

The Leadership Question in the Nigeria Police Force

CONFERENCE PROCEEDINGS

Edited by
'Kemi Okenyodo



THE LEADERSHIP QUESTION IN THE NIGERIA POLICE FORCE

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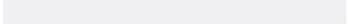
The mission of CLEEN Foundation is to promote public safety, security and accessible justice through empirical research, legislative advocacy, demonstration programmes and publications in partnership with government and civil society.

Table of Contents

Acknowledgments.....	ix
Preface.....	xi
Section One: Final Report	
I. Report of the Stakeholders' Forum	1
Section Two: Appendix	
II. Welcome Address Innocent Chukwuma.....	19
III. Leadership Qualification and Appointment Procedure in the Nigeria Police Force: A Critical Analysis Prof Etannibi Alemika.....	23
IV. Communiqué of the Forum.....	34



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We wish to also appreciate our team of resource persons and discussants that made presentations and led discussions that took place at the Forum.

Finally, we thank the CLEEN Foundation Abuja team that worked tirelessly to ensure good coordination and success of the programme.



Preface

Appointment of persons to leadership position in the Nigeria Police Force has become a topic of debate because since the inauguration of elected civilian government in 1999, six (6) IGPs have been appointed, indicating a high turnover of leadership in the Force.

There is a lack of clear cut, transparent criteria for consideration by the President in the appointment process this has sometimes led to the appointment of square pegs in round holes. The increase in the state of insecurity in the country usually necessitates the clamour for the removal of the IGP by the public. Before an appointment is made for the position of the Inspector General of Police there is a need to consider certain issues such as:

1. What type of appointment procedure would aid the identification of the most qualified persons for the job of leading the Nigeria Police Force in the twenty first century?
2. What sort of qualification should somebody vying for the position of the IGP and other senior command positions in the police possess?
3. What legal framework would aid police accountability to multiple constituencies they are expected to serve and are responsible to in Nigeria?
4. What structural and institutional arrangement would enable

police effectiveness, professionalism and operational independence in Nigeria?

These are the questions that the participants at the Forum sought to answer.

This publication serves as a dissemination format of the final report and other presentations that were made at the Forum. It is divided into two sections. The first section is the final report and the second section is the Appendix which contains the opening remarks, the lead presentation by Prof. Etannibi Alemika and the Communiqué.

We hope that this publication would become a resourceful document for policymakers and other stakeholders that would be involved in the appointment process to leadership positions in the Nigeria Police Force.

'Kemi Okenyodo
Deputy Executive Director
CLEEN Foundation



Section One

Final Report

Report of Stakeholders' Forum on the Leadership Question in the Nigeria Police Force

INTRODUCTION

Against the background of perceived inability of the Nigeria Police Force to adequately respond to the safety and security needs of the populace in the face of increasing terror attacks and armed banditry, which have partly been blamed on leadership deficits among other factors, the CLEEN Foundation in collaboration with the Network on Police Reform in Nigeria (NOPRIN) organised a **Stakeholders Interactive Forum on Leadership Qualification and Appointment Procedure in the Nigeria Police Force**, at Denis Hotel, Abuja, on November 29, 2011.

The objective of the forum was to provide a platform for key stakeholders in government and civil society to review appointment processes and procedure for leadership positions in the Nigeria Police Force, principally the post of the Inspector General of Police; with a view to proposing a framework that would enable identification of competent persons for the job and giving them operational independence and accountable space to perform their duties.

In attendance were over 50 participants from across Nigeria, drawn from the National Assembly, security agencies, government ministries, departments and agencies, the academia, civil society groups, foreign organisations and the media, amongst others.

OPENING SESSION

To kick start the opening session by 10.00am, dignitaries called to the high table were Honourable Abdullahi Dan-Attah, the Chairman House Committee on Police Affairs; Mr. Olawale Shogbola, the Director Police Inspectorate Unit representing the Minister of Police Affairs; Dr. Otiye Igbuzor, representing the chairman of the Police Service Commission; Mr. Atiku Kafur, Assistant Inspector General of Police Zone 7 Command, representing the Inspector General of Police; Barrister Timothy Ayinra, the Secretary General of the Association of Retired Police Officers in Nigeria; and Innocent Chukwuma, the executive director CLEEN Foundation.

