierarchies of authoritarian leadership in order to cope with the risks they face. They are not military outfits. However, the police face many of the demands and risks as soldiers in the field of combat in the course of their daily working lives. To cope with these risks, such as violent offenders and hostile environments, police organisations have evolved into highly organised hierarchies, which are embodied in the rank structure. The rank structure is for the purpose of discipline and efficient administration. Police bureaucracies pride themselves on loyalty to organisational rules and authority. Much like in the military, the police operate a strict chain of command structure when it is engaged in decision making and communication. The paper will examine the philosophical concepts of internal security and law enforcement. The evaluation of internal security and maintenance of law-and-order framework will be treated. The paper will briefly focus on philosophies of policing, exposing challenges and achievements. Modern police service delivery aims at ensuring excellent police services anywhere, anytime that will lead to the trust and confidence of all. To do this, one needs to deliver the right service to the public in the right way, enabled by modern technologies and providing police values. The public wants the police to provide services through digital environment they enjoy in everyday life, which they understand and know. The paper will also examine the contemporary and complete issue of police service delivery through leadership and will recommend initiatives to enhance the required service delivery and improve public trust. The paper also looks into the practice to identify avenues to improve and provide best service delivery to community and citizens' interests, to ensure organisational success and enhance public confidence in policing and in the rule of law. It is important to examine some of the tasks the police management should engage in by way of techniques and strategies, to ensure that members

of the police force produce quality service at their best capacity. The paper will reflect on establishment of Nigeria Police Force, including appointment of Inspector General of Police, delegation powers of the Inspector General of Police, the tasks and functional roles of departments of police organisation of Nigeria Police Force at zonal, state and local levels.

Keywords: Police Organisation, Internal Security and Enforcement. Service delivery, police administration, public trust delivery

1.0 INTRODUCTION

INTERNAL SECURITY AND POLICE SERVICE DELIVERY

Internal security has been widely defined within the context of the protection of the values, critical human and infrastructural assets, territorial integrity, lives and property of citizens from threats. The principle underlying internal security is governed by Thomas Hobbes' Social Contract Theory, while the process is driven by the citizens and security agencies with the Police holding the primacy, under an ideal security architecture.

In the face of current internal security challenges and the resonating national discourse on police efficiency, there is the need to explore the internal security concepts, highlighting the imperative of community-driven approach and the strengthening of internal security and increase in the capacity of the State, to meet its statutory obligation as enshrined in **Section.14(b) of the 1999 Constitution Federal Republic of Nigeria**, which stressed that the security of the people shall be the primary purpose of governance.

Modern Internal Security is driven by the **people, technology, security systems** and citizens' consent and partnership.

The internal security challenges in the country are direct consequences of the alienation of the policed populace, absence of an internal security policy framework and poor understanding of the requirements. The dynamics of internal security management cover strategic actors which include legislators, policy makers and political actors. The militating factors to internal security include the failure to appreciate the dynamics of technology in crime management, policing and inability to evolve new security strategies and systems towards security governance in the country. A new policing architecture should be citizens-based, technology-driven, and systems-governed, which are critical to enhanced modern security architecture and management.

Scholars have propounded several theories to appraise factors that explain human conducts which instigate actions that threaten internal security. Prominent amongst these theories are the Functionalism Theory; Social Conflict Theory and the Relative Deprivation Theory, among others. Similarly, the Social Contract Theory provides a strong theoretical base for the management of internal security.

The Social Conflict theory evolved from the works of Karl Marx, who focused on the ideological approach in explaining social disorder and internal security threat. Focusing on class stratification within the society, Marx theorised that the dominant capitalist system is premised on the existence of the bourgeoisies - powerful minority class and an oppressed proletariats -the majority class. This stratification creates a class conflict resulting from uneven and unjust distribution of resources among them. This unequal social order was maintained through ideological coercion, which created consensus and acceptance of the values, expectations and conditions as determined by the bourgeoisie. Marx theorised that the work of producing consensus was done in the "superstructure" of society, which is composed of social institutions, political structures and culture and what it produced consensus for was the "base" of the economic relations of production.

Evaluation of Internal Security Framework in Nigeria

The Constitution of the Federal Republic of Nigeria 1999 as amended provides for the constitutional role of the Nigeria Police Force. By the tenor of

section 215(3) and (4) of the Constitution the Nigeria Police Force shall maintain and secure public safety and order, ensure internal stability and prevent threats to national security. In consequence, the Police in any nation represents the foundation upon which internal security management is built. Hence, the extent of internal security is predicated on the extent of the operational efficiency of the Police in any country. This, in turn, is predicated fundamentally on the strength of the social contract between the Police and the citizens on the one hand and between the government and the Police on the other hand. It is also predicated on the synergy between the police, the extended policing family (other law enforcement community) and the Military.

Within the Nigerian policing space, these variables appear weak so much so, that the policing actors within the internal security system (inclusive of the extended policing family) have been ineffectual in their individual and collective capacity to manage internal security challenges. Beyond this, the absence of a National Internal Security Policy against which the performance of the Nigeria Police and other strategic state actors could be measured and the roles of the citizens and other strategic non-state actors defined also remains a major gap within the national security management framework of the country.

Against this unwieldy architecture, it is not surprising that the internal security management approach of the country as currently constituted is largely reactive and less proactive. This should be expected of an internal security management system that is lacking citizens' consent and support, in relation to willingness to provide vital criminal information. There are also the issues of huge funding deficit, driven by competitive rather than collaborative orientation; lack of a policy framework to guide its operation despite high public expectation; and huge internal security challenges that constantly overstretch its human and institutional capacity. These challenges make community policing an attractive, cost-effective and most potent internal security strategy in Nigeria, if nationally embraced, adapted and adopted.

Maintenance of Law and Order

The safety of lives and the security of property and the maintenance of law and order are very

important priorities. Strategies should be designed for the development of efficient and orderly public and private security enterprises to aid the police in curbing high crime rate.

National Security is a determinant of development in every area of the policy. It is worthy of note that economic, infrastructural and socio-political development of any nation state are intricately connected to the security of that nation.

In the words of **Mike Okiro ((2008))**, a former Inspector-General of Police, "a secure nation is one that is able to protect and develop itself, so that it can promote its core values, meet the needs of its people and provide them with the right atmosphere for self-improvement (2008)." He viewed interest in security as a basic preoccupation of every nation and indeed every community.

To him, "security occupies such a pivotal place in the affairs of men and the nation, as it is only in a safe and peaceful environment that individuals can successfully engage in productive activities and realise their potentials."

2.0 PHILOSOPHIES OF POLICING AND INTERNAL SECURITY

The policing philosophy implies how the police accomplish their objectives and is strongly connected to the government philosophy, i.e., with how the State manifests itself with respect to its people. How the police carry out their functions is also based on factors such as the country's historical, cultural and economic background, as well as the expectations of the public. Policing is an ongoing and constantly evolving process. Different situations require different types of policing and societal changes will require police to adopt different approaches. To be able to match policing to the context in which they operate, police need to be aware of developments in society and how expectations are changing.

A policing philosophy may evolve gradually from new working methods adopted. It may also be an explicit choice by the authorities or police management to strengthen public consent and enhancement of State control. Philosophies and methodologies cannot always be clearly separated as they mutually influence each other. Various philosophies may co-exist in one country where

for example, different agencies have adopted different philosophies. The concept of community policing appears as the panacea to all policing problems, as if this indeed is the one best policing philosophy.

The following are some of the philosophies that informed policing in any society:

i) Crisis policing

Crisis policing is defined as continued repressive policing where officers are preoccupied with order and the control of violence. Rather than being a proper philosophy, it is characterised by the lack of it. It is typically seen in countries which are disintegrating or collapsing and where the State risks losing control. The focus is short term and based on survival of the State system. The UN Code of Conduct requirements that police is accountable, responsive and representative of the communities they serve are ignored. Police are force-oriented rather than service-oriented organisations. Police Acts will focus on detection of crime and public order control, at the cost of assistance to the public and prevention of crime. Jargon in use reflects military rather than civilian principles; as does the way the agency is set up and managed.

ii) Authoritarian policing

Authoritarian policing usually aligns itself with authoritarian political systems but may survive after transition to a democracy. Typically, police or the government set policing priorities without consideration of the needs of the population or preferences of the citizens. Police are inclined to act unilaterally and do whatever they consider best. The focus tends to be on controlling the population, rather than seeking a partnership. Authoritarian policing always goes together with centralised systems where rank-and-file officers have little discretion on how to spend their days and local managers have little say in how to spend resources. A subcategory of this kind of policing might be called „political policing“, where politicians set the priorities for policing, thus seriously limiting the operational independence of police.

Under these policing systems, human rights tend to be considered as an additional burden that place limits on the police. Authoritarian policing, being so unresponsive to the public, is seriously

hampered by a lack of contact between police and public and thus by access to information. In fact, providing assistance to the public is sometimes not seen as a police function at all. As such, this kind of police may be perceived by the public as having little legitimacy and may have problems upholding accountability norms.

iii) Community policing

Community policing can be defined as: *“a collaborative effort between the police and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solution to these problems.”* It is based on the assumption that police cannot control crime and disorder alone but require the support of communities to ensure safety. Goals of community policing include: prevention and detection of crime; reduction of fear of crime; and improvement of police-community relations. These goals are achieved through three efforts:

- **Community engagement:**
 - i. Discussing priorities and strategies with communities
 - ii. Mobilising active assistance of the public
- **Problem solving:**
 - i. A focus on crime prevention rather than crime detection
 - ii. Studying why people call on the police and trying to tackle underlying causes of problems instead of their symptoms (also known as Problem Oriented Policing).
- **Organisational transformation:**
 - i. Decentralising command structures and decision-making, including decisions on expenditure of resources
 - ii. Developing close cooperation with other parties involved in community safety.

iv) Intelligence Led Policing, Problem-Oriented and Community Oriented Policing

Intelligence led policing focuses on key criminal activities and crime prevention strategies. Once crime problems are identified and quantified through intelligence assessments, key criminals can be targeted for investigation and prosecution.

Intelligence led policing in the United States has benefited from the recent development of “fusion centres”, which serve multi-agency policing needs. These fusion centres derived from the watch centres of old provide information to patrol

officers, detectives, management and other participating personnel and agencies on specific criminals, crime groups and criminal activities. For example, they may support anti-terrorism and other crime-specific objectives. The centres may search numerous public and private databases to gather and analyse information. They may also generate intelligence products of their own, providing overviews of terrorist or other crime groups, analysis of trends and other items of information for dissemination to participating agencies.

Good policing is good criminal and terrorism prevention. Professional policing of any kind is instrumental in uncovering intelligence associated with both terrorist activities and conventional crimes. Encouraging this perspective enables local police departments to involve line officers more actively and to reinforce the fact that enforcement, crime prevention and terrorism prevention are interrelated. This approach helps to balance the current emphasis on anti-terrorism activities with traditional anticrime efforts. Many line officers want to define their role in the fight against terrorism. Intelligence-led policing can help clarify their contributions in this regard.

v) Blending Intelligence and Problem-Oriented Policing

Intelligence operations are compatible with problem-oriented policing. The problem-oriented policing and SARA models align with intelligence processes; the intelligence aspects associated with problem-oriented policing often have been ignored. Both **Community-Oriented Policing (COP)** and **Problem-Oriented Policing (POP)** have been used for crime analysis, which is statistical and incident based, rather than strategic intelligence analysis, which looks at large-scope problems or models. Intelligence is a formal process of taking information and turning it into knowledge while ensuring that the information is collected, stored and disseminated appropriately. Crime analysis data usually collected for investigative purposes, typically does not meet the same standards as intelligence data even though inferences may be drawn and recommendations may be made based on crime data. Confusion about the distinction between crime analysis data and intelligence data interferes with proper analysis and data handling in the police environment.

3.0 ENHANCEMENT OF POLICE SERVICE DELIVERY IN INTERNAL SECURITY

Leadership and culture play a greater role in effective service organisations today than ever before. By clearly stating the vision, mission and values of the organisation, service employees have a common goal to steer towards. Value based leadership is an effective way to make values and vision become meaningful and relevant when communicated and supported by first-line management and frontline employees.

Strong people processes should be at the core of any service organisation. The successful execution of the service delivery model requires the right people, with the right competencies, all motivated and engaged to work towards a unified set of goals. Getting engaged employees requires a focus on the right Human Resources processes. But it also requires that employees have a higher purpose in their work other than simply what is dictated by the job profile. Attitude, behaviour, commitment and ultimately quality are outcomes of having sound and robust people practices and leadership is the enabler.

Service Management

Service management is the practice of managing a service organisation like police. The importance of processes and frontline employees – remain the same, today there are additional elements that need to be considered in the way service organizations approach service management.

1. **Fostering a culture of service.** Culture determines discretionary behaviour in the absence of direct supervision. In service

organisations, it is usually the case that frontline service employees are working without constant supervision. Culture will then be the most important guide to behaviour.

2. **Creating a sense of purpose in the organisation.** Frontline service employees are looking for more than just a place to work and to fulfill their basic physical needs, they are looking for meaning and an identity in their work.
3. **Engaging police personnel.** Service employees must not just be satisfied; they must be engaged. Although the two concepts appear similar, they require separate things to achieve them and have different outcomes.
4. **Leading instead of managing.** Many services management theories feature instilling a sense of pride in the profession and the company.

The service concept comprises the value proposition offered to the public and the services associated with delivering this value proposition. The value proposition is a combination of both the physical and/or emotional needs of the recipient organization. The service delivery comprises all the aspects of actually organizing and delivering the service; this would be equivalent to the production and distribution systems in a production environment.

The model below illustrates which service elements should be included.



Figure 1: Service Excellence Model
Source: Ankerstjerne & Andersen, 2013

1. Service Culture which is built on elements of leadership principles, norms, work habits and vision, mission and values. Culture is the set of overriding principles according to which management controls, maintains and develops the social process that manifests itself as delivery of service and gives value to customers. Once a superior service delivery system and a realistic service concept have been established, there is no other component so fundamental to the long-term success of a service organisation as its culture.
2. Employee Engagement which includes employee attitude activities, purpose driven leadership and HR processes. Even the best designed processes and systems will only be effective if carried out by engaged people. Engagement is the moderator between the design and the execution of the service excellence model.
3. Service Quality which includes strategies, processes and performance management systems. The strategy and process design are fundamental to the design of the overall service management model. Helping the client to fulfill their mission and support them in the pursuit of their organisational purpose must be the foundation of any service provider partnership.
4. Public Experience includes elements of public intelligence, account management

and continuous improvements. Perception is king and constantly evaluating how service delivery is perceived by both customer and end-user is important for continuous collaboration. Successful service delivery works on the basis that the customer is a part of the creation and delivery of the service and then designs processes built on that philosophy – this is called co-creation.

Service Culture

Strategy, processes and Human Resources policies can only raise service quality to a certain level, the rest comes from leadership and culture and this is what makes great service companies deliver great service. A service organization with too much focus on processes will leave the organization full of disengaged employees. There is a careful balance to be achieved.

Culture can be defined as “the set of shared attitudes, values, goals and practices that characterises an organisation” (Marriam-Webster). This means creating, enforcing and sharing the service culture affects attitudes, values, goals and practices of the employees.

Culture is the most important guide to behaviour. Numerous studies show that a successful service culture will have many positive effects on productivity, customer engagement and employee engagement.

Vision, Mission and Values

It is the responsibilities of senior leadership team to provide a direction and purpose for the organisation. The first thing to do is to create and communicate a powerful vision and a set of values for the company.

- **Vision:** Where the organisation wants to go in the long-term. A vision is like creating the future in advance or is like a process of becoming; it describes what the organisation wants to be. A vision is an aspirational statement.
- **Mission:** The organisation's reason for being; it is the organisation's purpose expressed as an action.
- **Values:** What holds people together and creates common culture along the way. Values should be supported by some general and shared assumptions about how a company should be run, or how employees should be managed.

The combination of vision, mission and values will underscore the culture of the organisation and ultimately what the employees perceive as reality inside the organization. By creating common vision, mission and values in the organization you create an alignment, so that everyone is working towards the same goal. The job becomes bigger than each individual's actions and employees provide service not because they have to, but because it fits in to the bigger agenda - the overarching purpose of the organization. habits

Value-based leadership means there is a purposeful consistency in the culture of an organisation and such a leadership system takes into consideration the entirety of an organisation and its employees.

Norms and Habits

Norms and are defined by what a service employee is doing and what they consider to be the right thing to do. Social norms are the unwritten rules that everyone in an organisation lives by are an amalgamation of shared values and beliefs, customs, behaviours and traditions. Every individual in an organisation has a certain set of individual and social norms which make the collective culture unique and which influence daily practices and interactions and thereby also the quality and efficiency of the employees.

It is important for organisations to be aware of their people's social norms and habits as this is where the positive managerial patterns of listening, coaching, guiding, involving and problem-solving are actively encouraged and reinforced.

Every organisation seeks to be more effective and achieve better results. However, the social norms and habits of its people can sometimes limit even the best intentions and thus a more dramatic transformation and cultural change process is needed. Successful execution of the strategy occurs when structure, roles, capability, leadership, people management systems and organizational culture change (including change of social norms and habits) are all aligned to the strategy.

Service Quality Delivery Organisations

The importance of service quality to a service organisation is incontrovertible. Although, service excellence is defined by how the customer experiences the service, the quality of the service must be top. In fact, if the service quality is not high the service provider is likely to disappoint its customers regardless of their expectations.

The concept of service climate plays an important role in understanding what and how to deliver service quality. Service climate captures what employees experience in terms of organisational practices regarding service delivery and influences employee motivation regarding service behavior. In other words; a strong service climate leads to service quality. Studies show that service climate is related to service quality most strongly when the internal service quality received is high, providing frontline employees with the capability to deliver what the service climate motivates them to deliver (Ehrhart et al., 2011).

Service quality is the result of three components:

1. Service Strategy.
2. Service Performance.
3. Citizens Results.

These components are the primary moderators that affect the relationship between service climate and service quality.

Service Strategy

The function of the service strategy for a service provider is to decide the service parameters, build

the service value chain and to design the internal service platform. The stronger each of these elements is the better and more robust the service strategy will be.

Service Performance

Research into service performance consistently points to training, empowerment and rewards as the three most significant factors which determine the level of performance and in turn lead to delivery of the service strategy and service quality.

Training

Training has long been identified as the single most important factor behind higher service quality and as we highlighted in 'Service Management 2.0', there is a strong correlation between the number of hours of training employees receive and successful service companies (Andersen & Ankerstjerne, 2013).

Training is not just about basic competence-skills training, i.e. ensuring that the employee can deliver the service, it is also about training in service management skills and other 'soft' skills such as social, attitude and language abilities. Training can be hard to get right, as the training has to be done at dispersed locations and on the job.

The use of both job-specific training and quality management training is intended to enhance the capabilities of service employees and to improve overall service systems performance.

Empowerment

Empowerment means providing service employees with enough autonomy to allow them to handle unforeseen problem situations such as complaints. This means employees are more proactive and self-sufficient in their work.

For the individual service employee, empowerment has five dimensions.

1. **Meaning:** The extent to which the employee experiences a task as personally meaningful.
2. **Competence:** The extent to which the individual feels confident about their ability to perform the task.
3. **Self-determination:** The degree of influence the individual has over how to perform the job.

4. **Strategic autonomy:** The degree of influence an individual has on the content of the job.

5. **Impact:** The degree of influence an individual has on their direct work environment.

Empowerment motivates employees to greater service performance and creates a greater sense of accomplishment or satisfaction in their jobs by reducing dependency and encouraging teamwork. Research shows a strong positive relationship between employee empowerment, service quality and customer satisfaction these findings also support the overall service profit chain model. Specifically, empowerment is linked with a quicker and more direct response to customer needs, a quicker and more direct response to dissatisfied customers in service recovery and greater job engagement. In addition, research has documented that empowered employees are more innovative in the workplace – an often-overlooked source of service performance.

Fair and Proper Rewards

Fair and proper rewards for own work is an important element of service performance. 'Reward' in this context must be understood as a broad term referring to more than just monetary reward. Contrary to common perceptions, monetary rewards play a much smaller role in aligning performance with the service organization's values and goals compared to non-monetary rewards (Karatepe & Karadas, 2012).

For both types of reward however, it is important that the process of setting stretched and achievable goals and the subsequent assessment of the achievement of those goals is fair and that the employee has been involved in the process.

The intangible nature of services means that performance can be difficult for supervisors to monitor directly, so employees must be trusted to monitor their own performance. Performance appraisals should include input from employees as well as customers and the appraisal results must be used in determining training needs.

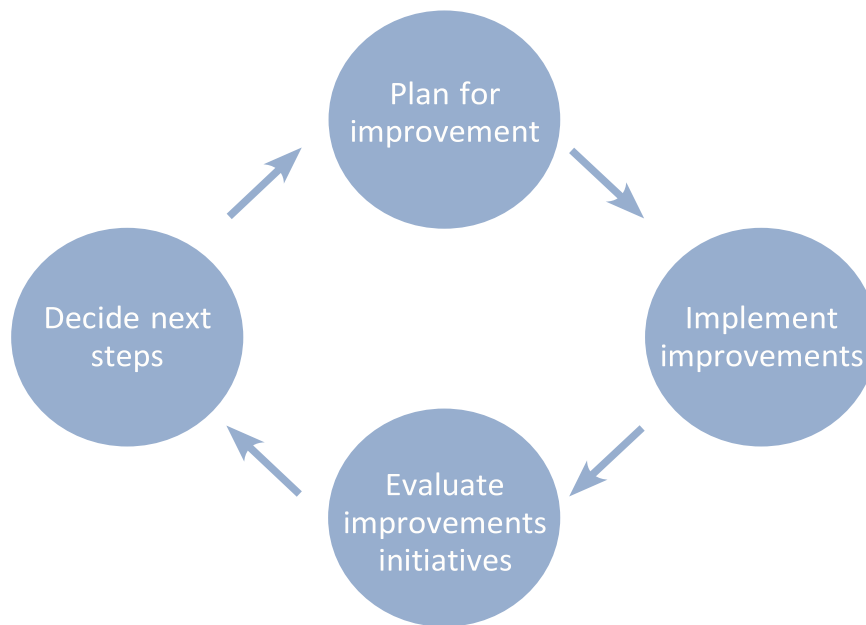
Widely varying customer requirements and increasing demand for customisation places an even greater responsibility on service employees to fulfill the varying requirements of customers

and perform well. Standards for service performance must be set by involving all stakeholders, monitored, empowered and rewarded

Continuous Improvements

Raising performance from a customer perspective is just one of many reasons to maintain a strict

focus on continuous improvement. Even if the customer is satisfied, the service provider can gain benefits in the form of cost saving, effectiveness and efficiency by constantly focusing on improving the delivery process. In fact, optimal solutions will improve the quality delivered while at the same time reducing the cost of operations; a win-win scenario.



Key improvements should be based on the continuous improvement process where improvement is systematically planned, implemented, evaluated and further refined. This approach maintains focus on improvement initiatives ensuring that they are not neglected once the original objectives are reached.

Working structurally with continuous improvements will take you through the entire process from evaluation of the current services delivered, to analyzing performance and implementing improvement initiatives, to reviewing the impact of the changes made.

4.0 PUBLIC TRUST AND SERVICE DELIVERY IN THE POLICE FORCE

Public trust is an essential element in both organisational and team phenomena, having an effect on performance. Public trust allows individuals to justify their decision to contribute and allows individuals to freely exchange information and share knowledge that is critical to the success of collaboration. Public trust is important to police institutions as they have to earn legitimacy from the people and public cooperation with the police is likely to support police performance when people perceive the

police as trustworthy. Essentially, if citizens get good quality police service, a positive evaluation will be formed, likewise, bad quality service received by citizens will lead to a negative evaluation.

Public trust is one of the key concepts that reinforce the bond between the police and the public, the level of trust the public has in the police reflects the extent to which people will be willing to cooperate or assist the police during criminal investigations and trials. When citizens trust the police, they are more likely to cooperate with them by reporting crimes as well as enforcing societal norms. Individuals who believe police actions are procedurally fair are more likely to perceive them as legitimate and trustworthy institutions and this boosts the efficiency and legitimacy of police actions.

Police reforms involve the development and implementation of measures that create police service-oriented towards meeting the needs of civilians and institutions. Democratic policing is above all else, policing in service of the people and goes beyond the requirement that the police adhere to the rule of law but uphold and promote key principles of integrity, respect for human dignity and rights, non-discrimination, fairness, and professionalism. Widespread collaboration and cooperation between the police and the public is impossible without mutual trust, respect and support and is essential for the success of public problem-solving strategies.

The police service can achieve public expectations by ensuring that procedures, actions and practices of the police service are accountable to the people and there exists transparent internal management procedures and an external oversight body.

The public expects the police service to be crime fighters as well as defenders of neighbourhood morals and values. Low community integration and high disorder and uncivilities are likely to erode public trust in the police because residents feel that the police fail to reassure the moral structure of the community. Effective operation of the criminal justice system is dependent on the level of trust people have in the system. The police service is one of the foundations of the criminal justice system that must maintain high public trust if the system is to perform its mission to the fullest, by executing its duties with fairness, equity, professionalism and firmness. This is important to police institutions particularly in democratic societies in which the police have to 'earn' legitimacy for their actions from citizens.

Trust is linked to the capacity of police to provide basic citizen security. Trust, through its presumption of benevolence, dedication and a shared ethical framework, also enables police legitimacy-the judgment that ordinary citizens make about the rightfulness of police conduct and the organisations that employ and supervise them. When the public views police as legitimate or trustworthy, the security agency's performance is enhanced. A deficit of trust in the police is common in deeply divided, post-conflict and post-authoritarian societies. Trust reduces complexity for individuals and provides them with a sense of security by allowing them to take for granted most

of the relationships upon which they depend. Much of policing depends on the public willingness to cooperate in reporting crime, providing information and evidence, complying with police orders in stop and search situations, at major events, protests and crime scenes. The trustworthiness of police is understood to depend on perceptions of procedural fairness, perceptions of community engagement and perceptions of police effectiveness.

In Africa, scholarly work on public trust in police has been an ongoing exercise for decades because the level of trust in the police can determine the way the public responds to and supports the police in the fight against crime and criminality and ultimately can determine the effectiveness of the police organisation. The Nigerian police still perform their functions with colonial mentality, by mere fiat, with brutality and poor relationship with their community. The assumption is, the means justify the end. In other words, it does not really matter how they solve or unresolved the crime or the means used in getting statements from their witness and suspects even if it means making them undergo undue punishments and inhumane conditions and in some cases using deadly force which may result in death. Police accessibility in Nigeria for example was reached easily by the public when reporting a crime, asking for assistance, requesting their services, or making a distress call, which is a mirage.

Public trust can enhance police effectiveness and the legitimacy of police actions. It is founded on the development of partnerships between the police and the communities they serve to address issues of security and social disorder. The partnerships are focused on the delivery of police services that combine aspects of traditional law enforcement, crime prevention and problem-solving. The practice of community policing in Kenya seeks to expand the partnership to all other government agencies, the private sector, Non-Government Organizations (NGO's) and Civil Society Organisations (CSO's). The overall goal is to improve public safety and the quality of life for all persons and it falls on the premise that police alone cannot control crime and disorder and promote residents' quality of life. Studies have also shown that when the public cooperates with the police by reporting crime, identifying suspects, and mitigating the social conditions that lead to

crime, the police become more effective in their public safety role. Most of the crimes are solved because citizens report crimes and provide information to the police. Thus, the perceived lack of trust in the police service results in what may be termed as the cycle of silence where there is neither any information from the public nor feedback to the community from the police. A society characterized by mistrust between the police and citizens' decreases incentives for police reforms.

5.0 Leadership and Management in the Police Service

The manner in which the leader exercises power and influence, in order to carry out leadership functions is often referred to as leadership style (Cordner, 2010:290-291). Leadership styles may differ from situation to situation. Although the subject of leadership has been extensively studied, the leadership phenomenon, in general, still escapes scientific understanding and remains an elusive concept. Stodgill (1974), for example, claimed to have reviewed seventy-two different definitions of leadership without coming to some agreement on an appropriate acceptable definition, while Bennis and Nanus (1985:4) considered that the definitions leadership is in excess of three hundred and fifty. Until now the concept of leadership continues to be something everyone knows exist but sometimes difficult to define. Most of the definitions of leadership are not only acceptable today but also relevant. In this synthesis of leadership literature and discussion of the concept of leadership, Parry's (1996) defines leadership as "the presentation by a leader of some identifiable goal, vision or future state that people can desire and the generation of a willingness within those people to follow the leader along a socially responsible and mutually beneficial course of action towards a goal", seems satisfying and acceptable for the purpose of this article. Responsible leadership is important in the Nigeria Police Force as a result of the power leaders are bestowed or "the basic energy to initiate and sustain action and translating intention into reality" (Bennis and Nanus 1985:15).

According to Cordner (2010:300-301) police leaders operate in an environment that includes the constraining influences of politics, law, other interdependent agencies, police fraternal organizations and unions, budgets and human

behaviour. There are a number of functions that leaders perform, a number of ways they go about performing them and a number of theories about which ways are the best. Police leaders have the responsibility to exert leadership in seeking to improve the quality of police service and in seeking to solve community problems of concern to the police.

Management and administrative efficiency

In the public sector, leaders and managers are more clearly defined with management being organisationally based while leadership is confined to the political level (Bouchaert, 1992). There may be grey areas, but this division is more pronounced in this sector. However, Lungu (1998) disagrees and views the line separating politics from public management as too fine to be visible and further postulates that the authority, which originates from the power of mandate, that career officials exercise in their own right also offer career officials a wide political latitude. Despite these differences in views, roles between the two, public manager and politician continue to be defined by the weaknesses existing in each function, which allow the other to occupy the result vacuum. It may be for this reason that the direction of management development programmes tends to be biased more towards making public managers leaders as well. The advantage in this approach is that when managers become leaders their skill of playing the influence game is actually sharpened. Cascio (1991:318) calls this influence game the Leadership Motive Pattern. Being skilled in both leadership and management in a balanced manner obviously should benefit public service delivery. However, public managers will have to guard against the danger of over-management and under-leading or vice versa. Lack of maintaining this balance may result in, for instance, a manager excelling in daily routine police work and sometimes questioning whether the function needs to be done at all.

Strategic Management in Policing

There are five key factors in transforming the police organisation:

1. The appointment of strategic managers to move the change process. In order to have credibility, strategic managers must possess the expertise, competence and demonstrate the ability to excite change. Although all of management is responsible for the change

process, the role of the strategic manager is to guide the process. Therefore, they should be appointed to the task and formally announced to the organization by the police chief. Their role should be defined as those sanctioned to carry the vision forward and assist in navigating change.

Strategic management teams guide and support managers in reducing resistance to change and demonstrating best-practice methods. They carry the torch for the department by marketing the strategies and keeping the new paradigm in the forefront. Strategic managers are the designated resource for information and questions. They work to institute, monitor and when necessary, adjust the change process.

2. The commitment of top executives to excite middle managers about change. Most middle managers will be concerned with how change will affect their positional power and the risk involved. Venturing into the unknown is a concern for all employees, but typically the brunt of the responsibility will rest with the middle manager. To be successful the leader must excite middle managers about the vision for change. Executives must encourage risk taking and stepping outside traditional policing methods while demonstrating some tolerance for mistakes.
3. The middle manager's commitment to the change process. It determines the rate of implementation. In order to be credible in the eyes of their subordinates, the middle managers must demonstrate personal commitment to the transformational process through their own behavior and actions. In doing so, they lead by example and start to gain consensus from others. Therefore, as the middle managers sets the course for those under their span of control, the strategic manager works with the middle manager's management staff to move toward the vision of the police executive.
4. A change in the police culture and climate. Police executives cannot navigate change toward organizational renewal without addressing police culture and climate. Formal and informal interactions of employees drive organizational change. In order to be successful in a transformational process, the organization must institute the

operational model while simultaneously providing a mechanism to address employees' fears that lead to resistance. Strategic management teams address the human side of change while adjusting operational procedures that drive change.

5. Communication of the vision and urgency for change. Organisations need an easy-to-read document that outlines the road map for change. Strategic managers must develop a marketing strategy that informs, educates and provides examples that demonstrate desired behaviors. The document must be readily available, referred to frequently and consistently talked about. Pulling it off the shelf once or twice a year to check off activities done does not mean the spirit of the strategy is being followed.

Finally, each stage of change results in a greater impact on the organization and generates more energy. As employees are trained, educated and begin to incorporate new strategies, they learn the new culture of the organization as well as the functions of their position. These cultural changes are then communicated informally to various members of the department. By challenging employees to rethink their purpose and methods, the agency can identify gaps in organisational design and the effects of social controls on organisational culture. This provides for the opportunity for incremental changes and shifts in culture toward organisational renewal.

Police Services' Readiness to Deliver Efficient Services

Service delivery and organisational readiness refers to the ability of the public institutions to convert policies into actions and viable field operation (Starling, 1998: 413), which is something that is not easy, because of the conversion requirements. The conversion process entails bargaining and the realisation that some functions are based on the success of others and the management of intergovernmental relations. Normally organisational readiness is assumed when policy reaches the implementation stage (Pressman & Wildavsky, 1973). Organisational readiness involves the availability and readiness for use of all resources including systems, people's attitudes, ability and finances. In general terms, policy implementation involves a single government department, but when such policy is

in the form of a programme it requires multiple organizations for implementation to succeed and it is at this stage that problems of coordination come into play. Without access to and control of the other department's processes, better performing departments within the programme may be demotivated. Territorial politics, different priorities and even organisational jealousy may impair progress. The criminal justice system, including the SAPS, needs to function as one programme to focus on the criminal elements in society.

Governance as implementation tool

Co-operative government and governance provide a platform for mobilizing resources from multiple stakeholders driven by the need to deliver quality services. The Nigeria public services' version of co-government is the cluster system through which different departments co-operate for the purposes of delivering a common service. Witnessed in situations of co-operative actions are new models of governing (Bouckaert and Halachmi, 1995: 1) among which is the Emmandish Collective Management Model where co-leadership is a core attribute of collective management (Tshikwatamba, 2003: 308). These models make frequent use of the prefix "co-" which includes co-management, co-production, co-allocation, all attempting to maneuver through the increasing complexity, dynamism and diversity (Kooiman, 1993) which are part of current governing systems. Readiness under these circumstances is organisational flexibility and readiness to accept that not only are internal structures responsible but, also the need to accept external stakeholder and the provision of space for them to function in their own terrain.

Proactive implementation assessment and visioning

Pre-implementation planning and visioning should provide a starting point in the organizational readiness process and the implementation of government programmes. However, in most instances, the formulation-implementation gap that a strategic plan is supposed to bridge, remains despite compliance based on planning processes. Pre-implementation assessment of organisational capacity and integration of all organisational processes and resources towards the accomplishment of goals are to be undertaken for service delivery to

succeed. This organisational capacity assessment includes the capacity and assessment of the ability to learn and overcome structural inertia (Sepic, 1996) ability to provide performance feedback and measure performance through ends and not means (Behn, 1995:314).

Innovation, culture and service delivery in policing

Police service managers, more specific the senior police officers, need to be motivated towards being innovative and able to take risks if service delivery is to move beyond experimentation. Understandably, innovation and risk taking are expensive to implement and more so when initiatives fail because consequences for failure are sometimes serious and may include punishment. Balk (1995: 327) refers to the existence of limits to energetic leadership, empowerment and employee training making innovation the next available remedy for organisational improvement. Organisational innovations can be untidy as they mostly involve changes in policies and behaviour of employees including adjustment to new circumstances.

Impeding innovation in the Nigeria Police is due to *inter alia* the lack of space to express ideas because of the existence of traditional hierarchical norms of loyalty and trust which engender fear and silence. Cordner (2010:236) states that organisational traditions are customary ways of doing things and cannot be changed easily or frivolously. This is why many insiders say that efforts to change the police, whether the change concerns traditional ideas of patrol, getting officers to talk about corrupt fellow officers, even changing the type of weapons they carry, must first win the hearts and minds of its officers. Until advocates of police change recognize the importance of culture, they will continue to be surprised as they have been for the past years. Bureaucracy and hierarchy perpetuate isolation and specialization both of which are elements that do not promote innovation. For a public organisation, like the SAPS, to be innovative a serious cultural re-orientation will have to be undertaken.

Attitude of police members

Maier in Cordner (2010:217) describes an attitude as a psychological mental set that represent a predisposition to form certain opinions. Attitudes

may be ideals, values, sentiments, thoughts, ideas, concepts, feelings, beliefs and assumptions. Attitudes affect people's perceptions, behaviour and events. People with different attitudes will form different opinions of the people with whom they associate. They will also evaluate events and activities in which they are involved differently, depending on their attitudes. They will perceive their fellow staff, their commanding officers, the citizens of their communities, their own environment, their salaries, the way they are treated and everything they do according to their opinions or attitudes (Cascio, 1991).

Thus, attitudes are what people are predisposed to bring to everything in which they become involved. Cordner (2010:217) mentions further that the relationship between attitudes and behaviour, however, is not a direct one. For example, some people have the attitude that their work is mind-numbing, yet they remain working. Some police officers believe that their sergeants are incapable of supervising, yet they follow orders. Others believe that their police chiefs deserve their best efforts each and every day, but nonetheless find themselves coasting in their jobs. Although how people behave is affected by their attitudes, behaviour is also influenced by many other factors.

The change of attitude begins within every individual. Police members should focus on an attitude change towards their communities and channel their focus to work smarter, not harder. This shift in attitude could result in drastic positive changes in the quality and enhancement of policing service delivery. Police organizations need well trained and committed members with a passion to serve their communities. Members need to demonstrate determination, tenacity, dedication and a willingness to really protect and to serve. According to Cordner (2010:221-222) a major challenge for police managers is to harness these powerful peer influences so that young officers attitude change positively rather than negatively. Although distrust and cynicism are among the common effects of police work and the police culture on young officers, it is also possible for officers to remain optimists or become realists but avoid developing into pessimists or cynics.