In his welcome address on behalf of CLEEN Foundation and NOPRIN, Mr. Chukwuma said the apparent inability of security agencies to arrest the “rising brigandage” in the country, particularly the menace of Boko Haram, has seemingly dragged the Nigeria Police to their knees in the eyes of the public. He said the government's usual response of sacking police chiefs in the face of security challenges in the country has not proven a solution as “things appear to have worsened rather than improve”. He advised that the three months period remaining before the retirement of the current Inspector General of Police in the first quarter of 2012 should be utilised to review the process of appointing new IGPs and other senior commanders, rather than follow “the same procedure used in the past, which privileged ethnicity, loyalty, seniority, religion, friendship and other political considerations at the expense of merit and competence”.

In suggesting solutions to the appalling state of the Nigeria Police, Mr. Chukwuma shared the experience of other African police forces worth emulating, namely Kenya, which he said has put in place laws and structures which promote public input in the appointment and removal of their police heads, as well as vetting police personnel based on their competence for the job, integrity, human rights violation, corruption, etc. He thereafter presented four questions critical to addressing the leadership problems within the Nigeria Police Force for participants to answer in the course of the day's proceedings, namely:

- What type of appointment procedure would aid the identification of the most qualified persons for the job of leading the Nigeria Police force in the twenty first century?
- What sort of qualification should somebody vying for the position of IGP and other senior command positions in the police possess?
- What legal framework would aid police accountability to multiple constituencies they are expected to serve and are responsible to in Nigeria?
- What structural and institutional arrangements would enable police effectiveness, professionalism and operational independence in Nigeria?

Giving brief remarks, Dr. Otive Igbuzor said the Police Service Commission, by virtue of its chairman being on the council responsible for the appointment of IGPs, is “concerned that appointment should consider issues of seniority, merit and competence”. While noting that “leadership is very important in organisational performance”, he commended the forum's organisers for the discourse on the heels of a change of IGP in the coming months and said he looked forward to receiving the final report of the day's activities.

AIG Atiku Kafur on his part declared the forum's theme as “very controversial but timely”. He opined that leaders nominated into positions of responsibility ought to be publicly scrutinised to ensure only competent and motivated persons capable of inspiring confidence in the public are chosen. In appreciating CLEEN Foundation for the forum, he was optimistic that the outcome of the meeting would help improve policing in Nigeria.

Honourable Abdullai Dan-Attah also commended the forum's organisers on behalf of Nigeria's Parliament, which he said has oversight duties over the Nigeria Police including budgeting and appropriation. He said the constant clamour for the police to be properly funded should not be misunderstood because as long as there is bad leadership, no matter the amount of funds earmarked, the police like any other organisation

will fail in its functions. He said with the current security situation in the country, the “government has the task now to choose a leadership that will solve this problem of security”.

Declaring the forum open, Mr. Olawale Shogbola said the Ministry of Police Affairs, which has oversight functions over the Nigeria police was grateful for the forum as “these are the times to prepare for a successor to the IG”. He said the minister, being an adviser to President Goodluck Jonathan, would ensure the outcome of the day's deliberations would reach the President and help in the appointment of the next IG. Thereafter, participants proceeded for a light breakfast.

FIRST PLENARY SESSION

This first session, which began by past 11am, had a lead speaker and three discussants who presented diverse perspectives to the theme of the session - **Effective and Efficient Leadership in the Nigeria Police Force** as chaired by Dr. Otiye Igbuzor, who said efficient and effective leadership is one that achieves the objectives of an organisation at minimum cost. He said at least three sets of skills are required for leadership competence, namely **Conceptual Skills** (Analysis, Research, Policy formulation, Reflection), **Technical Skills** (Project, Office and Financial Management, Evaluation, Technology, Administration), and **Social Skills** (Working with People, Networking, Collaboration, Partnerships, Public Relations, Communications, etc). He added that by virtue of the Nigeria Constitution, the Nigeria Police is the principal agency charged with the responsibility of internal peace and security, protection of life and property. He then proffered the next IGP to be like a 21st century Chief Executive Officer who has “head, heart and guts” **Head** to give strategy, direction and purpose; **Heart** to understand, work and develop people; and **Guts** to do the right thing.