Performance measurement as an instrument for policing management accountability

Management is being accountable and able to achieve the required or expected performance. While measurement is much clearer in private organisations, public accountability forces public organisations to be more accountable if not more than their private counterparts because of a lack of the in-built profit incentive. According to Bouckaert (1995: 383) the role of management is concerned with how performance standards are set and whether the way they are set, leads to commitment within the management process. The importance of having a performance management system lies in its ability to ensure that there is organisational alignment of effort from the vision and mission, including policy and strategy to organisational and individual performance. Crime statistics can only offer limited measurement of police performance, if they can be a measure of performance at all.

According to Faull (2010:19) to put pressure on the police to reduce crime statistics leads to perverse incentives, typically to not record crime. Crime statistics are still seen as a measure of police performance rather than a measure of the challenge facing the police and indeed society as a whole. Other police performance assessment measures currently in place also contribute to poor and abusive policing practices. Police in democratic societies operate in a space forged between their constitutional mandate and the legal framework that defines how they must operate. Such a mandate is impossible for a police service alone to achieve, yet statements by police leaders, research on police culture suggest most police members nonetheless embrace the mandate (Faull, 2010:19). Faull (2010:24) further states that acclaimed police academic, David H. Bayley, suggests that for a police service to be truly effective it must demonstrate that it is responsive, available and fair to the population. He bases this on the premise that police are the tool for legitimizing the law and mobilizing public support for a moral regime. Bayley believes only about fifteen police organisations in the world realise this mandate of responsiveness, availability and fairness.

Performance management and measurement as a management function, means setting goals, defining strategies and programmes and achieving

those goals and establishing systems to evaluate progress. This conceptual simplicity is one of the greatest strengths of performance measurement and management systems.

Leadership, performance measurement and incentives for policing

Performance measurement is likely to have consequences on the salary and incentive payment structures resulting from the achievement of positive results, senior employees become eligible for bonuses. In the light of enronism, the public is unlikely to accept the efficiency bonuses paid to public sector executives and managers as has been the recent case.

The transactional leadership approach is based on the exchange theory according to which negotiation, a minimum positive level, where reward becomes greater than the cost of an outcome must exist in order for attraction or affiliation to take place (Luthans, 1981: 320). While the kind of deliberations taking place within a group that has different views on an issue seems simple, it is in actual sense a complex exchange and bargaining. Citizens, political officials and police officials need information with which to judge overall police department performance. Traditional methods that rely completely on crime and arrest statistics are inadequate. A more comprehensive approach should include accepted standards of police practice, sensitive quantitative measures that assess quality as well as quantity and subjective judgments about the style, philosophy and quality of police services, police policies and the total police administration.

Performance management and productivity is an area that has been found to lead to more conflict when compared to other areas related to employment. Conflict normally involves two or more people over values, competition for status, power and scarce resources. Conflict results from communication, which according to Fox, Schwella and Wissink (1991:177) may either be too much, too little or does not exist at all. Not all conflict is disruptive and certain levels of conflict should be maintained in an organisation for it to maintain its innovativeness.

6.0 POLICE MANAGEMENT AND DEPARTMENTAL ORGANISATION IN NIGERIA POLICE OFFICE OF INSPECTOR-GENERAL OF NIGERIA POLICE FORCE

There shall be

- (a) an Inspector-General of Police who, subject to section 216(2) of this constitution shall be appointed by the President on the advice of the Nigeria Police Council from among serving members of the Nigeria Police Force.
- (b) A Commissioner of police for each State of the Federation who shall be appointed by the Police Service Commission.

The Nigeria Police Force shall be under the command of the Inspector-General of Police and any contingents of the Nigeria Police Force stationed in a State shall, subject to the authority of the Inspector-General of Police, be under the command of the Commissioner of Police of the State.

The President or such other Minister of the Government of the Federation as he may authorise in that behalf may give to the Inspector-General of Police such lawful directions with respect to the maintenance and securing of public safety and public orders as he may consider necessary and the Inspector-General of Police shall comply with those directions or cause them to be complied with.

Subject to the provisions of this section, the Governor of the State or such commissioner of the Government of the State as he may authorize in that behalf, may give to the Commissioner of Police of that State such lawful directions with respect to the maintenance and securing of public safety and public orders within the State as he may consider necessary and the Commissioner of Police shall comply with those directions or cause them to be complied with.

Provided that before carrying out any such directions under the foregoing provisions of this subsection the Commissioner of police may request that the matter be referred to the President or such Minister of the Government of the Federation as may be authorized in that behalf by the president for his directions.

(I) ORGANISATION OF THE NIGERIA POLICE AT THE FORCE HEADQUARTERS, ABUJA

At the apex of the Nigerian Police is the Inspector-General of Police (IGP), who is an appointee of the Executive or the Presidency. He is therefore answerable to the President in all his activities. The office of the IGP is located at the Force Headquarter (Force HQ) in the Federal Capital Territory (FCT), Abuja. In the Force HQ there are six Deputy Inspectors General (DIGs) in charge of Administration and Finance ('A' Dept.); Operations ('B' Dept.); Logistics and Supplies ('C' Dept.); General Investigation and Intelligence ('D' Dept.); Training and General Policy on Manpower Development ('E' Dept.); and Research and Planning ('F' Dept.). directly under the office of the IGP is the Force Secretary's Office, occupied by an Assistant Inspector- General (AIG).

- (ii) Zone Two: Lagos, (Hqts) Ogun
- (iii) Zone Three: Yola (Hqts) Adamawa, Taraba and Gombe
- (iv) Zone Four: Makurdi (Hqts) Benue, Plateau, Nasarawa
- (v) Zone Five: Benin (Hqts) Edo, Delta and Bayelsa
- (vi) Zone Six: Calabar (Hqts), Cross River, Rivers, Ebonyi, Akwa Ibom
- (vii) Zone Seven: Abuja (Hqts) Niger and Kaduna
- (viii) Zone Eight: Lokoja (Hqts) Kogi, Kwara, Ekiti
- (ix) Zone Nine: Enugu (Hqts) Abia, Anambra
- (x) Zone Ten: Sokoto (Hqts) Kebbi, Zamfara
- (xi) Zone Eleven: Oyo (Ibadan, Hqts) Ondo, Osun
- (xii) Zone Twelve: Bauchi (Hqts), Borno, Yobe.

(II) ORGANISATION OF NIGERIA POLICE AT ZONAL COMMANDS

Each zone consists of a combination of between two-four states and they are all under the command of Assistant Inspector-General (AIGs), who are directly answerable to the IGP.

In deciding the territorial boundaries at all levels of the police, the IGP considers several factors, among which are the population density; crime statistic; traffic (density, routes and accidents); property (residential, business and industrial); and public centres of amusement. The hierarchy of command is shown above.

As earlier said, there are presently twelve zonal commands and they are as follows:

- (i) Zone One: Kano, (Hqts) Jigawa, Katsina

(III) ORGANISATION OF NIGERIA POLICE AT STATE COMMANDS

In each of the thirty-six states and the Federal Capital Territory (FCT), Abuja, there is a police command headed by a Commissioner of Police (CP). The CP has a Deputy Commissioner (DC) to assist him in running the affairs of the command. Directly under the CP is an area commander in charge of all the Divisional Police Officers (DPOs), who also have the station officers and police posts under them. There are five departments in the State Headquarter: ('A' Dept. Administration and Finance); 'B' Dept. (Operations); 'C' Dept (Logistics and Supplies.); 'D' Dept. (Investigation and Intelligence); 'E' Dept. (Training and General Policy on Manpower Development); and 'F' Dept. (Research and Planning).

(IV) HIERARCHICAL COMMAND AND FIELD OPERATIONAL STRUCTURE OF THE NIGERIA POLICE

NO	COMMAND LEVEL	COMMANDER
1.	Force Headquarters (National)	Inspector- General
2.	Zonal Command (Group of state commands)	Assistant Inspector General
3.	State Command	Commissioner
4.	Area-Command (group of Divisional Commands)	Assistant Commissioner
5.	Divisional Command	Assistant Superintendent of Police (or higher rank)
6.	District Command	Inspector (or higher rank)
7.	Police Station	Sub-Inspector (or higher rank)
8.	Police Post	Corporal (or higher rank)
9.	Village Post	Police Constable (with a minimum experience or higher rank)

Source: Alemika E. E. O. and Chukwuma, I. C (2000) Police Community violence in Nigeria, Lagos: CLEEN and NHRC. P.17

(V) DELEGATION OF POWERS TO THE INSPECTOR-GENERAL OF POLICE

Subject to the provisions of this constitution, the Nigeria Police Council may, with the approval of the President and subject to such conditions as it may think fit, delegate any of the powers conferred upon it by this constitution to any members or to

the Inspector-General of Police or any other member of the Nigeria Police Force.

Before making any appointment to the office of the Inspector-General of Police or removing him from office, the President shall consult the Nigeria Police Council.

THE POLICE RANK STRUCTURE

Currently, the police rank structure is made up of twenty-two ranks. They are

S/NO	RANK	DESCRIPTION OF BADGES OF RANK
1.	Constable	Nil
2.	Corporal	Two chevrons, worn points down
3.	Sergeant	Three chevrons, worn point down
4.	Inspector (Unconfirmed)	One horizontal bar worn on the shoulder flap
5.	Sergeant-major	Woven device bar worn on the shoulder flap
6.	Inspector (Confirmed)	One horizontal bar and a miniature bar worn on the shoulder flap
7.	Senior Inspector	Two horizontal bars worn on the shoulder flap
8.	Principal Inspector	Two horizontal bars and a miniature bar worn on the shoulder flap
9.	Assistant Chief Inspector	Three horizontal bars worn on the shoulder flap
10.	Deputy Chief Inspector	Three horizontal bars and a miniature bar worn on the shoulder flap
11.	Chief Inspector	Four horizontal bars worn on the shoulder flap
12.	Assistant Supt. of Police (Unconfirmed)	One Star
13.	Assistant Supt. of Police	Two Stars
14.	Deputy Supt. of Police	Three Stars
15.	Superintendent	The device of the federation
16.	Chief Superintendent	The device of the federation and one star
17.	Assistant Commissioner of Police	Crossed tip stave surrounded by laurel wreath
18.	Deputy Commissioner of Police	Crossed tip staves surrounded by laurel wreath and one star
19.	Commissioner of Police	Crossed tip staves surrounded by laurel wreath and two stars
20.	Assistant Inspector General of Police	The device of the federation; crossed tip staves surrounded by laurel wreath
21.	Deputy Inspector general of Police	The device of the federation; one star; crossed tip staves surrounded by laurel wreath
22.	Inspector General of Police	The device of the federation; two stars; crossed tip staves surrounded by laurel wreath

(VI) DEPARTMENTAL ORGANISATION

Police departments are organised to ensure proper management of administrative activities coordinating and enacting law enforcement personnel and equipment. Police management includes the administrative of coordinating, controlling and directing police resources, activities and personnel.

The police work involves many different duties and responsibilities including patrolling, responding to calls, investigating complaints,

conducting interviews and interrogations, performing searches, gathering evidence, documenting case files and testifying in court.

It takes a lot of coordination, and a lot of people, in order to fulfill these duties. Therefore, successful police management is key.

Police department management style

A management style is the way an entity runs its police business. A police department management style is largely dictated by the type of multiplicity

its services. For instance, police departments in small towns are usually run differently from those located in big cities.

Generally, there are two main management styles (I) military management and (II) community policing.

The military management style of policing uses a limited number of subordinates as supervisors and a fixed hierarchy with a centralised command. This means that decisions are made at the top of the hierarchy and flow downwards. There is one main person – a chief – who is responsible for police decisions. Because the hierarchy is fixed and all groups have a supervisor, everyone knows whom they report to.

In the 1970s, many experts started to advocate for a more democratic management style that would better suit police interactions with the public. This resulted in the community policing movement. The concept is based on solving community problems and forming community partnerships.

The local police departments might invite citizens to a neighbourhood meeting in order to educate them on how to keep themselves safe and to obtain ideas on how to best abate the problems. In turn, the neighbours and citizens will provide the police with important information.

ORGANISATIONAL TYPES

An organisational type refers to the way an entity is structured or ordered. Police departments typically use one of the four basic organisational types. The four types are Line, Line and Staff, Functional and Matrix.

(i) LINE ORGANISATION

Line Organisation uses a simple chain of community structure, where authority flows from the top to the bottom in a distinct line. This organisational type is the oldest structure.

It is used mainly in small police departments that serve rural communities. It is hard to use this type of structure in large agencies, because the chain or line, simply becomes too long to be efficient.

In order to provide the required police service, the constitution of Federal Republic of Nigeria provide. There shall be Police Force for Nigeria,

which shall be known as the Nigeria Police force and subject to the provisions of this section no other police force shall be established for the Federation or any part thereof.

Subject to the provisions of this Constitution — (a) the Nigeria Police Force shall be organized and administered in accordance with such provisions as may be prescribed by an Act of the National Assembly; (b) the members of the Nigeria Police Force shall have such powers and duties as may be conferred upon them by law. The police is expected to promote security and welfare service to the citizens. Excellent service is expected to be delivered and consumed by the citizen and public.

The departments and their responsibilities are now as follows:

'A' Department

- (i) Administration
- (ii) Personnel, promotion, Dismissal, transfer and posting
- (iii) Welfare
- (iv) Budgeting, finance pay and accounts
- (v) Establishment
- (vi) Medical
- (vii) Public relations/printing
- (viii) Cooperative
- (ix) Computer
- (x) Central band
- (xi) Force provost
- (xii) Central motor registry
- (xiii) Supernumerary constables, special constabulary.

'B' Department

- (i) Operation — Joint Operation, Highway patrol's co ordinations, Beats, Marine, Traffic warden service, Motor Traffic control and policies.
- (ii) Airport Police, Railway Police and Ports Authority police
- (iii) Central Motor Registry
- (iv) Force Armament — Arms and Ammunition, Musketry, Bomb Disposal, Anti-Terrorism.
- (v) Police Mobile Force and Police Mobile Force Training College
- (vi) Communication — signals
- (vii) `Transport
- (viii) Force Animals — Mounted Section, Dogs and veterinary services.

'C' Department

- (i) General Investigation
- (ii) Interpol - International Police Organization (Interpol)
- (iii) Antiquities
- (iv) Crime prevention
- (v) Technical aids to criminal investigation — forensic laboratory,
- (vi) Criminal Records, central arms Registry, photographic, Etching sections and central arms registry
- (vii) Legal Section, criminal prosecution, civil litigation, library administration.
- (viii) Criminal Intelligence Bureau
- (ix) Security Intelligence Bureau
- (x) 'x' Squad
- (xi) Special Fraud Unit
- (xii) Special Anti-Robbery Squad
- (xiii) Homicide.

'D' Department

- (i) Training
- (ii) Police Academy
- (iii) Police Staff College
- (iv) Police Colleges at Ikeja, Kaduna, Maiduguri, Orji River, Detective College, Enugu
- (v) Education — Local and Overseas.

'E' Department

- (i) Research
- (ii) Planning
- (iii) Inspect-mates Division
- (iv) Management Information
- (v) Organization and method.

7.0 POLICE OVERSIGHT INSTITUTIONS AND CONTROL SYSTEM

(I) THE NIGERIAN POLICE COUNCIL AND ITS FUNCTIONS

The Nigerian Police Council shall comprise the following members:

- (a) The President who shall be the chairman,
- (b) The Governor of each state of the federation'
- (c) The Chairman of the Police Service Commission' and
- (d) The Inspector General of Police

The functions of the Police Council include:

- (a) The organisation and administration of the Nigerian Police Force and all other matters relating thereto (not being matters relating

to the use and operational control and dismissal of members of the force).

- (b) The general supervision of the Nigerian Police Force; and
- (c) Advising the president on the appointment of the Inspector General of Police.

(II) POLICE SERVICE COMMISSION AND ITS FUNCTIONS

The 1999 constitution established the Police Service Commission and provided for its composition and powers. The constitution states that the Police Service Commission shall comprise the following members. Mentioned:

- (a) A Chairman and
- (b) Such number of other persons, not less than 7 but not more than 9 as they may be prescribed by an Act of the National Assembly.

The Functions of Police Service Commission are as follows:

- (a) To appoint persons to offices (other than the office of the Inspector General of Police) in Nigeria Police Force; and
- (b) To dismiss and exercise disciplinary control over persons holding, any office referred to; to para (a) above.

(III) ACHIEVEMENTS OF THE POLICE SERVICE COMMISSION

The Commission has carried out a number of other important activities since its establishment. These include:

1. Clearing the backlog of police officers who were due for promotions but were not promoted under the military. This has boosted the morale of men and women of the Nigeria Police Force, some of whom had been stagnant on one rank for over ten years.
2. Under the Commission, merit is gradually but steadily taking its rightful place as the major determinant of promotion in the force.
3. Readmission of many police officers who were dismissed under the military in disregard to the rule of law.

CHALLENGES OF THE POLICE SERVICE COMMISSION

However, the Commission also faced serious challenges. These include:

1. Lack of adequate material and functional resources to carry out its functions;

2. Inability to establish an independent investigation mechanism, implying that the Commission still depends on the police for investigating complaints and petitions sent to it.
3. Lack of adequate staff with experience on the work of civilian oversight of police.
4. The reluctance of police authorities to come to terms with the establishment of the Police Service Commission. During the military era, the Inspector General of Police who was a member of the Armed Forces Ruling Council has the power to appoint, promote, discipline and to dismiss his personnel. But under the present democratic dispensation, the Inspector General of Police is constitutionally required to take directives on appointment, promotion and discipline of his personnel from the Police Service Commission. This has been difficult for the successive chiefs of police to acculturate themselves to, since the establishment of the Commission.

GOVERNANCE AND OVERSIGHT OF THE NIGERIA POLICE FORCE

The 1999 Constitution created two organs for the governance of the country's police system. These are the Police Council and the Police Service Commission. (See the third Schedule of the 1999 Constitution) The Police Council consists of:

- (a) The President who shall be the Chairman;
- (b) The Governor of each State of the Federation;
- (c) The chairman of the Police Service Commission; and
- (d) The Inspector- General of Police.

The Constitution defined the functions of the Police Council to include:

- (a) The organisation and administration of the Nigeria Police Force and all other matters relating thereto (not being matters relating to the use and operational control of the Force or the appointment, disciplinary control and dismissal of members of the force);
- (b) The general supervision of the Nigeria Police Force; and
- (c) Advising the President on the appointment of the Inspector General of Police.

The 1999 Constitution also provided for the establishment of the Police Service Commission with the following members:

- (a) Chairman; and
- (b) Such number of other persons, not less than seven but not more than nine, as may be prescribed by an Act of the National Assembly.

The Police Service Commission (Establishment) Act, No 15 of 2001, Section 6, charged the Commission with the responsibility of:

1. Appointing and promoting all officials of the NPF (other than the Inspector- General of Police, IGP);
2. Dismissing and exercising disciplinary control over the same persons;
3. Formulating policies and guidelines for the appointment, promotion, discipline and dismissal of officers of the NPF;
4. Identifying factors inhibiting and undermining discipline in the NPF;
5. Formulating and implementing policies aimed at efficiency and discipline within the NPF;
6. Performing such other functions as, in the opinion of the Commission, are required to ensure optimal efficiency in the NPF; and
7. Carrying out such other functions as the President may, from time to time, direct.

FUNCTIONS AND POWER OF THE NIGERIA POLICE STATUTORY FUNCTIONS OF NIGERIA POLICE

In Nigeria, the need and the functions of the police forces cannot be overemphasized. The general public wants the police force to be upright and impartial in discharging their duties and their statutory functions. The police force is trusted with the responsibility of preserving lives and property and police are expected in the society to maintain general social order and security. The constitution really empowered them to intervene in every aspect of crime situation. So, the functions of the police in crime management are inexhaustible and limitless.

- a. Prevention and detection of crime.
- b. Apprehension of offenders.
- c. Preservation of law and order.
- d. Protection of life and property.
- e. Enforcement of all laws and regulations with which they are charged.

- f. Military duties within or without Nigeria as may be required of them.

In order to discharge their numerous functions, police in Nigeria are accorded wide powers by law. For example, Nigeria police have powers:

- To take measures to prevent crime
- To investigate crime
- To prosecute suspects
- To search properties and persons in order to prevent crimes, detect or investigate crimes, apprehend offenders and collect evidence for prosecution.
- To grant bail to suspects pending investigation or arraignment in court
- To serve summons
- To regulate processions and assemblies

POLICE AND THE LAW AND THE SOCIETY

Every member of the police force irrespective of his rank is first and foremost a "police officer". All the officers perform certain duties according to their specialization and as it been conferred on them by the constitution. The creation of ranks in the force was to make it a disciplined and functional institution, which has been taken care of by the command structure. Ranks differential in the Police also assigned officers to different responsibilities.

It is worthy of mention that the command structure is a sine qua non for a disciplined and functional organization. The command structure, indeed, is secondary and the status which a police officer enjoys under the law takes a primary position since that serves as the basis of the performance of police work. This status is not generated by the fact that a police officer is a public servant, but by reason of the origin of his authority (powers) which enables him to carry out his work. Unlike other public servants in the civil service and public corporations or institutions who act on delegated authority, the authority of a police officer is original, flowing directly from the constitution.

Tamuno (1970) believed that the privileged status is not farfetched from historical perspective. He emphasized that in the traditional criminal justice system, everyone acted as policeman. This was not based on employment but by the fact that policing was an activity which every citizen had a civil obligation to perform for the sake of maintaining

peace and tranquility in the community. That time was marked by the realization that policing was and still an inherent aspect of man. The formation of organized police force whose members were charged with the responsibility of maintaining law and order on behalf of the people were necessitated by division of labour and industrialization. That notwithstanding, "the basic and original authority which every citizen had as his own policeman was not denied; the modern police officer's ... authority is original, not a delegated one. This can be exercised at his discretion. By virtue of the office, he is a ministerial officer exercising statutory power independent of contract. The basic difference is recognized in the fact that the relationship to the government is not in ordinary parlance defined as servant and master. There is no such relationship.

ISSUES ON POWER AND DUTIES OF POLICE

The 1999 constitution provides that the members of the Nigerian Police Force shall have such powers that may be conferred upon them. The Police Act provides for such powers and duties. The police have the power to arrest any offender and the power to detain and search the offender. They also have the power to take the finger print of the offender, search his property and to conduct prosecutions in courts of law. The powers bestowed upon them are very expansive, but they must be exercised under the law.

The Police Act states that the police are employed for the preservation and detection of crime, the apprehension of offenders, the preservation of law and order, the protection of life and property and the due enforcement of all laws, regulations with which they are directly charged and shall perform such military duties within and outside Nigeria as may be required of them, by or under the authority of this or any other Act.

From the foregoing, if a police officer refuses to arrest an offending person, this indicates that he is not performing his duty of maintaining law and order. Such officer has also failed in his duty to prevent and detect crime. The officers can combine their powers and duties which involves work and instrument used. Both power and duty are complimentary and this made it difficult to know which one — power or duty — takes precedence over the other in the mind of the police officer. But it is worthy to note that the exercise of

his powers within the law entails a response to the call of duty. It is very difficult to differentiate police powers from police duties; this is because they are an integral part of a police officer. Both were in the authority vested in him with a privileged status which he enjoys under the constitution. "A police officer cannot to all intents and purposes exercise his powers without simultaneously performing his duties or vice-versa. Consequently ... any police officer properly acting in the execution of his duty". The power so exercised by the police must exist in symbiosis with duty in order to produce a good police officer. This means that power and duty are supposed to attract equal consideration to a police officer while playing his role under the constitution.

THE FUNCTIONS OF THE POLICE

Historically, the police have performed two basic functions: law enforcement and maintenance of order and by extension the delivery of social services. Bowden (1978) observed that the police are established and maintained not only to monitor but also to discourage and destroy challenges to the existing order of things. He argued that the primary task of the police is order enforcement. Consequently, whenever the government is facing a crisis (social disorder) the police is deployed or called upon to serve as a buffer between the elites and the masses and perform the essential holding operations against the malcontents until military force could be applied in a punitive manner.

Neiderhoffer and Bumbery (1976) reinforce the idea of police force as a containment agency, observing that the police serve as 'controlling radar' to keep a society within structural confines. To effectively perform this function the police are empowered to exercise state power, if necessary, through coercion and violence.

Historically, therefore the main function of the police has been to protect the property and wellbeing of those who benefit most from an economy based on the extraction of private profit. The police were created primarily in response to riot and disorder directed against oppressive working and living conditions.

Law enforcement involves measures taken by the police to prevent breaches of criminal law, to apprehend crime suspects and to restrain them in custody (if need be) to bring offenders to court for

trial or prosecution and to assist the court and prisons in executing conviction or sentencing dispositions.

But order maintenance entails public order policing or the preservation of the status quo and public peace; deployment of police personnel and resources towards the suppression of oppositions and threats to the government and to the prevailing modes of political economic and social organization. This is so vital to the political and economic power-holders in society that the goals of order maintenance are simultaneously pursued through coercive (via police, military, prisons, tribunals courts etc.) as well as by means of persuasion, ideology and indoctrination and socialization within the family and other social institutions such as religious and professional bodies, social and cultural associations political parties etc.

According to Alemika (1992) "all over the world, the police are servants of government, assembled, trained, deployed and rewarded for enforcing the law and maintaining order in society. He further opined that the police are guardians of social order. As an institution, the police force, helps to preserve, fortify and maintained the prevailing social order and are hardly catalyst for its change". Thus, when a social order is oppressive, exploitative and unjust the police preserve it by suppressing and defusing demand for democracy and elimination of oppression and injustices. Similarly, in a democratic, just and equitable society, police serve as vanguard for social democracy, human rights and socio-economic justice. The message therefore is that the role and performance of police are dependent on the political and economic structures of society.

STATUTORY FUNCTIONS AND POWERS OF THE POLICE IN NIGERIA

Section 194 of the constitution of Nigeria (1999) provided that:

There shall be a police force for Nigeria which shall be styled the Nigeria Police Force and subject to the provisions of this section no other police force shall be established for the Federation or any part thereof and shall have such powers and duties as may be conferred upon them by law.

The constitution merely recognised the existing Nigeria police force created in 1930. Also since the implementation of the working party on Police and Prisons' Report (1966), there has been only a single National Police Act (1967), modified by Decree No. 23 of 1979, which provided that the police shall be employed for the prevention and detection of crime, apprehension of offenders, the preservation of law and order, the protection of life and property and the due enforcement of all laws and regulations with which they are directly charged and shall perform such military duties within or without Nigeria as may be required by them or under the authority of this or any other Act.

The statutory specification of the role of the police in Nigeria does not include or make adequate provisions for the delivery of social services. Yet the police spend more time responding to public inquiries or call for assistance by citizens in distress or in need of care than they spend fighting crime. Delivery of social services by the police promotes cordial and constructive police public relations and co-operation. As Black (1980) observed in America, some police functions have little or no relevance to deviant behaviour and social control such as the transportation of the sick and injured people to the hospital or the removal of dead dogs and abandoned automobiles from the street. But even where an exercise of authority is involved, the role of the police may depart from law enforcement in a narrow sense. This might be seen in the handling of an intoxicated or homeless person sleeping in a public place a game of dice or cards in an alley, a noisy party, a gang of teenagers loitering where they are not wanted or any of a variety of interpersonal conflicts, whether between a husband and wife, landlord and tenant or businessman and customer. Although the police might make an arrest in any of these situations more often, they dispose of the matter entirely in the setting where it occurs. Empirical operations confirm that the same can be said of the Nigeria Police.

General Functions, Roles and Duties of Police

Police are one of the most ubiquitous organisations of the society. The policemen, therefore, happen to be the most visible representatives of the government. In an hour of need, danger, crisis and difficult), when a citizen does not know, what to do and whom to approach.

the police station and a policeman happen to be the most appropriate and approachable unit and person for him. The police are expected to be the most accessible, interactive and dynamic organisation of any society. Their roles, functions and duties in the society are natural to be varied, and multifarious on the one hand; and complicated, knotty and complex on the other. Broadly speaking the twin roles, which the police are expected to play in a society are maintenance of law and maintenance of order. However, the ramifications of these two duties are numerous, which result in making a large inventory of duties, functions, powers, roles and responsibilities of the police organisation.

A. Roles, Functions and Duties of the Police in General

The role and functions of the police in general are:

- (a) to uphold and enforce the law impartially and to protect life, liberty, property, human rights, and dignity of the members of the public;
- (b) to promote and preserve public order;
- (c) to protect internal security, to prevent and control terrorist activities, breaches of communal harmony, militant activities and other situations affecting Internal Security;
- (d) to protect public properties including roads, railways, bridges, vital installations and establishments etc. against acts of vandalism, violence or any kind of attack;
- (e) to prevent crimes and reduce the opportunities for the commission of crimes through their own preventive action and measures as well as by aiding and cooperating with other relevant agencies in implementing due measures for prevention of crimes;
- (f) to accurately register all complaints brought to them by a complainant or his representative, in person or received by post, e-mail or other means and take prompt follow-up action thereon, after duly acknowledging the receipt of the complaint;
- (g) to register and investigate all cognizable offences coming to their notice through such complaints or otherwise, duly supplying a copy of the First Information Report to the complainant and where appropriate, to apprehend offenders and extend requisite assistance in the prosecution of offenders;

- (h) to create and maintain a feeling of security in the community, and as far as possible prevent conflicts and promote amity;
- (i) to provide, as first responders, all possible help to people in situations arising out of natural or man-made disasters and to provide active assistance to other agencies in relief and rehabilitation measures;
- (j) to aid individuals, who are in danger of physical harm to their person or property and to provide necessary help and afford relief to people in distress situations;
- (k) to facilitate orderly movement of people and vehicles; and also, to control and regulate traffic on roads and highways;
- (l) to collect intelligence relating to matters affecting public peace, and all kind of crimes including social offences, communalism, extremism, terrorism and other matters relating to national security and disseminate the same to all concerned agencies, besides acting, as appropriate on it themselves.
- (m) To take charge, as a police officer on duty, of all unclaimed property and take action for their safe custody and disposal in accordance with the procedure prescribed.
- (n) To train, motivate and ensure welfare of police personnel

B. Social Responsibilities of the Police

Every police officer shall:

- (a) behave with the members of the public with due courtesy and decorum, particularly so in dealing with senior citizens. Women and children;
- (b) guide and assist members of the public, particularly senior citizen, women, children the poor and indigent and the physically or mentally challenged individuals, who are found in helpless condition on the streets or other public places or otherwise need help and protection;
- (c) provide all requisite assistance to victims of crime and of road accidents and in particular ensure that they are given prompt medical aid, irrespective of medico-legal formalities and facilities their compensation and other legal claims;
- (d) ensure that in all situations, especially during conflict between communities, classes, castes and political groups, the conduct of the police is always governed

by the principles of impartiality and human rights norms, with special attention to protection of weaker sections including minorities;

- (e) prevent harassment of women and children in public places and public transport, including stalking, making objectionable gestures, signs, remarks or harassment caused in any way;
- (f) render all requisite assistance to the members of the public, particularly women, children and the poor and indigent persons, against criminal exploitation by any person or organised group; and
- (g) arrange for legally permissible sustenance and shelter to every person in custody and making known to all such persons provisions of legal aid schemes available from the Government and also inform the authorities concerned in this regard.
- (h) preserve, promote and protect human rights and interests of weaker sections, backward classes, poor, weak and the downtrodden.

The Inventory of Police Duties, Functions and tasks

In the light of above-mentioned description of police work and functioning, an inventory of police duties, functions and jobs can be prepared in the following manner:

- 1) Investigation related duties and jobs
- 2) Crime prevention and preservation of peace and security
- 3) Crime detection work
- 4) Order maintenance and security jobs
- 5) Enforcement of Social Legislation, Minor, Major and Special Acts
- 6) Collection of Intelligence
- 7) Democratic and election related duties
- 8) Natural calamities, disaster management and emergency duties
- 9) Maintenance of Police Records
- 10) PRO duties
- 11) Assistance to other departments
- 12) Miscellaneous duties and functions

1) Investigation Related Duties and Jobs

These would include police functions like:

- (a) Crime registration
- (b) Guarding, protecting visit to the scene of crime

- (c) Lifting, handling and packing of exhibits and sending them to various places like the PS, SP office, FSL and other places calling witnesses and serving notices to them
- (d) Calling witnesses and serving notices to them
- (e) Arresting criminals and suspects
- (f) Search and seizure proceedings during an investigation
- (g) Interrogation of suspects, witnesses and criminals
- (h) Collection and recording of various types of evidences i.e. oral, documentary and expert opinion etc.
- (i) Taking criminals to courts for police/judicial custody and trial
- (j) Raids for various purposes.

2) **Crime Prevention and Preservation of Peace and Security**

These would include:

- a) Patrolling, including performing picket and ambush jobs, checking vehicles and frisking passengers
- b) Surveillance and checking of bad characters
- c) Preventive arrests
- d) Collection and transmission of criminal intelligence

3) **Crime detection work**

The crime detection job profile would include:

- (a) Collection of information/intelligence about criminals of various types and taking notes from the CIG.
- (b) Creation of informers and contacts with the members of criminal tribes and other segments of society so as to obtain useful information with regard to the detection of various property and other offences like murder, robbery etc.

4) **Order Maintenance and Security Jobs**

These would include among other things, the following tasks:

- a) Surveillance, watch and action to be taken during peaceful processions, demonstrations and strikes of various types
- b) Action to be taken on agitating and unruly mobs. This would include pushing off agitators, stopping them with improvised barricades and effective intervention to contain mobs under the instructions of

senior officers and the use of force whenever needed

- c) Protection of vital installations during the spate of crimes and emergencies of various types
- d) VIP security and performance of various duties during VIP visits in different capacities.

5) **Collection of Intelligence**

Police are required to collect intelligence about:

- a) Any incident of law and order
- b) Political activities
- c) Labour activities
- d) Student activities and agitations thereof
- e) Communal tensions and events
- f) Employees' associations and strikes by them
- g) Criminal activities
- h) Miscellaneous activities and events tending to destroy peace and tranquility.

6) **Natural calamities, Disaster and emergency duties**

Various jobs like saving life and property, providing shelter, rehabilitation, evacuation of people from crisis situations and their transportation during:

- a) Fires
- b) Floods
- c) Famines
- d) The spread of an epidemic
- e) The breakout of war or external aggression
- f) Internal disorders like communal riots, struggle between various classes, castes and sects and other clashes

7) **Maintenance of Police Records**

This would include:

- (a) Proper handling of the record
- (b) Upkeep and maintenance of the record
- (c) Preparation, destruction, revision and modification of the record of various police units

Conflict Resolution Contexts of Police Role

Confronting, facing and handling of conflicting situations of various sorts happen to be an integral part of police role performance and duties. Police have to face numerous situations, where the contending parties on various issues, put up conditions before them, which in some way or the other, obtain the shape of conflicts. In most cases which the police handle, whether during

investigations or maintenance of order, there are often two or more contending individuals, parties and issues which are expected to be resolved by police. Conflict resolution thus becomes an essential part of overall police functioning. Needless to say that policemen will be able to discharge their various duties and functions better, if they obtain good understanding of the philosophy, principles and tenets of conflict resolution and conflict management.

Conflict Resolution Scenario of Police

Police, particularly at the field level, face following situations, in addition to others, pertaining to conflict resolution:

- a) Citizens come to police with various complaints against one another, which are in the form of conflicts.
- b) There are issues, which themselves are in the nature of conflicts and the citizens expect the police to resolve them.
- c) In almost all cases which the police handle, there are two or more contending parties and adversarial situations which generate conflicts.
- d) The contending parties can create inter-group or intra-group conflicts like the complainant(s) or accused person(s) could be separate and well-marked groups contending on separate and specific issues, and at times, there might be conflicting situations among these groups themselves which may give rise to intra-group conflicts.
- e) The conflicts, which the police face and handle, could be issue, individual and law based.
- f) In most conflict cases before police, they are often not themselves part of the conflicting situations, but at times, while handling these cases, come in clash with other issues and thus, they become part of the conflict and their status and position in the context of conflict resolution become topsy-turvy.
- g) In order to avoid such situations and for empowering police to handle and resolve the conflicts in a better way, the officers should be well-equipped in academic, administrative, psychological and legal matters.

8.0 THE POLICE CRIME PREVENTION AND COMMUNITY RELATIONSHIPS

The police are needed to handle emergencies, maintain order, regulate traffic and promote a sense of security within the community. To accomplish these, the police must be part of the community. The police can best serve the community when they are regarded as part of the community both by the residents and themselves.

The police and community need each other to help the environment to be as vibrant and safe as possible. Police community relationships must be two — way partnerships. Additionally, in a democratic society, the legitimacy of the police depends on broad and active public acceptance and support. Police authorities have the responsibility and obligation to educate the public about the many causes of crime and the inability of the police, acting and alone on their own to control crimes.

Lee Brown (1985) said that the police chief must "take the lead in addressing broadened local social service needs that could if neglected, produce greater crime problems." The more educated a community is concerning the role of the police and the challenges the police face in meeting multiple demands, the more supportive and helpful they can be. The ability of the police authorities in reaching out to the community therefore is essential. This is because positive interaction with the community generally results in increased citizen support, higher morale in the work force, protection against or insulation from many hostile external forces and increased resources.