Etannibi Alemika, a Professor of Criminology and Vice Chairman of CLEEN Foundation, thereafter presented the lead paper titled '**Leadership Qualification and Appointment Procedure in the Nigeria Police Force: A Critical Analysis**' where he listed several factors militating against Police effectiveness, which the government's response

of continually firing the IGP and the police hierarchy has not solved. Major problems he mentioned with the Police are its lack of “institutional autonomy from undemocratic political control and influence” and lack of functional competencies in intelligence, investigation, prosecution, forensics, internal control, etc. These have resulted in the absence of emphasis on professionalism and the quality of leadership.

He then delved into the formulation, powers and functions of the Nigeria Police Force, the Nigeria Police Council and the Police Service Commission as guaranteed under the Nigerian constitution. He stated that unlike other countries where the Police Constable “who is the real person who does the job” is given more prominence, the only appointment procedure in the Nigeria Police Force mentioned in the 1999 Constitution via section 215 relates to the positions of the IGP appointed by the President on the advice of the Nigeria Police Council from among serving members of the Nigeria Police Force, and Commissioners of Police for each state of the Federation appointed by the Police Service Commission. He advocated that a prime constitutional review should focus on defined parameters for appointing who heads the Police, as currently the president has constitutional backing to appoint whoever, even a constable, to become the IGP, as long as the person is a serving member of the police force. To buttress his point, he noted that with an estimated total strength of 370,000 police personnel “we should be concerned about the kind of leadership to manage them”. He further said leadership within the force, as covered by the constitution, is three-fold: (a) Policy leadership: provided by the president in his capacity as the chairman of the Police Council (delegated to the Minister of Police Affairs) (b) Human development leadership: provided by the chairman of the Police Service Commission (c) Operational leadership: provided by the IGP, whose job is to translate inputs from other leadership structures into usable programmes and guidance for the Police Force.

Professor Alemika explained that the inability of the police force to successfully identify, train and deploy officers he classified as police managers to head Divisional, Area, State, Zonal, Directorate positions and the leadership of the Police is linked to the current emphasis for all

police officers to follow a linear “general duty” career path; the consequence of which is some individuals, from a pool of officers, are appointed based on “nepotism, political patronage and regime interests and preferences”, to perform managerial functions. He proffered a “specialist” model approach tied to career growth and personnel planning which identifies leadership potential in individuals and emphasises on leadership trainings based on interests, competencies and expertise before appointments to leadership roles. He also opined that vacancies within the Police Force should be advertised and followed by interviews before appointment. While listing key leadership competencies expected of police leaders at all levels to include organisational vision, trustworthiness, integrity, courage, respect for human rights, etc, Professor Alemika reiterated the call made by the 2006 Presidential Committee on Police Reforms for there to be a transparent and competitive process for appointing the IGP as well as a framework for ensuring the security of the IGP's tenure, other than the present exclusive power of the President to appoint and sack at will the country's chief law enforcement officer.

In conclusion, Professor Alemika proposed that for appointing an IGP, the Police Service Commission should recommend, from a list of candidates examined and interviewed by a Panel of Examiners, the three highest scorers to the Police Council, who will appoint one of them the IGP for a single tenure of five years. He said removal of an IGP, on grounds of infirmity or gross misconduct, would also be subject to a vote by a recommended number of panel members and approved by a majority of members of the Police Council. He recommended IGP hopefuls should possess at least a bachelor's degree; have served a minimum 20 years; be proficient in a core area of functional competencies intelligence, investigation and operation; have clean service records; be competent, patriotic and gallant; and excel in competitive examinations and interviews; amongst others. “This is a broad proposal which with wide consultation can emerge to have wide acceptance and serve the best interest of Nigeria and Nigerians,” he said.