Although, it is very important for the police authorities to seek the support and co-operation of the public to improve efforts to police the community, the most important person in the police department in terms of improving police community relations is the individual police officer. Patrol officers, traffic officers and detectives are the individuals within the department who come into contact with the public on a regular basis. Most people receive their impression of a particular police department through the actions of the police officers they encounter. A person who has a bad experience with a particular officer may believe that the entire department is reflected by that officer. Officers are constantly serving as ambassadors for their

departments. That is why it is imperative that every police officer sees a great deal of community relations as part of his daily patrol or investigative assignment.

HUMAN RELATIONS, PUBLIC RELATIONS, COMMUNITY RELATIONS

Cox and Fitzgerald (1969) perhaps best defined these terms. They defined police human relations as follows "In the most general sense, the concept of human relations refers to everything we do with, for and to each other as citizen and as human beings. Human relations thus connote treating others with respect and dignity and following the Golden Rule, acting towards others as you would want others to act toward you." Cox and Fitzgerald defined police public relations as "a variety of activities with the express intent of creating a favorable image of themselves, sponsored and paid for by the organisation."

Using these two definitions, they defined police community relations as follows: Community relations are comprised of the combined effects of human and public relations. Police community relations then encompass the sum total of human and public relations whether initiated by the police or other members of the community. Police community relations may be either positive or negative, depending upon the quality of police interactions and the collective images each holds of the other (which are derived from public as well as human relations).

The President's Commission on Law Enforcement and Administration of Justice in 1967, USA defined police community relations in its summary report in the Challenge of Crime in a Free Society. A community relations programme is not a public relations programme "to sell the police image" to the people ... it is a long-range full-scale effort to acquaint the police and the community with each other's problems and to stimulate action aimed at solving these problems.

The Police Community Relations PCR movement should not be confused with today's community policing. The Police Community Relation movement involved assigning a few officers in a department as community affairs or community relations specialists. These officers attend community meetings and they try to reduce tensions between members of the department and

the public. The PCR movement at present has no real effect on the philosophy or culture of most police departments. Egon Bittner (1976) has said that for PCR programmes to be effective there is need for the Police to react to "the grassroots of discontent" where citizens' dissatisfaction with the police exists. In short, police human relations skills are needed.

COMMUNITY CRIME PREVENTION PROGRAMMES AND FORMS OF POLICING STRATEGIES

Police expert, George Kelling (1983) opined that citizens have armed themselves, restricted their activities, rejected cities, built fortress houses and housing complex, both inside and outside the cities and panicked about particular groups and classes of citizens. Surely citizens are worried about crimes and have taken measures to isolate or protect themselves against it. However, the police have an obligation to help citizens protect themselves against crime. It is obvious that the police cannot solve the crime and disorder problems of any nation by themselves, and they cannot let citizens take the law into their own hands. To address these problems, the police must turn to the public for its support and active participation in programmes to make the streets safer and improve the quality of life. Community crime prevention include neighborhood watch, crime stoppers, citizen patrols citizen volunteer programs, home security surveys, operation identification, National night out, police storefront stations, mass media campaigns and other police sponsored programmes.

CONCLUSION

The Nigerian police is by law charged with the responsibility of preventing and detecting crime, preserving peace and order and enforcing all laws and regulations. The statutory duties placed on the police are indeed overwhelming. The task is even more daunting in a growing democracy like ours, confronted with challenges of nurture and sustainability of the democratic process. This is coupled with the increasing crime rate in Nigeria today.

Establishing and maintaining mutual trust between members of a community and the police is the main goal of community policing. Police have always recognized the need for cooperation with the community and have encouraged members of

the community to come forward with crime fighting information.

Under Community Policing, police must form a partnership with people in the community allowing average citizens the opportunity to have input into the police process in exchange for their support and participation. Community rests on the belief that contemporary community problems require a new decentralized and personalized police approach that draws citizens into the process of policing themselves.

Community policing changes the way police think and act. This revolutionary movement broadens the police mandate beyond a narrow focus on fighting crime to include efforts that also address fear of crime, social and physical disorder, and neighborhood decay. The Community Policing philosophy provides an organizational strategy that challenges police officers to solve community problems in new ways.

For this problem—solving process to operate effectively, the police needs to devote time and attention to discovering a community's concerns and they need to recognize the validity of those concerns. Police and neighborhood groups may not always agree on the specific problems that deserve attention first. For example, police may regard robberies as the biggest problem in a particular neighborhood, while residents find derelicts who sleep in doorways, break bottles on sidewalks and pick through garbage cans the number one problem. In such a community, both problems should receive early attention from the police, other government agencies and the community.

The study concludes that public trust is fundamental to police service delivery as police officers' behaviour during encounters with the community can build and enhance public trust. Lack of public trust has affected the implementation of police reforms resulting in a weak community partnership in crime prevention at the station level. Accessibility to police service has not been enhanced at the police station level and human rights abuses are still prevalent in the Nigeria Police Space. Case of police corruption in terms of officers demanding favours before service delivery is persistent causing despair amongst members of the public.

The police should engage more in partnership with the community who are the consumers of their services to enhance police reforms.

The study recommends the implementation of career progression guidelines as part of changing the organisation culture in promotion has been abused.

The training curriculum should include human rights issues, preventive and punitive measures to corruption, and emerging security threats.

Use of body and dash cameras to complement the Integrated Command Control and Communication cameras based at Nigeria Police Space headquarters for transparency and accountability.

The ultimate determinant of police service performance is general public opinion. Irrespective of how good the department looks on statistics, it fails in democratic terms if the community are not satisfied. The perception from the broad community of the Nigeria Police Space inability to provide efficient services to citizens should be addressed by management. Public perception cannot be easily reversed by means of the normal organisational change methods or good public relations exercises but require radical change intervention. Part of the leadership challenge in the police department is to ensure strategies to control this perception.

The rising wave of violent crimes in Nigeria, such as murder, robbery, rape, among others, has become a source of international discomfiture. The Nigeria Police Space needs leaders that can devise strategy, identify weaknesses and rectify where policy fails and demonstrate great courage, foresight, decisive leadership and clarity of vision for improving services to Nigeria.

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NIGERIA IN THE 4TH INDUSTRIAL REVOLUTION ERA: THE LEGAL PRACTITIONERS PERSPECTIVE*

Mike A.A. Ozekhome

ABSTRACT

The World has been a subject of change through the ages, this is because, one the natural truths and reality is that; change is inevitable. Nigeria has not been an exception of the various revolution, albeit, there have been commentaries that Nigeria missed out of the 1st revolution which involved, the change from animal and manual labor to the use of steel and other equipment's. Nigeria also missed out on the 2nd revolution, involving the transformation to advance mechanism and telephones and other modern aides, and even the 3rd revolution which deals with advance digitalization and technology to ease man work. The 3rd Revolution has been a major bedrock upon which the 4th is about to be ushered on board the affairs of man. The question that begs for answer is whether Nigeria totally missed out of all the revolutions, or maybe Nigeria just had a bite of each revolution as they occurred. However, the focus of this paper is on the 4th industrial revolution and how it affects the legal practitioners in Nigeria. The 4th revolution has been characterized with advanced digitalization, viz; Artificial intelligence (AI), Virtual reality, Cloud computing, Nanotechnology and the internet of things (IoT's), amongst other developing technologies. The question whether Nigeria is ready to embrace this sweeping revolution would be attempted utilizing the legal practitioner's perspective. Indeed, even the legal sector has been engulfed in with these developmental trends, some of the western countries have reportedly embraced full-fledged revolution of services including countries like; United States of America, United Kingdom, Canada, Australia amongst others. Nigeria is not an exception, as a few law firms and even the laws, policies, rules and regulations of government parastatals, and Courts of superior records have reflected these in the administration of the law.

Automation machine learning, is now a hot cake in the knowledge clamored to be gained by this generation, this is a fact in different fields and profession of study. This paper again, takes a bite from global trends, whole focusing and discussing the Nigerian legal practitioner's perspective.

INTRODUCTION

The world is divided into continents and blocks, spreading across basic international obligations and privileges. There has since been a shift in the status quo of things. This has affected our international relations and obligations, as same have been broadened and made a subject of trend in the global affairs. The world has witnessed three major revolutions. It has been a rapid transformation from the socio-economic and biological status of the affairs of man to the main drive of universal change. Today, Artificial Intelligence (AI), Cloud computing, Nanotechnology, Virtual reality, Robotics, Internet of Things (IoT's); are all components existing side by side in the drive for industry 4.0.

MEANING OF INDUSTRIAL REVOLUTION

The earliest recorded use of the term "Industrial Revolution" was in July 1799 by French, envoy Louis-Guillaume Otto, announcing that France had entered the race to industrialize. In his 1976 book¹, Raymond Williams states in the entry for "Industry": "The idea of a new social order based on major industrial change was clear in Southey and Owen, between 1811 and 1818, and was implicit as early as Blake in the early 1790s and Wordsworth at the turn of the 19th century." The term Industrial Revolution, applied to technological change was becoming more common by the late 1830s, as in Jérôme-Adolphe Blanqui's description in 1837 of la révolution industrielle.

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¹ https://en.wikipedia.org/wiki/Louis-Guillaume_Otto :A Vocabulary of Culture and Society

Friedrich Engels, in "The Condition of the Working Class in England in 1844"² spoke of "an industrial revolution, a revolution which at the same time changed the whole of civil society". Although Engels wrote his book in the 1840s, it was not translated into English until the late 19th century, and his expression did not enter everyday language until then. Credit for popularizing the term may be given to Arnold Toynbee, whose 1881 lectures gave a detailed account of the term. Economic historians and authors such as Mendels, Pomeranz, and Kridte argued that proto-industrialization in parts of Europe, the Muslim world, Mughal India, and China, created the social and economic conditions that led to the Industrial Revolution, thus causing the Great Divergence. Some historians, such as John Clapham and Nicholas Crafts, have argued that the economic and social changes occurred gradually and that the term revolution is a misnomer. This is still a subject of debate among some historians till date³.

The Industrial Revolution was the transition from creating goods by hand to using machines. Its start and end are widely debated by scholars, but the period generally spanned from about 1760 to 1840. According to some, this turning point in history is responsible for an increase in population, an increase in the standard of living, and the emergence of the capitalist economy⁴.

CONTEXT OF INDUSTRIAL REVOLUTION

Industrial Revolution, in modern history, means the process of change from an agrarian and handicraft economy to one dominated by industry and machine manufacturing. These technological changes introduced novel ways of working and living and fundamentally transformed society. This process began in Britain in the 18th century and from there spread to other parts of the world. Although, used earlier by some French writers, the term Industrial Revolution was first popularized by the English economic historian Arnold Toynbee (1852–83) to describe Britain's economic development from 1760 to 1840. Since Toynbee's time the term has been more broadly applied as a

process of economic transformation than as a period of time in a particular setting. This explains why some areas, such as China and India, did not begin their first industrial revolutions until the 20th century, while others, such as the United States and western Europe, began undergoing "second" industrial revolutions by the late 19th century⁵.

BRITISH INDUSTRIAL REVOLUTION

The British Industrial Revolution which was dominated by the exploitation of iron and coal was a period of major mechanization and innovation which began in Great Britain in the mid-18th Century and spread to the early 19th century; and much later throughout a large part of the world.

AMERICAN INDUSTRIAL REVOLUTION

The American Industrial Revolution which began in the 1870's and continued through World War II, is sometimes referred to as the Second Industrial revolution. This was an era which witnessed the mechanization of agriculture and manufacturing and the introduction of new modes of transportation, including steamships, the automobile, airplanes, sundry and other inventions⁶.

During this era, which ran through the 18th and 19th centuries, people began to employ the use of machines in factories than through manual labor at home. During this time, the earliest cranes were constructed from wood. However, the cast iron and steel completely took over.

This era witnessed massive changes in the people's economic and social lives, which had begun at about 1760 in England. This was the period of replacement of hand tools with machines that were power-driven, example; the power loom and steam engines⁷.

BEFORE THE REVOLUTIONS

Pre-industrial society are the gamut of the social and Political structures that were in existence before the industrial revolution which started from 1750 to 1850. Pre-industrial civilization

² https://en.wikipedia.org/wiki/The_Condition_of_the_Working_Class_in_England

³ https://en.m.wikipedia.org/wiki/Industrial_Revolution

⁴ <https://education.nationalgeographic.org/resource/resource-library-industrial-revolution/#:~:text=The%20Industrial%20Revolution%20was%20the,from%20about%201760%20to%201840.>

⁵ <https://www.britannica.com/event/Industrial-Revolution>

⁶ <https://www.investopedia.com/terms/i/industrial-revolution.asp>

⁷ <https://www.collinsdictionary.com/dictionary/english/industrial-revolution>

reminds us of the time when there were no machines and tools at the disposal of man to carry on his activities. This period varies, and adapted according to the social and Political peculiarities of the regions. Indeed, Europe was known for its feudal system and the Italian Renaissance.

The term "pre-industrial" has been used to describe the conditions of the environment and affairs of region before the industrial revolution. For example, the Paris Agreement on Climate Change, adopted in Paris on 12th December, 2015 and in force from 4th November, 2016, "aims to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels." The date for the end of the "pre-industrial era" is not defined⁸.

FEATURES OF INDUSTRIAL REVOLUTION

The features involved in the Industrial Revolution were technological, socio economic, and cultural. The technological changes included the following:

- (1) The use of new basic materials, majorly iron and steel,
- (2) The use of new energy sources, including both fuels and motive power, such as coal, the steam engine, electricity, petroleum, and the internal-combustion engine,
- (3) The invention of new machines, such as the spinning jenny and the power loom that permitted increased production with a smaller expenditure of human energy,
- (4) The factory system, which entailed increased division of labor and specialization of function, it was new model of work,
- (5) Developments in transportation and communication, including the steam locomotive, steamship, automobile, airplane, telegraph, and radio, and
- (6) Increased application of science to industry.

Developments in non-industrial spheres, include the following:

- (1) Agricultural improvements that made possible the provision of food through mechanical means.
- (2) Economic changes that resulted in a wider distribution of wealth, the decline of land as

a source of wealth in the face of rising industrial production, and increased international trade,

- (3) Political changes reflecting the shift in economic power, as well as new state policies corresponding to the needs of an industrialized society,
- (4) The tremendous growth of cities, the development of working-class movements, and the emergence of new patterns of authority, and
- (5) Transformation in the cultural means of working. Workers no longer used hand tools, but improved machine operators in line with discipline peculiar to factories. Finally, an ideological change ensued, there was so much finesse in the use of use of resources and the mastery of same was advancing⁹.

HISTORY OF INDUSTRIAL REVOLUTION

A. THE FIRST (1ST) INDUSTRIAL REVOLUTION (IR)

The British Industrial Revolution

The IR began in England in about 1750–1760, which was the transition to new manufacturing processes in the period from about 1760 to sometime between 1820 and 1840.

According to the R. M. Hartwell¹⁰, the IR is, "The sustained increase in the rate of growth of total and per capita output as a rate which was revolutionary compared with what went before." The IR is considered as the sustained but very slow economic growth in Britain based on constantly growing useful knowledge. England expanded its import and export markets through capitalism to finance in factories and machinery. The IR made England the wealthiest country in the world in the 18th century and beginning of the 19th century.

The IR made impacts and occupied a crucial role in the local, regional, national, continental and global contexts. The IR was a major drive from the agrarian society to an industrial economy such as Europe and North America, thus impacting the socio-economic, political and geopolitical progress of the region. Economic historians called it structural change to an industrial economy. Interestingly, sometime in 1776, four major

⁸ https://en.m.wikipedia.org/wiki/Pre-industrial_society

⁹ <https://www.britannica.com/event/Industrial-Revolution/The-first-Industrial-Revolution>

¹⁰ Hartwell, R. M. (1976). Introduction. In R. M. Hartwell (Ed.) *The Causes of the Industrial Revolution in England*, Methuen and Co. Ltd

incidents were recorded.¹¹ Adam Smith, rightly known as the father of modern economics, published *The Wealth of the Nations*, America colonies declared their independence, the modern steam engine was improved by James Watt, and *The Decline and Fall of the Roman Empire* was published by Edward Gibbon and fourthly, James Watt Steamship engine which cost £500-800, the operation of a steam engine consumed £3,000 of coal per annum. Karl Marx (1818–1883), and his co-author Friedrich Engels (1820–1895) wrote “*The Communist Manifesto*” in 1848¹², featuring the steam engine used for steam-powered railroads and steam power ocean freighters, a book which made a bold step to create a new industrial economy and breakthroughs in industrial technology.

The inventors, skilled craftsmen, financiers, merchants, and the owners of the new mills and mines had formed the IR, thus; developing England by Investment in local improvement of roads, bridges, canals, dock works, and later railroads. In order to boost the IR, the Newtonian science was necessary and this science only penetrated in the British society. This science was missing in the USA and other parts of the world to commence the IR. Also, Britain had strong security of real and financial property, and better intellectual property protection.

During 1700s England had extensive natural resources, such as water power and coal to fuel the new machines, iron ore to construct machines, tools, and buildings, rivers for inland transportation and harbors from which merchant ships set sail. England was a politically stable society and it was the world’s leading colonial power. Its colonies could serve as a source for raw materials, as well as, a marketplace for manufactured goods. Besides, England had an emerging economy to support industrialization. Businessmen invested a large amount for new inventions in the manufacturing. They dissipated so much energy in the growing interest of scientific investigation and inventions.

The magnificent and developed banking system help encouraged people as there was easy access to availability of loan for investments in industries. England’s political stability was also a major

contributor to the continuous growth of the IR. Transportation was another major contributor to the growth of the IR, with the invention of locomotives and railways, transportation of materials and finished products, created hundreds of thousands of new jobs for railroad workers and miners. Transportation was key influence to agricultural and fishing businesses during the IR.

Various Developments in the First IR:

1. Development of Steam Engine
2. Development of iron and steel
3. Development of Chemical Production
4. Population growth
5. Economic growth
6. Agricultural growth
7. Improvement of transportation
8. Collection of capital
9. Living standards during the IR
10. Movement of industry during IR

B. THE SECOND (2ND) INDUSTRIAL REVOLUTION (IR)

This period marked the advancement of manufacturing, technology, and industrial production methods, majorly in the United States, from around 1870 to 1914. Developments such as steel, electricity, increased mass production, and the building of a nationwide railroad network enabled the growth of sprawling cities. The way of life of America was changed as a result of the boost in factory output, coupled with the invention of technological marvels such as the telegraph, the telephone, the automobile, and the radio.

Some intriguing facts about the Second Industrial Revolution include the following:

The Second Industrial Revolution took place between the end of the American Civil War and the start of World War I. It was a period of economic, industrial and technological advancement. Considered to have been triggered by the invention of the Bessemer process for the cost-effective production of steel and the associated expansion of the U.S. railroad system, the period resulted in an unprecedented increase in industrial production.

The second revolution emerged with so many variants, it gave rise to workforce safety, work hours laws, prohibition of child labor, advance in

¹¹ https://en.wikipedia.org/wiki/1776_in_Great_Britain

¹² <https://www.britannica.com/topic/The-Communist-Manifesto>

factory workflow, mass production, electrification and automation in the economic growth pursuit.

Factory Automation

While factory automation and productivity had been improved by the limited use of First Industrial Revolution inventions such as the steam engine, interchangeable parts, the assembly line, and mass production, most late 19th century factories were still water-powered. During this era, newly developed resources like steel, petroleum, and railroads, along with the superior new power source of electricity, allowed factories to increase production to unheard-of levels. Combined with these, the development of machines controlled by rudimentary computers, gave rise to automated production.

By the late 1940s, many of the assembly line factories of the First Industrial Revolution quickly evolved into fully automated factories.

Steel

Invented in 1856 by Sir Henry Bessemer, the Bessemer process allowed for the mass-production of steel. Stronger and cheaper to produce, steel soon replaced iron in the building industry. By making it cost-effective to build new rail lines, steel enabled the rapid expansion of America's railroad network. It also made it possible to build larger ships, skyscrapers, and longer, stronger bridges.

In 1865, the open-hearth process enabled the production of steel cable, rods, plates, gears, and axels used to build the higher-pressure steam boilers needed for more powerful factory engines. With World War I on the horizon by 1912, steel made it possible to build larger, stronger, and more powerful warships, tanks, and guns.

Electrification

In 1879, famed American inventor Thomas Edison perfected his design for a practical electric lightbulb. By the late 1880s, the first efficient commercial electrical generators made large-scale transmission of electrical power to the public possible. Called "the most important engineering achievement of the 20th century" by the National Academy of Engineering, electric lighting greatly improved working conditions and productivity in factories. By replacing the fire hazards of gaslighting, the initial cost of converting to electric

lighting was quickly offset by reduced fire insurance premiums. In 1886, the first DC (direct current) electric motor was developed, and by 1920, it powered passenger railways in many cities.

Development of Railroads

Much of the explosion of economic production in America during the Second Industrial Revolution has been attributed to the expansion of the railroads.

By the 1860s, the increased availability and lower cost of Bessemer process steel finally allowed the railroads to utilize it in quantity. Early U.S. railroads had used wrought iron rails imported from Britain. However, being soft and often full of impurities, iron rails could not support heavy locomotives and required frequent repair and replacement. As a far more durable and readily available material, steel soon replaced iron as the standard for railroad rails. Not only did the longer sections of steel rails allow for tracks to be laid far faster, more powerful locomotives, which could pull longer trains, which greatly increased the productivity of the railroads and also was used to report the current location of trains, the telegraph further facilitated the growth of the railroads, as well as financial and commodity markets by reducing the cost of transmitting information within and between firms.

During the 1880s, America's railroads laid more than 75,000 miles of new track, the most anywhere in history. Between 1865 and 1916, the transcontinental network of railroads, America's "magic carpet made of steel," expanded from 35,000 miles to over 254,000 miles. By 1920, rail had become the dominant means of transportation, resulting in a steady decrease in the cost of shipping lasting throughout the rest of the century. The railroad soon became the main way by which companies transported raw materials to their factories and delivered final products to consumers.

Social and Economic Shifts

Within just a few decades, the Second Industrial Revolution transformed the United States from a mainly rural agricultural society to a booming industrial economy centered in major cities. Since rural areas were now connected to large urban markets by a well-developed transportation

network, unavoidable crop failures no longer doomed them to poverty. At the same time, however, industrialization and urbanization drastically reduced the share of the population engaged in agriculture.

Between 1870 and 1900, almost all industrialized nations enjoyed booming economies that led to dramatically lower consumer prices, resulting in greatly improved living conditions. While it was a period of unprecedented progress and innovation that propelled some people into vast wealth, it also condemned many to poverty, creating a deep social chasm between the industrial machine and the working middle class that fueled it.

Thanks to the development of sewage systems in cities along with the passage of drinking water safety laws, public health improved greatly and rates of death from infectious diseases fell. However, the overall health of the working class declined due to the many hours spent toiling in the harsh and unhealthy conditions of the factories.

For working-class families, prosperity was often followed by poverty as the availability of work rose and fell depending on the demand for goods. As mechanism reduced the demand for labor, many people who had first been drawn from farms to cities to work in the factories lost their jobs. No longer able to compete with the lower cost of mass-produced goods, many artisans and craftsmen lost their livelihoods.

Between the Civil War and WWI, over 25 million people from Europe, as well as Russia and Asia, immigrated to the United States drawn by the prospect of well-paid factory jobs. By 1900, the U.S. Census revealed that 25% of the American population was foreign-born.

Child Labour

Perhaps the most tragic negative aspect of the Second Industrial Revolution was the growth of unregulated child labor. To help their impoverished families, children, often as young as four years old, were forced to work long hours for little pay in factories under unhealthy and unsafe conditions. By 1900, an estimated 1.7 million children under the age of fifteen were working in American factories.

The practice of child labor remained common until 1938 when the Fair Labor Standards Act (FLSA) imposed the first nationwide compulsory federal regulation of wages and working hours. Sponsored by Sen. Robert F. Wagner of New York and signed by its ardent supporter, President Franklin D. Roosevelt, the FLSA prohibited the employment of minors in “oppressive child labor,” established a mandatory minimum wage, and limited the number of hours employees should work.

Company Ownership

The basic model of ownership of industry also underwent a major “innovation” during the Second Industrial Revolution. The oligarchical ownership of companies, if not entire industries by wealthy individual “business magnates” that had dominated during the original Industrial Revolution in the early to mid-19th century was slowly replaced by today’s model of wider public distribution of ownership through the sale of stock to individual investors and institutions such as banks and insurance companies.¹³

C. THE THRID (3RD) INDUSTRIAL REVOLUTION(IR-3)

The Third Industrial Revolution (IR-3) began in the 1950s and reached its peak in the dot.com era of the late 1990s, and it continues at present, 2021. It is expected that IR-3 will end around 2030s. The IR-3 is considered as the movement from mechanical and analogue electronic technology to digital electronics, such as green buildings, electric cars, and distributed manufacturing. It is based on energy transition and digital technologies, and the internet, and called “The Digital Revolution”. Recent world has been moving from information society to knowledge society and also to ubiquitous knowledge society. The IR-3 emerges from the corporate industry’s opportunity that brings on by nanotechnology, intelligent systems, 3D printing and robotics for industrial production and domestic services.

In the center of IR-3 there are two technologies; the microelectronics and the internet. In the IR-3, the combination of digital manufacturing and personal manufacturing began that enhanced the smoothness in the global economy. The IR-3 is built upon a foundation of increased energy efficiency. Modern computer, lean production,

¹³ <https://www.thoughtco.com/second-industrial-revolution-overview-5180514>

internet, and biotechnology were invented in the 1970s.

In the IR-3, great inventions were semiconductors, mainframe computer, microprocessors, MOS transistors, worldwide web, internet (an ultra-fast 5G communication internet, a renewable energy internet, and a driverless mobility internet), renewable electricity, e-commerce around 1995, and later developed Smartphone. The IR-3 develops from the corporate industry's opportunity to benefit from the forthcoming trends. In the IR3 global wealth and powers again moved to the east. In 2010, only China captured about 20% of the global manufacturing output, and about double of the US global production market.

It is believed that nano, bio, and IT technologies, 3D printing, artificial intelligence, robotics, etc., are the most important drivers of the IR-3. The IR-3 has highly influenced the various modern sectors, such as advanced manufacturing, education, information and communication technologies (ICT), defense, health, education, financial, and administrative sectors. It is an era of rapid technological progress associated with the development of ICT. The IR-1&2 improved only Western Europe and the USA, i.e., the development became local. But the IR-3 development became both local and global, and the world becomes about 10 times wealthier during the IR3. It has created thousands of business organizations.

VARIOUS DEVELOPMENTS DURING IR3

a. INFORMATION TECHNOLOGY (IT)

Innovations such as the internet, social media, mobile phones and apps, cloud computing, big data, e-commerce, etc. advanced the world in production, services, and business processes. Latest inventions, such as smart-dust, quantum computing, brain-computer interfaces, autonomous vehicles, and 3D printing have made the life more comfortable. Economic development, development of transportation, development of 3D printing, robotics technologies, fab lab, etc. are remarkable advances in IR3.

b. ECONOMIC DEVELOPMENT

For more equitable and sustainable future, and survival of the life cycle in this green world we need a new economic structure. There is an enormous economic development in IR3, such as

international trade has extended, economic institutions have widened, entrepreneurial activities have increased, the living standards of people have increased, and life expectancy has increased in every nation. During IR-3 a new global economy is established based on computers, the internet, telecommunications, and entertainment. Smart digital infrastructure is giving rise to a radical new sharing economy. The IR-3 will spawn the new businesses and employment opportunities of a sustainable 21st century. Big Data and analytics are used to develop algorithms that increase productivity and reduce the production cost and services. The per capita GDP of developed countries has increased from \$11,782 in 1960 to \$44,514 in 2015. The corresponding figures of Sub-Saharan African countries are \$1,935 and \$3,466 respectively; and the corresponding figures of other developing non-African countries of the world are \$1,698 and \$11,015 respectively.

c. DEVELOPMENT OF TRANSPORTATION

The invention of the Boeing 707 in 1958 had increased speed in airplane. Transportation and communication costs have reduced in IR3. Addition of jet engine significantly reduced the cost of both air travel and shipment of cargo. During IR3, the cost of air passenger transport has declined sharply. About 524 million people traveled from one country to another in 1995, but that figure expanded to 1.3 billion in 2017. Ocean shipping costs declined by more than 50% during 1974-2016 and air transport cost has reduced 78% during 1970-2019. The transportation and communication costs have reduced significantly during IR3, more production happened with lower costs. Advanced technologies and successful business practices are applied in economic activities. As a result, producers gained higher income, consequently became higher economic growth globally.

d. DEVELOPMENT OF 3D PRINTING

3D printing or additive manufacturing has been defined as the "Process of joining materials to make objects from 3D model data, usually layer upon layer, as opposed to subtractive manufacturing methodologies." The 3D printing production process is organized completely differently from the manufacturing process of the IR1 and IR2 [10]. American inventor Charles (Chuck) W. Hull (12 May 1939-) is typically

credited with the invention of the 3D printer via his Stereolithography Apparatus (SLA), patented in 1984. It can print shoes, clothes, car parts, toys, guns, artificial human body, etc. Recently, it can produce artificial heart pump, cornea, PGA rocket engine, jewelry collections, etc. It makes the prototyping process 10 times faster and 5 times cheaper than the normal R&D processes. Every nation producers can use 3D printers to create their prototypes in a matter of hours, instead of wasting months of time and potentially millions of dollars in R&D.

e. **ROBOTICS TECHNOLOGIES**

The term “robot” refers to forced labor. A robot is an electromechanical machine that has intelligent to do stipulate action guided by a computer program or electronic circuitry. It can perform tasks by moving into the real world. Numerous high-technology and artificial intelligence, such as information-, nano-, bio-technologies, are used to develop robots.

The word “robot” comes from the 1920s by Czech poet, Karel Capek, in a tragic play, *Rossum's Universal Robots*. The first industrial robot was developed in 1937 in the form of a small crane. The reality of industrial robots came in the 1960s when Joseph F. Engelberger, the “Father of Robotics”, introduced the Programmable Universal Manipulator Arm (PUMA) robot, weighed two tons, as a freely programmable, universal, and handling device. According to the International Federation of Robotics (IFR), “Robot is an actuated mechanism programmable in two or more axes with a degree of autonomy, moving within its environment, to perform intended tasks”. A robot with a cooperative behavior with the human when it is used; recently the fine term “cobot” has been given.

f. **FAB LAB**

A fab lab or fabrication laboratory is a small-scale workshop that provides personal digital fabrication and also a global network of local labs [37]. The fab lab program began in 2001 as collaboration between the Grassroots Invention Group and the Centre for Bits and Atoms at the Media Lab in the MIT with a grant from the National Science Foundation of Washington, DC. It works to do almost everything for mass production [128]. It is linking to a global community of learners, educators, technologists,

researchers, makers, and innovators. It consists of 3D printer of plastic parts, 3- axes CNC machines, printed circuit board milling, microprocessor and digital electronics design, cutters for sheet materials. As at November 2019, there existed in total 1830 Fab Labs in the world and spans in all continents.

g. **FIVE SILE OF THE IR-3**

In the early 2015, Jean-Claude Juncker, President of the EC, arranged out his pathways for an “Energy Union” that downs energy prices, and reduces greenhouse gas (GHG) emissions. Solar power has been driven mainly by Germany and then in China. It is established on the basis of the three objectives of EU climate and energy policy: i) security of supply, ii) sustainability, and iii) competitiveness. The EU has targeted about 20% of renewable energy within 2020. The five energy pillars of the IR3 are; 1) ever-changing to renewable energy, 2) altering the building stock of every continent into micro-power plants to collect renewable energies onsite, 3) deploying hydrogen and other storage technologies in every building and throughout the infrastructure to store alternating energies, 4) using internet technology to change the power grid of every continent into an energy internet that acts just like the internet, and 5) transitioning the transport fleet to electric plugin and fuel cell vehicles that can buy and sell green electricity on a smart, continental, communicating power grid. These five-pillars or isle will contribute the nations of the world off oil dependence.

Sile 1: Renewable forms of energy are; solar, wind, hydro, geothermal, ocean waves and tides, and biomass (garbage, agricultural and forestry waste). At present these energies are very small percentage as compared to the global energy demand. Every nation should take attempts to produce energy from these renewable energy sources to create total green environment.

Sile 2: The countries which have enough sunlight can set up solar panels in the roof of every house to produce electricity. The nations that possess enough wind flow can set up large wind farms to produce electricity. Those who have capacity of producing hydro-electricity can set up dams and produce electricity. Buildings should be designed and constructed such a way that create all of their own energy from locally available renewable

energy sources and served as both “power plants” and habitats. The produced electricity will transfer into micro-power plants and then transfer this to high-voltage national grid.

Sile 3: At night sunlight is not found, sometimes wind has no flow; water table may be below due to climate change and unable to produce hydro-electricity. To storage surplus electricity, we use hydrogen, which is considered as the universal medium, and other storage technologies, such as batteries, differentiated water pumping, and other media as the linchpin of the storage network. To maximize renewable energy and to minimize cost it will be necessary to develop new storage technologies. Surplus electricity let to flow through the hydrogen in water to be siphoned out into tank. During shortage period transfer that storage electricity back to green energy.

Sile 4: We share green electricity off-the-shelf IT and internet technology. By the use of Internet technology energy can be shared to the power grid of every continent and then to the world’s power grid just as like the Internet. Transform the grid and electricity transmission line into an energy internet. Millions of buildings, offices, factories, etc. will supply surplus electricity through energy internet to the whole world. These inter-grids will revolutionize the way of electricity is produced and supplied.

Sile 5: Plug in electric and hydrogen fuel cell vehicles to every building for powering vehicles. The vehicles supply surplus energy back to the grid. Application of these five pillars will decrease on the dependence on the fossil fuels and the world will develop in a sustainable way.

D. THE FOURTH (4TH) INDUSTRIAL REVOLUTION (IR)

In the last decades, the technological progress was remarkable. The fast and major technological changes offer the chance to improve human life, but they also create concerns about the future. One

of the biggest fears related to the new technologies is that the robots and the artificial intelligence will replace the human factor in work leading to the “technological unemployment.” This is not the first time that people face the technological progress as a threat for their jobs. In the nineteenth and twentieth centuries, when another major wave of technological progress took place, similar fears had arisen, but they had not been proven right; technological achievements of these centuries finally drove to the creation of new jobs that had fully compensated the consequences of the new job-saving technology adoption (“capitalization result”)¹⁴

However, in view of the Fourth Industrial Revolution that has already begun in Europe and in the United States, the fear that the automation and the digitization will drive to the “End of Work” wakes up again¹⁵. Bowles J. The Computerization of European Jobs—Who Will Win and Who Will Lose from the Impact of New Technology onto Old Areas of Employment? Brussels: Bruegel Institute; 2014¹⁶, A great discussion about the possibility of human factor replacement by machines and robots and a probable “creative disaster” have been emerged in a series of studies. Frey and Osborne in their study support that 47% of jobs in the United States may be at risk of automation in the near future¹⁷. Bowles in his study concludes that the proportion of sensitive-in-automation jobs in Europe varies from 45–60%, with Southern Europe being more exposed to a possible automation wave¹⁸. The discussion about the consequences of the industry 4.0 in World Economic Forum in Davos (2016) concluded that about 7 million jobs are at risk in the next 5 years with women being more affected.

Advantages of Industrialization

The Industrial Revolution created an increase in employment opportunities. Wages at factories were higher than what individuals were making as farmers. As factories became widespread, additional managers and employees were

¹⁴ <https://www.intechopen.com/Chapters/70877>

¹⁵ Rifkin J. The End of Work: The Decline of the Global Labor Force and the Dawn of the Post-Market Era. Putnam Publishing Group; 1995

¹⁶ <https://bruegel.org/2014/07/the-computerisation-of-european-jobs/>

¹⁷ Frey CB, Osborne MA. The future of employment: How susceptible are jobs to computerization? Technological Forecasting and Social Change. 2017;114:254-280)

¹⁸ Bowles J. The Computerization of European Jobs—Who Will Win and Who Will Lose from the Impact of New Technology onto Old Areas of Employment? Brussels: Bruegel Institute; 2014. Available at: <https://bruegel.org/2014/07/the-computerisation-of-european-jobs/>

required to operate them, increasing the supply of jobs and overall wages.

Since most of the factories and large companies were located near the cities, populations migrated to urban areas searching for jobs, often overwhelming the available housing supply. This led to significant improvements in city planning. Increased innovation also led to higher levels of motivation and education, resulting in several groundbreaking inventions still used today. These inventions include the sewing machine, X-ray, lightbulb, calculator, and anesthesia.

Due to the Industrial Revolution's advancements, the nation saw the first combustible engine, incandescent light bulb, and modern assembly line used in manufacturing. The Industrial Revolution changed how people worked, the technologies available to them, and often where they lived. It made life comfortable for many though living conditions for workers remained abhorrent, which eventually fueled the rise of labor unions that led to improved working conditions and fair wages.

The Fourth Industrial Revolution can be described as the advent of “cyber-physical systems” involving entirely new capabilities for people and machines. While these capabilities are reliant on the technologies and infrastructure of the Third Industrial Revolution, the Fourth Industrial Revolution represents entirely new ways in which technology becomes embedded within societies and even our human bodies. Examples include genome editing, new forms of machine intelligence, breakthrough materials and approaches to governance that rely on cryptographic methods such as the blockchain.

As the novelist William Gibson famously said: “The future is already here – it's just not very evenly distributed¹⁹.” Indeed, in many parts of the world aspects of the Second and Third Industrial Revolutions have yet to be experienced, complicated by the fact that new technologies are in some cases able to “leapfrog” older ones. As the

United Nations pointed out in 2013, more people in the world have access to a mobile phone than basic sanitation. In the same way, the Fourth Industrial Revolution is beginning to emerge at the same time that the third, digital revolution is spreading and maturing across countries and organizations.