Speaking afterwards was Mr. Felix Ogbaudu, a retired Assistant

Inspector General of Police. Based on his 35 years experience as a police officer, he dwelt extensively on how trainings and career advancements, which ought to be on the grounds of merit and competence were now based on “the Nigerian factor” characterised by favouritism and political 'godfatherism'. He lamented the presented state of police training institutions nationwide where “the more you stay away from training the more you are qualified”. He likened such training institutions to centres of oppression, devoid of motivated instructors, libraries, hostels, toilets, recreational and basic facilities where victimised police officers are posted to serve. On the appointment of an IGP, he said the major problem lies with the President having exclusive discretion to appoint the IGP as “he who pays the piper dictates the tune”. He advised that any IGP should refrain from being temperamental, must respect the rule of law and provisions of the Nigerian Constitution, and be courageous to “damn the consequences” when taking decisions in the overall interest of the country and Nigerians.

The second discussant, Mrs. Lauren Braide, a Deputy Director in the Ministry of Police Affairs, said “since the IG is to be appointed from within, it is important to consider the people we recruit into the Police Force”, while stressing the need for constant training and retraining of officers until their exit from the Force. She raised the issue of dilapidated police formations and barracks nationwide, which she visited and said: “some of these places which our brothers and sisters are living in I would not put even a goat”. She also called for an overhauling of career progression and reward and sanction processes for Police officers to ensure the Nigeria Police produces the calibre of officers the nation deserves.

On behalf of civil society groups, Mr. Okechukwu Nwanguma of NOPRIN listed acts of “executive lawlessness” over the years where the police have been manipulated by the Executive arm of government to carry out unlawful and unconstitutional activities using the coercive powers of the state to intimidate other arms of government and victimise political opponents. He said **the greatest obstacle to police professionalism, impartiality and effectiveness is the lack of**

independence of police leadership from political control. “The tying of the Nigerian police leadership to the apron string of the executive has reduced the police into a puppet organisation which operates like the running dog of successive executive leaderships,” opined Mr. Nwanguma, while calling for a review of the Nigerian Constitution and the Nigerian Police Act, specifically section 9, which places the operational control of the Police in the hands of the President rather than in the leadership of the Police. He also voiced support for a fixed and secured tenure for the IGP.

QUESTIONS, COMMENTS AND ANSWERS

Several participants contributed to the first plenary session discussions:

- Mr. Max Gbanite (Security Expert): Advocated for a good leadership structure to be established in appointing the IGP to avoid the president choosing a stooge he can use for his personal reasons.
- Dr. Lydia Umar (Gender Activist): Emphasised on the need for the leadership of the Police to be morally upright and gender sensitive to adequately respond to the alarming increase in cases of gender based violence. She also made a call for the consideration of having a female IGP.
- Anyakwee Nsirimovu (Director, Institute for Human Rights and Humanitarian Law, Port Harcourt): Raised concerns on how to actualise good leadership in the Nigeria Police since the police as an institution is a reflection of the entire Nigerian society which itself lacks good leadership.
- Leonard Dibia (Director, Access to Justice, An NGO based in Lagos): Called for greater scrutiny in the recruitment process of police personnel to include possessing an agreed minimum education qualification as he said “there’s a difference with someone who enters with a degree and those who study while in the Police.”
- Mr. Olukayode Senbanjo (retired Director of Legal Services,

National Human Rights Commission): Sounded a strong call for the revamp of police training institutions, which he described as “mind boggling” after past inspection visits undertaken. He said despite his reports submitted to relevant authorities on his observations, “these training institutions have remained places where if you are sent it is seen as punishment”. He also spoke against the violation of the rights of police personnel who are denied proper remuneration and accommodation.

- Dr. Smart Otu (Senior lecturer in Criminology, Ebonyi State University): Placed emphasis on the Police recruiting people who have passion for service as he said “having the minimum qualification from entry point is not enough because people are not interested in Police work”.
- Other contributions came from Mr. Emeka Ononamadu (Social Rights Activist), Mr. Jude Ohanele (Democracy Activist) and Dr Kemi Rotimi, Police Historian, Obafemi Awolowo University, Ife).
- Responding, Mr. Ogbaudu said by virtue of the Nigerian constitution, unlike in other advanced police forces worldwide, Nigerian police personnel are forbidden from forming a union to look into their collective welfare. Professor Alemika said Police accountability and professionalism are largely the responsibility of the Police Council, the Police Service Commission and the Nigerian parliament, which have oversight functions. “But my anger is they are not clamouring for effective policing,” he said. Closing the session, Dr. Igbuzor said “advocacy should not stop until the best police we desire is achieved”.