The complexity of these technologies and their emergent nature makes many aspects of the Fourth Industrial Revolution feel unfamiliar and, to many, threatening. We should therefore remember that all industrial revolutions are ultimately driven by the individual and collective choices of people. And it is not just the choices of the researchers, inventors and designers developing the underlying technologies that matter, but even more importantly those of investors, consumers, regulators and citizens who adopt and employ these technologies in daily life.

The Fourth Industrial Revolution may look and feel like an exogenous force with the power of a tsunami, but in reality, it is a reflection of our desires and choices. At the heart of discussions around emerging technologies there is a critical and central question: what do we want these technologies to deliver for us?

What is the potential impact?²⁰

Every period of upheaval has winners and losers. And the technologies and systems involved in this latest revolution mean that individuals and groups could win – or lose – a lot. As Schwab says: “There has never been a time of greater promise, or one of greater potential peril.”²¹

While the fact that we are still at the beginning of this revolution means that it is impossible to know the precise impact on different groups, there are three big areas of concern: inequality, security and identity.

Inequality

Oxfam's new²² report presents an even more dramatic concentration of assets, finding that 62 individuals controlled more assets than the poorer

¹⁹ <https://www.goodreads.com/quotes/681-the-future-is-already-here-it-s-just-not-evenly>.

²⁰ <https://www.weforum.org/agenda/2016/01/what-is-the-fourth-industrial-revolution/>

²¹ <https://www.weforum.org/about/the-fourth-industrial-revolution-by-klaus-schwab>.

²² OXFAM BRIEFING PAPER 18 JANUARY 2016 www.oxfam.org Tondo slum in Manila, Philippines, 2014. Photo: Dewald Brand, Miran for Oxfam. AN ECONOMY FOR THE 1% -How privilege and power in the economy drive extreme inequality and how this can be stopped.

3.6 billion people combined, half the world's population. This is stunning gap – particularly given that researchers such as Richard Wilkinson and Kate Pickett have found that unequal societies tend to be more violent, have higher numbers of people in prison, experience greater levels of mental illness and have lower life expectancies and lower levels of trust.

History indicates that consumers tend to gain a lot from industrial revolutions as the cost of goods falls while quality increases, and it seems this is holding true for the latest. Both the Third and Fourth Industrial Revolutions are making possible products and services that increase the efficiency and enjoyability of our lives, while also reducing costs. Organizing transport, booking restaurants, buying groceries and other goods, making payments, listening to music, reading books or watching films – these tasks can now be done instantly, at any time and in almost any place. As Schwab puts it: “The benefits of technology for all of us who consume are incontrovertible.”²³

But what if these benefits fail to contribute materially to broad-based economic growth? Will everyone truly be able to access, afford and enjoy these innovations?

An important potential driver of increased inequality is our reliance on digital markets. As Erik Brynjolfsson and Andrew McAfee²⁴ point out in *The Second Machine Age*, globally connected digital platforms tend to grant outsized rewards to a small number of star products and services, which are in turn able to be delivered at almost zero marginal cost. In addition, the dominance of digital platforms themselves, given their power, influence and profitability, is concerning to many, including the European Commission.

Perhaps the most discussed driver of inequality is the potential for the Fourth Industrial Revolution to increase unemployment. All industrial revolutions create and destroy jobs, but unfortunately there is evidence that new industries are creating relatively fewer positions

than in the past. According to calculations by Carl Benedict Frey²⁵ from the Oxford Martin Programme on Technology and Employment, only 0.5% of the US workforce is employed today in industries that did not exist at the turn of the 21st century, a far lower percentage than the approximately 8.2% of new jobs created in new industries during the 1980s and the 4.4% of new jobs created during the 1990s.

Furthermore, the type of jobs being created in these industries tend to require higher levels of education and specialized study, while those being destroyed involve physical or routine tasks. The Forum's Future of Jobs Report²⁶ surveyed leading human resources executives and presents evidence that future jobs will increasingly require complex problem-solving, social and systems skills. An upward bias to skill requirements disproportionately affects older and lower-income cohorts and those working in industries most prone to automation by new technologies.²⁷

Disadvantages of Industrialization²⁸

Although there were numerous advancements during the Industrial Revolution, rapid progress caused many issues. As workers left their farms to work in factories for higher wages, it led to a shortage of food being produced.

The sharp increase in the number of factories led to an increase in urban pollution. Pollution wasn't contained only in the factories; as people flocked to the cities, the living conditions became deplorable as the urban resources were overwhelmed.

Sewage flowed in the streets in some cities while manufacturers dumped waste from factories into rivers. Water supplies were not tested and protected as they are today. As a result, regulations, and laws were enacted to protect the population.

The Industrial Revolution provided an incentive to increase profits, and as a result, working conditions in factories deteriorated. Long hours,

²³ <https://www.weforum.org/about/the-fourth-industrial-revolution-by-klaus-schwab>.

²⁴ <https://www.amazon.com/The-Second-Machine-Age-Technologies/dp/0393239357>.

²⁵ <https://www.oxfordmartin.ox.ac.uk/publications/the-future-of-employment/>.

²⁶ <https://www.imf.org/en/Publications/fandd/issues/2020/12/WEF-future-of-jobs-report-2020-zahidi>.

²⁷ <https://www.weforum.org/agenda/2016/01/what-is-the-fourth-industrial-revolution/>

²⁸ <https://www.investopedia.com/terms/i/industrial-revolution.asp>.

inadequate remuneration, and minimal breaks became the norm. Child labor was a significant issue. Health issues arose for many of the factory workers giving rise to the labor movement throughout the U.S.

Pros

1. Advancements in production
2. Growth in innovations and inventions
3. Workers earned higher wages
4. Improvements in transportation networks

Cons

1. Deplorable working conditions and child labor
2. Unsanitary living conditions and pollution
3. Food shortage

IS NIGERIA READY?

AI: The Straw that stirs the Fourth Industrial Revolution

The world has experienced four phases of the Industrial Revolution. These phases have been in the economic and technological sphere. In the first Industrial Revolution which lasted from the mid-18th century to 1830 (mostly within the territory of Great Britain), water and steam power were the major factors influencing the production process. In the late 19th and 20th centuries (1870-1914), a new Industrial Revolution emerged as industries started exploiting synthetic and natural resources, previously unused for mass productions. Soon, lighter metals, plastics, and electric power became the new energy sources. Among the impressive innovations of the second Industrial Revolution were telephone, internal combustion engine, and light bulb.

The Third Industrial Revolution (also known as the Digital Revolution) which started in the 1960s accouched information and communication technology as production became automated. The third Revolution birthed many innovations which the modern world enjoys today. Notably, the idea of Artificial Intelligence was conceived in the Third Industrial Revolution. Presently, the world is experiencing a fourth Industrial Revolution. Building on the legacy of the Third Industrial Revolution, the Fourth Industrial Revolution (4th IR) is a fusion of technologies blurring the lines between biological, physical, and digital spheres.

However, the Fourth Industrial Revolution is not a mere extension of the Third Industrial Revolution. Instead, it is distinct and has unprecedented breakthroughs. Unlike the other industrial revolutions which developed at a linear pace, the Fourth Industrial Revolution is growing at an exponential rate.

The Fourth Industrial Revolution is a disruptor affecting almost all industries, including retail, banking and finance, healthcare, manufacturing, public sector, and even the legal sector. 3-D printing, self-driving vehicles, Internet of Things (IoT), nanotechnology, and material science characterize the Fourth Industrial Revolution. But, the primary driving force and catalyst of these emerging technology breakthroughs is Artificial Intelligence (AI).

From drones to translators, self-driving cars, and virtual-assistants, AI has permeated virtually every industry than we realize. Notably, industries such as banking, retail, and transportation have embraced new technologies as they strive to incorporate AI into their operations.

Artificial Intelligence, among the other drivers of the Fourth Industrial Revolution, is disrupting the present industry value chains. Thanks to the innovativeness of Artificial Intelligence, disruption from new agile competitors has a more substantial chance of ousting complacent stakeholders than ever before.

The exponential pace of technological innovation is increasingly difficult for companies, individuals, and even governments to keep up with. But similar to other technological advancements, Artificial Intelligence has its loopholes. On that account, implementing Artificial Intelligence is not as easy as it seems. And this difficulty of implementation leaves a void.

All the same, futuristic companies and industries are trying to fill in the void by understanding AI. Even in a third world country such as Nigeria, the banking industry is filling this void and keeping up with the 4IR through innovations like FinTech. Unfortunately, the Nigerian legal industry seems to be left out of the positive trend as it struggles to keep up with the fast development. For this reason, there is a need for lawyers to understand their ever-changing environment, challenge the

assumptions of their conservative industry, relentlessly, and continuously innovate.

AI AND THE NIGERIAN LEGAL INDUSTRY

There is the misconception that AI emergence is the loss of jobs and an "apocalypse." While many publications maintain such a pessimistic stance, this paper seeks a detour. AI is not doomsday for the legal profession. Instead, AI has a cogent role in upgrading the legal sector. Bearing this in mind, below is a list of areas through which AI can improve the Nigerian legal industry: Automated Document Review Legal practice is synonymous with lots of paperwork. Resultantly, junior lawyers have to identify relevant facts from the mountains of documents. Unfortunately, the manual approach of seeking out relevant information makes document review susceptible to human errors. Moreover, it wastes time and energy needed in crucial legal tasks.

Be that as it may, AI makes document review less fallible. For example, **ROSS Intelligence** is an AI programme that automates legal document review. The legal research platform provides a cognitive computation that uses natural language in analyzing legal documents.

Despite the intervention of cognitive computation in making papers review efficient, lawyers need to provide great strategy and analysis as today's AI is not sufficiently intelligent yet. Ergo, lawyers need to train AI software to help in identifying relevant aspects of a document. The synergy between lawyers and AI in reviewing documents will provide the most cost-effective and best services for their clients.

Risk Assessment

Assessing risks is among the responsibilities of a lawyer. Excellent risk assessment prevents pricey lawsuits. Regrettably, most lawyers and law firms are not good at-risk assessment. Clients suffer the consequences of this deficiency. Fortunately, AI innovation can ameliorate this inefficiency. AI software such as **TAR (Technology Assisted Review)** tools is capable of predictive coding. This innovative feature can review information virtually, thereby helping lawyers with a more competent risk assessment Armed with smart solutions such as TAR, lawyers can identify potential risks earlier than usual. In effect, an automated risk assessment will lead to the shrewd

legal advisory of clients on potential disputes before they ensue.

In the instance of lawsuits, the availability of AI-driven applications will help law firms and lawyers discover information and data that need optimal protection quickly. The progress of competent risk assessment will enable law firms and lawyers to correctly assess risk outcomes while minimizing costs and protecting their reputation and clients'.

Prediction of legal proceedings outcome Sometimes, lawyers fail to pass the litmus test of outcome prediction, thereby leading to a backlog of cases in courts. This problem is a cankerworm eating up the fabrics of the Nigerian justice system. Nevertheless, the introduction of AI in the legal industry offers a solution to this problem.

Unlike human lawyers, AI can accurately analyze data in a way that correctly envisages the conclusion of a legal dispute. At the University College, London, and the University of Pennsylvania, researchers decided to experiment with the aforementioned by applying AI software algorithms to the European Court of Human Rights' 584 cases. Surprisingly, the algorithms found a recurring trend in these cases, and this led to a 79% accuracy. With the swift analysis of past litigation trials by AI programmes, Nigerian lawyers will be more equipped to predict the conclusion of lawsuits correctly. The automation of disputes prediction will save the time and costs of clients, law firms, and courts.

Due Diligence Reviews

Due diligence is a crucial role for lawyers, especially those in the corporate sector. Due diligence provides clients with necessary information regarding their M & A processes and feasibility. Typically, due diligence processes involve preparation, setting objectives, categorization of financial knowledge, among other useful information. All these make due diligence a tedious task. Time is never enough for due diligence processes as lawyers have to get documents, analyze each of them for relevant points. The material points form the basis for creating a due diligence report. Sometimes, the tiresome nature of due diligence affects the efficiency and morale of lawyers as they have to work late to meet the set target. In consequence,

lawyers might make costly, thereby decreasing clients' satisfaction and elongating the due diligence process.

Artificial Intelligence (AI) technology proffers a feasible solution to these problems. If implemented in due diligence processes, AI can automate the search for relevant document data for review. After it analyses the data, it will export the relevant points to Excel for a comparison review. Through this process, lawyers can further review the data in a comparable format. This Conservatism - The Bane of Innovation in the Nigerian Legal Industry Globally, law firms have started preparing themselves for the future of law. In this regard, they utilize AI software such as ROSS Intelligence, TAR tools, Kira Systems, and Leverton, to automate some of their previously manual tasks. For instance, law firms such as Allen & Overy (with Fuse), Dentons, (with Next law Labs), and Thomas Reuters (with their Elite offerings) are massively investing in Legal Tech that performs automated work allocation, predictive data modelling, transaction mapping, automated matter management, and expertise finding. Despite this rising global acceptance of AI by legal practitioners, the opposite is obtainable in the Nigerian jurisdiction.

Basking in the heritage of tradition handed over by Great Britain, the Nigerian legal industry has proven to be an unapologetic ambassador of her former colonial master's legacy. The Nigerian legal sector exhibits a certain level of non-challans towards accepting technological innovation. The 'threat' that innovation poses to the "noble" nature of the legal profession is the primary reason behind the unenthusiastic stance of many lawyers. In uncovering the reason behind the alarming legal conservatism obtainable in our polity, it is apposite that we go down memory lane. After all, renowned American humorist and public commentator, Mark Twain posited that "History does not repeat itself, but it often rhymes." It is interesting to note that historically, learned men of the bench have never been sources of most milestones that evolved the judiciary. Often, the essential innovations in the legal history of several civilizations were carried out by men wielding political power instead of men learned in the law.

At best, men of the legal profession acted like auxiliary nurses as they helped in the drafting and preparation of legislation and constitutions.

Indeed, some of the political figures who have contributed noteworthy inputs to legal reform belonged to the legal profession. However, this did not relate to their function as legal practitioners. Their law-making roles and interpretation of the law were two different functions existing on a spectrum rather than a fluid. In summary, lawyers and judges were rarely instruments of significant legal reforms.

Interestingly, the notion mentioned above is one which opposing schools of thought may refute on the basis that judges introduced some of the significant legal reforms. Examples of such great changes are those proposed by Lord Mansfield and Chief Justice Marshall in *Moses v Macferlan*²⁹ and *Marbury v. Madison*,³⁰ respectively. These historical decisions birthed reforms (the concept of quasi-contracts and judicial review) that transcended beyond the 19th century. Nonetheless, the truth remains that these decisions built on precedence rather than originality.

Lord Mansfield stated while delivering his historical judgement in *Moses v. Macferlan*³¹ that he merely voiced a sanction to a remedy that the Roman Law had provided for based on equity and natural justice. Meanwhile, the historical declaration of judicial review by Chief Justice Marshall cemented the idea of a political system governed by the principle of supremacy of constitutional law (as already established by the American constitution of 1789). Thus, the desire to break from the past did not influence the seemingly momentous legal reforms by learned men of the bench.

Instead, the supposed learned innovators were merely trying to build on precedence – a significant feature which the entire legal profession builds on. The preceding explains why many lawyers resist disruptive reforms. Like her former colonial master, Nigeria inherited the pre-21st century western legal conservatism. But, even the country responsible for bestowing this

²⁹ [1760], 97 Eng. Rep. 676 (2 Burr. 1005)

³⁰ 5 U.S. 137 (more)1 Cranch 137; 2 L. Ed. 60; 1803 U.S. LEXIS 352)

³¹ Ibid

traditionalism is gradually accepting the synergy between law and AI.

Many Nigerian law firms, lawyers, and law teachers exhibit insouciance towards novelties that upset the status quo. For example, Nigerian law firms maintain the traditional brick-and-mortar model to support their billing model. Nigeria's leading commercial law firms incorporate a conventional practice of law, a partnership model. On top of the pyramid are the partners who share the profits and debt liability of the law firm. Below the hierarchy, there are associates (who have to put in many years of practice to become a partner). However, the emergence of AI will threaten this system, which they need for survival. The incursion of AI into the legal profession is an impetus for the legal gig economy, which will make legal services more competitive than it already is.

The legacy of conservatism in the Nigerian legal sector explains why legal education has not evolved to meet the needs of the 21st century. Despite its importance and benefits, the technology and business aspect of legal practise is often ignored. Thousands of law students still cram outdated laws and cases to the detriment of technology skills development. The old Socratic method of instruction³² and the litigation remains the most emphasized aspect at the Nigerian Law School. In a digitized era, such as the Artificial Intelligence era, students need to learn skills that will make them survive in an ever-changing environment. Some of these skills include marketing, coding, data analytics, software proficiency, among others.

Another reason that accounts for the risk awareness and conservative nature of the legal profession is the mindset of lawyers. Lawyers are known to have a fixed mindset rather than a growth one. In her book, *Mindset*, psychologist, Carol Dweck³³, defines a fixed mindset as the belief that one's success is due to inherent intelligence rather than efforts. For fixed-minded people, the goal is to look smart even when there is no learning in the process. As Dweck explained in

Standford Magazine, each task is a challenge to the image of people with a fixed mindset.

This set of people only pursue activities where they require minimal efforts to shine. Unfortunately, this mindset is one which lawyers build before they even start their careers. Trained in a system that discourages risk-taking while sticking to traditions and precedents, the average law student grows to have a fear of failure. Hence, he is reluctant to go outside his safe zone. This culture of risk aversion does not stop when he becomes a lawyer. Instead, it worsens as he discovers that culture in law firms and legal departments praise intelligence and depress risk attempts. The preceding facts establish how the legal profession is rooted in reputation and precedent. This establishment leads to the question.

Skills Needed in The New Gold Standard Era Artificial Intelligence is at its rudimentary stage; thus, there is no surety of the direction that it would take in the next thirty years. There is no certainty that robots would not lead to the complete demise of the legal profession. Hence, lawyers must build invaluable future skills. The acquisition of such skills would prevent a lawyer from being replaced, if peradventure AI disrupts the legal profession. The requisite skill set includes, but not limited to, the following:

Information Technology (IT) Skills

The legal profession is infamously reputable for its reticence and risk aversion. Particularly in Nigeria, many lawyers remain technological incompetent. Nonetheless, technology is gradually becoming an integral part of our lives as it advances. With the entrance of AI in the legal sector, the demands of clients will drastically change. In the new gold standard era, clients will prefer lawyers that make use of the endless possibilities created by Artificial Intelligence. Possession of IT skills will enable a lawyer to provide cost-effective services. When using IT skills, it is pertinent for lawyers to critique the results of AI solutions.

A good IT skilled lawyer can quickly identify AI ethical biases or incomplete data. Among the

³² <https://tilt.colostate.edu/the-socratic-method/#:~:text=The%20Socratic%20Method%20involves%20a,discussion%20goes%20back%20and%20forth.>

³³ <https://www.amazon.com/Mindset-Psychology-Carol-S-Dweck/dp/0345472322>

repository of IT skills necessary for lawyers to learn, machine learning, coding and programming take the lead. For lawyers interested in developing IT skills, online learning platforms like Cloud Academy, Udacity, Lynda, Skill-share, Data-camp, Udemy, and Coursera, are helpful.

While lawyers do not need to become software developers, they need to know how to code. With Nigeria's tech sector growing at an exponential rate and also becoming Africa's biggest technology market, it is expected that more tech companies require legal services. This number will further increase as more Nigerians become tech-savvy. Therefore, IT skills will give a lawyer a competitive edge as it will enable him to communicate better with tech clients.

Legal Design Thinking

At its core, legal design thinking means a multi-disciplinary approach aimed at understanding clients' needs and bearing them in mind throughout the process. With the digitalization of legal practice leading to high expectations from clients and higher cost pressure, design thinking will become a necessary skill for lawyer.

Globally, design thinking is gradually incorporating in the legal profession. Stanford University champions the innovative development as it has a lab known as the 'Legal Design Lab'³⁴. Also, multinational law firm, DWF Ventures uses Legal Design to create a standard exhibiting how to benchmark contract management³⁵. The lab is a champion in building new models of access to the justice system. In the foreseeable future, legal design thinking shall be the driver for creativity, innovation, and change in the Nigerian legal industry. The primary objective of legal design thinking is to develop client-centric solutions that answer a real need. The legal design thinking skill requires a lawyer to empathize, define, ideate, prototype, and test legal solutions to make sure that clients' need.

Consequently, the legal design process requires a high level of creativity as it encourages the spontaneity of ideas and open-mindedness. This skill is one that AI cannot possibly replace as it involves creativity and empathy; two vital skills that AI systems cannot provide presently and probably later.

For legal professionals interested in developing legal design thinking skills, here are available world-class online courses on the subject matter:

- Design Thinking for Innovation (offered by the University of Virginia).
- Managing Innovation and Design Thinking (offered by HEC Paris)
- Design Thinking for the Greater Good: Innovation in the Social Sector (offered by the University of Virginia)

Project Management

In the era of AI in the legal sector, clients will prefer cost-effective lawyers who place a high premium on cost value, outcomes, and results. Correspondingly, project management becomes a relevant skill that protects lawyers from being rendered useless by AI.

Simply put, project management means planning teamwork to achieve set goals within a speculated period. But in the legal context, project management means the utilization of project management principles to legal matters³⁶. Although the process seems simple enough for a lawyer to understand, there are techniques needed to master successful project management. These techniques include identifying the key stakeholders in a legal matter, documenting the scope of the work, setting out a budget, coordinating, monitoring deadlines, and an adequate review of the work done, costs, and results.

The key to the success of legal project management is the adaptation of core project

³⁴ [https://grow.stanford.edu/browse/?program_type=innovation&ab=browse&campaignid=71700000088649344&adgroupid=58700007493623381&adgroup=INO-TM+-Stanford+Innovation+-Program&kwid=43700069946390957&utm_medium=cpc&utm_source=GOOGLE&utm_term=stanford+innovation+program&matchtype=b&extensionid=&targetid=kwid-343716057243&utm_campaign=INO-TM+-Stanford+Innovation+\(INTL+II\)&utm_content=570630](https://grow.stanford.edu/browse/?program_type=innovation&ab=browse&campaignid=71700000088649344&adgroupid=58700007493623381&adgroup=INO-TM+-Stanford+Innovation+-Program&kwid=43700069946390957&utm_medium=cpc&utm_source=GOOGLE&utm_term=stanford+innovation+program&matchtype=b&extensionid=&targetid=kwid-343716057243&utm_campaign=INO-TM+-Stanford+Innovation+(INTL+II)&utm_content=570630)

038583&loc_physical_ms=9076660&loc_interest_ms=&network=g&adposition=&device=m&feeditemid=&gclid=CjwKCAiAioifBhAXEiwApzCztq_WvcL-oG6eVfTbFreQ4MiEn5086MlcobI95EkK7SUWaiOjklbp7xoCjrIQAvD_BwE&gclidsrc=aw.ds

³⁵ <https://dwfgroup.com/en/news-and-insights/insights/2020/1/legal-practice-the-dwf-way>

³⁶ <https://www.projectmanager.com/blog/legal-project-management>

management techniques to fit the requirement of legal matters.

With the impending emergence of the new gold standard era, project management plays a vital role in legal service delivery more than ever. Clients have a considerable preference for lawyers who will provide legal services at lower costs but with more efficiency, transparency, and efficiency. In the United Kingdom (UK), project management has assumed dominance in the legal sphere. Likewise, Nigerian clients' demands for legal project management will significantly increase in the coming years as Artificial Intelligence makes the legal profession more client-centric. Thus, even a lawyer resists learning project management; he must have little knowledge about it if he must remain relevant.

For lawyers interested in developing their project management skills, here are available world class online courses on the subject matter:

- Project Management Principles and Practices (offered by the University of California, Irvine)
- Fundamentals of Project Planning and Management (offered by the University of Virginia)
- Project Management & Other Tools for Career Development (offered by the University of California, Irvine)

Negotiation and Dispute Resolution

Conflict is a lawyer's bread and butter. No matter how far Artificial Intelligence goes in automating the bulk of legal service delivery and the creation of robot lawyers, Dispute Resolution is possibly one skill that it cannot efficiently perform. Lawyers can handle conflict and negotiations better than any robot or AI-driven solution due to the first-hand understanding of human-related situations and the ability to brainstorm.

Even as Artificial Intelligence advances, the ability to deduce the real intentions of concerned parties after reading statements is one that eludes AI inventions, including robots. Due to the demands of the legal profession, lawyers are well vast in negotiations. Notwithstanding, negotiation skill is one that a lawyer can improve. Through a deliberate decision to improve and the acknowledgement of shortcomings, the average lawyer can achieve win-win situations, achieving

equilibrium between parties.

Problem Solving

Presently, AI has not been programmed to solve problems like humans. Unlike AI which performs tasks through cognitive computing, deep learning, neural network, and machine learning, humans can respond to unforeseen obstacles, analyze failures and mistakes, navigate obstacles, and understand the complexities of the problems. Lawyers concentrate the bulk of their efforts in finding the perfect answer to clients' problems. However, with the influx of lawyers, digitalization of legal service delivery, and competition from non-legal professions, it is necessary to involve clients in problem-solving. In the new gold standard era, legal solutions will become increasingly iterative. On that account, lawyers must continually improve their problem-solving skills more than ever before. If Nigerian lawyers must remain relevant, they must frequently ask "why?" to arrive at better solutions.

Creativity

With the automation of legal tasks and urgency for a client-centric approach, lawyers will need to "think outside the box". A creative lawyer will survive, no matter how today's AI becomes intelligent. Therefore, creativity is an in-demand skill which lawyers must develop. While many think of creativity as a skill possessed by only creatives (artists, writers, and the likes) or visionaries like Steve Job, that is only a misconception. According to scholars, there are two types of creativity.

1. **"Big C" Creativity**
2. **"little-c" Creativity:** The "Big C" is a rare but groundbreaking kind of thinking. It is the type many imagine the moment they hear the word "creativity." This type of creativity is a talent. On the other hand, "little c" creativity comprises thinking of small ideas that can make vast differences in our lives. While the first type of creativity is almost impossible to develop, "little c" creativity is a developable skill. Against ubiquitous myths, creativity is not a flash of inspiration. Rather, it is about showing up, doing the work and developing creative habits. Lawyers need to take steps to cultivate their creativity. Here are the recommended actions for nurturing creativity:

1. Set out "creative time" As a future-oriented lawyer, take at least one day per week to work on new projects. You can also plan creative brainstorming sessions with your colleagues to come up to figure out improved ways to serve clients.
2. Embrace the Beginner's Mindset: According to a creative juggernaut, Warby Parker, approaching the world with a beginner's mindset is the best way to enhance creativity. This Buddhist-inspired principle applies to lawyers. While lawyers spend the bulk of their career trying to be "experts", adopting a "beginner" mindset can bring a different perspective to one's practice. One of the best ways to put the beginner's mindset in practice is to ask clients lots of questions.
3. Embrace your creativity to stay relevant in the ever-changing legal industry, especially in the era of AI, you need to think differently. Stand apart from the herd. By continually nurturing your creativity, you stay relevant.³⁷

RECOMMENDATIONS/CONCLUSION

Having discussed extensively on the various Revolutions that have taken place in the world, it is not in contention that change is inevitable and man must always try to develop the means of livelihood so as to accord with the trends of things. Therefore, Revolutions are a necessity for transformation and major tool of generational shifts. The overwhelming effects of the 4th Revolution is supposed to be a National discourse if Nigeria dreams of rubbing shoulders with her sister nations in the league of Nations. Nigeria must seat up and take some things far beyond politics and hegemonies.

Therefore, the following recommendations are hereby made:

1. **NATIONAL CRUSADE ON INDUSTRY:** There should be a deliberate national discourse on the industry 4.0, it should be an all-inclusive gathering of both state and non-state actors who share the same interest and determination in the

advancement of technology. The main essence of this wide integration to ensure that major interest in the sector is duly represented and abreast of the steps to be taken accordingly.

2. **FUNDING OF THE TECHNOLOGY SECTOR:** The Tech industry in Africa at large demands proper funding by not just the government, but also the non-governmental agencies who share the same paramount interest in the sector.

3. **CONFERENCES/SEMINARS:** There should be routine conferences and seminars by various organizations, tech incline companies and the government alike to update the people on the notable trend's peculiar to the technology development and advancement.

4. **PARTNERSHIP WITH FOREIGN GOVERNMENT/ORGANIZATION:** There should also be deliberate and purposeful partnership by state and non-state actors to foster the prospect of the technological sector and provide the best way forward for its advancement in line with international best practices.

5. **TECHNOLOGY CURRICULUM IN THE VARSITIES EDUCATION:** There should be addendum of tech and digital advancement courses in both law and non-law professions to keep the citizens savvy of the tech world and push to the industry 4.0.

6. **ANALOGICAL SHIFT TO DIGITALIZATION IN ADMINISTRATION AND STATES AFFAIRS:** The government should ensure that there is a paradigm shift in the modus operandi of the its affairs and of course, the general workings in the polity.

7. **TECH-TRAINED LAWYERS:** There should be organization or body with the mission and vision of ensuring lawyers are technologically inclined and updated on to meet up with global demands. The legal sector in the western climes have been mesmerized by the advent of Artificial intelligence and factory automation. Today, many legal services start and end online, thus expanding the rate and speed of service delivery beyond borders.

³⁷ Artificial Intelligence in the Nigerian Legal Industry: A Threat or an Opportunity?

In concluding this discourse, it should be noted that Nigeria is one of the African countries with the highest technological savvy citizens and interest in all endeavors of human life. Nigeria needs an all-encompassing vibe to be able to join the 4th industrial revolution in the light of the very

abstract changes that is promising to sweep the normal events of things like the Noah's biblical saga. The only hope we have about these changes have been more dramatized and postulated on papers, allowing the practical's to be day dreams.

**INSTITUTE OF
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PROTECTION
OPINIONS**

GOODWILL MESSAGE FROM

Group Captain John Ojikutu (Rtd) psc (+) fss, fisn

I congratulate the Board and Management of the Institute of Security, Nigeria for the diligent effort at putting together an outstanding assembly of Security Professionals, Academicians, and other stakeholders to discuss the challenges mitigating the effectiveness of the national security structures and infrastructure in our nation, as well as proffering long-term and lasting solutions to these challenges.

Let me additionally appreciate all the other guests here present for your unwavering commitment and contribution to the development towards building the structures for the national and local security defence layers in your respective areas and environments.

I hope that moving forward, the Conference will afford the Professionals, Academicians, and stakeholders, the opportunity to find lasting solutions to the present insecurity challenges in our nation, as well as fixing the disconnect in the multiple defense layers of our internal security and the intelligence agencies.

The Conference must not fail to recognise and identify the disparities affecting both the low and

the high in our nation, which over the years has contributed to the insecurity which has put our people into penury more than it has put the perpetrators in prisons; The increasing levels of kidnappings, killings, robbery and banditry for ransom are symptoms of our challenges.

All these are not possible without sponsorship from people both within and outside our country... the people who have direct access to public monies and the necessary equipment, those with political influence, within and outside the government administration and its agencies.

Furthermore, today, the country is divided along tribal and religion sentimental lines never seen before in the history of this country. These division lines have added to the mistrust among the people and the level of insecurity in the country.

I call for this Conference to proffer solutions on all of these issues and to assist those in the administration of our government and the management of the security and intelligence agencies to solve these issues.

Thank you for your invitation.

INSTITUTE OF SECURITY 15TH INTERNATIONAL SECURITY CONFERENCE GOODWILL MESSAGE

Lucian Obinna Chukwu

Distinguished ladies and gentlemen,

It gives me great pleasure to be at this unique occasion of the 15th Security Conference of the Institute of Security, Nigeria.

It is no longer news that Nigeria has been dogged by numerous security challenges of recent, especially in the area of ethnic militia activities, ethno-religious crisis, electoral and political violence, cross border crimes, armed banditry, boundary disputes, vandalism, kidnapping, hunger, famine, poverty, and unemployment.

The danger which, these unhealthy developments pose to internal security and socio-economic development of our nation cannot be over-emphasised.

It therefore behoves on us as Nigerians to join hands together to find lasting solution to these menace. These challenges, among others, are some of the issues the conference attempt to identify and proffer lasting solution.

This conference could not have come at a better time considering the security challenges in the country and the need for national integration as well as the need for the use of appropriate approaches in addressing these challenges.

National security is a determinant of development in every area of the polity. It is worthy of note that economic, infrastructural and socio-political development of any nation state are intricately connected to the security of that nation. It therefore becomes necessary for any nation which seeks development in the above areas to strengthen its security as a precondition.

Beyond the traditional notion of security, the value of human security is paramount. Human security covers food security, environmental security,

health security, community security, and political security.

Food security refers to an individual's access to food. This requires that all people at all times have both physical and economic access to basic food.

It is important to advocate that promotion of physical protection of lives and property without a corresponding effort to provide enough food for the citizenry may achieve less, just as sufficiency in food production is an inevitable condition for national stability.

Nigerians cannot talk about physical security without food security. A country which is not self-sufficient in food production is open to the threat of extinction when confronted by external forces.

It is generally accepted that Nigeria is a multi-religious, multi-ethnic and multicultural society with enormous potentials for economic, social and political development.

Religious security is particularly important because it makes people feel forgiveness, love, and peace. Therefore, intolerance, which degenerates into violence, is traceable to the failure of human beings, without having anything to do with the nature of the religions.

The major religions, Christian and Islam, used to co-exist in perfect harmony. Religions are supposed to be used as tools to moderate human behaviour for the better.

Nigerians, being avidly religious people, should be able to accommodate all shades of opinion.

I therefore commend the President of the Institute and his team for the time and effort involved in organising a conference like this. I wish you all a rewarding deliberation.

Thank you.

INSTITUTE OF SECURITY NIGERIA 15TH INTERNATIONAL SECURITY CONFERENCE CHAIRMAN'S SPEECH AND WORDS OF ELDERS

General [Rtd] Olu Bajowa, Cfr, Ofr, Dfisc [Patron of Security of Nigeria]

It is my pleasure to be part of the opening session of this critical dialogue on the National Security Environment and the need for security personnel to enhance productivity. It is with great delight and joy that I welcome you to this 15th Annual Security Conference. I feel obliged to remind us of our place as members of the security profession and the critical role we must play in the development of our Nation, Nigeria.

The threats of terrorism, crime, insurgency, extreme nationalism, and environmental damage continue to evolve, and troubling gaps in national security and homeland security, present new and complex challenges. The Nigeria State faces intractable security challenges across the country. There is the need for a modern security and Intelligence Architecture to combat the security challenges. In Nigeria, there are numerous Intelligence Departments in the various security services. The information generally resides with these Intelligence Agencies without being shared. There is no synergy amongst the Security Agencies, who require processed information and operational intelligence to effectively combat insurgency and other related social threats.

This has become inimical to national security objectives and purposes. Therefore, there is a need for an Intelligence Command and Control Centre where all information is fed for use by all the security agencies. This is required to bring the nation back on the path of recovery, reformation, and repositioning of the body of security professionals. We are privileged to have all it takes to address security challenges in Nigeria.

We have obligations to the nation to mentor the younger members of the security profession. The duty is deliberate. It is sincere mentorship which is the only way the ideal security practitioners will progressively place the next generation on the right track. We also owe ourselves the duty to

preserve the security space for the next generation of security professionals. For these reasons, we must shun all forms of unprofessional and unethical practices that may cast the security professionals in bad light and undermine our place in the society. As we practice our call to service, we must bear in mind that our primary responsibility is centered on security, defence and protection of the nation, as envisaged in the Constitution which makes the primary role of government to be security of persons and property.

We are to ensure that security services are effectively equipped and provided for everybody in all circumstances, irrespective of who is involved. We are ministers in the temple of security, defence and protection of the nation. In this new year, we must commit ourselves individually and collectively to project the protection and preservation of integrity of the security profession. The country's nascent democratic experiment is still occurring with tremendous challenges. We cannot remain impervious to the overriding task of democratic consolidations which must be anchored on the rule and the supremacy of the law.

We must allow conscience to pervade our minds and influence our actions to make Nigeria great again. The year 2023 is a momentous year in our country with the General Elections coming up on the 25th of February and 11th March, respectively. As security practitioners, we have very important role to play in determining the outcomes of these elections by ensuring election security. I am very happy to note that the Institute of Nigeria's main theme for 2021 Conference was based on election security. The theme of the 2021 Conference was to support free election, enhancing integrity and sincere solutions to election threats and political violence, in a democratic environment.

I strongly believe that the result of those deliberations would help to strengthen and refocus the efforts being put up by the government and its security agencies. It is expected that today's Conference seeks to stimulate creative and critical thinking, thereby enhancing the methods and techniques of security at local, state, and national levels, to be adopted in order to solve the nation's numerous security problems.

The rising insecurity situation in the country in recent times, and the demand for rapid response of Police, had necessitated the call for a thorough review and overhaul of the security system. The present one-line Police Force seems to be ineffective and anomalous and should be rectified. Hence, the need for the National Assembly to amend the 1999 Constitution and remove policing from the exclusive legislative list.

The Nigeria Police Force is for all practical purposes, colonial in orientation and non-people

friendly in operation. Therefore, it needs to be reformed to serve modern day Nigeria appropriately. The rebirth of the Nigeria Police Force can be done in a radical and progressive manner without causing any disruption to the polity.

The first leg in the reform process is the amendment of the 1999 Constitution by the National Assembly to allow for devolution of power to facilitate the concurrent existence of a Federal Police, State Police and Local Government Police, including Local Police in some strategic infrastructures, critical institutions, and sensitive establishments, as practised in other countries such as the United Kingdom and United State of America.

I wish you a fruitful deliberation.

Thank you for listening and God bless.