SECOND PLENARY SESSION

Chairing the second plenary session themed '**Legal Framework and Accountability**' was Mr. Paulinus Igwe, the Senate Committee Chairman on Police Affairs, while the lead presentation on **Police Act and Police**

Accountability: An Appraisal was given by Dr. Chidi Odinkalu, the Africa Director, Open Society Justice Initiative. Stating that Police accountability goes beyond what the current Police Act asserts, Dr. Odinkalu said the most important issue in ensuring Police accountability lies in resolving the “original sin” of why the president has absolute control of the Police. He said until there is a comprehensive change in Nigeria's obsolete security doctrines, last reviewed in 1986 under a military regime, the Nigeria Police and its personnel will remain impoverished; being that the policies were founded on regime protection and not public service delivery.

He said the lack of an acceptable security doctrine reflecting modern times coupled with poor training policies and inadequate oversight and control mechanisms have translated into the Police lacking in professionalism. “The problem is not the Police Act. Police is about how the people see themselves. We need to clarify what are the roles of our police in a democracy whether based on coercion or consent,” said Dr. Odinkalu. “Unless we transform all these, and address these fundamental issues, accountability is just in vain.”

To give a legal perspective to the theme, Mr. Olukayode Senbanjo, a past director, Legal Services, National Human Rights Commission, said that accountability demands that the police, which derives its existence from the constitution and the Police Act, should not go outside the law to enforce the law; a situation he termed a “nullity”. He however lamented that despite human rights provisions enshrined in the Nigerian Constitution, the police are currently utilising their “elephantal powers” to commit diverse human rights abuses. He attributed such situations to the gross inadequate training of police personnel “as trainers and trainees are all disgruntled”. He narrated an instance where an ultimatum was given to trainees by their superiors to pay N5,000 or forfeit their training; the direct effect he said is seen by the terror they unleash when they get out “because they have not imbibed accountability”. His solution was “the Nigerian public must collectively and individually challenge this and demand that what is right is done at all times”.

A second discussant, Mr. Leonard Dibia, said worrying about the IGP,

his educational qualification, and the process of appointing him ought not to be a concern “if there are parameters and structures regulating his conduct and powers”. He took a spike at government institutions having oversight powers over the police for their inefficiency in judiciously treating petitions brought before them. “Internal control mechanism does not exist so who determines the reasonableness of Police discretion and the issue of abuse of police powers when there's just no accountability?” asked Mr. Dibia, while submitting that police powers of detention should be regulated “because it leads to extortion, as so impunity continues”.

The Deputy Executive Director of CLEEN Foundation, Kemi Okenyodo, was the third speaker. She mentioned 3 Cs **Crime, Cost, Conduct** which the police in any society are accountable for. She said in a democracy the police should be accountable to the State, the law and the communities they serve through internal (within the police organisation) and external (outside the police organisation) accountability mechanisms which measure the performance of the Police on the 3 Cs reduction in crime, cost efficient utilisation of its human and financial resources and the conduct of its personnel. In her paper presentation, she said the Police Act, which empowers the Nigeria Police Force is “colonial” and “repressive” as it doesn't contain provisions for transparency and ideal accountability mechanisms that would promote Police efficiency. Mrs. Okenyodo also described as an “aberration” the Police Act provision which vests operational control of the Police with the President instead of with the IGP. She said until the principles of community policing are mainstreamed into the legal and policy framework of the Nigeria Police Force, it will fail to have the desired impact of ensuring members of the public hold the police accountable. While calling for police budgets to be made open for public scrutiny, she also expressed her reservations when the three different versions of a revised Police Bill currently at the National Assembly would be harmonised into one bill and passed.

QUESTIONS, COMMENTS AND ANSWERS

Several participants contributed to the second plenary session discussions:

- Fola Arthur-Worrey, Executive Secretary, Lagos State Security Trust Fund, said: “The police will never change” because worldwide there are “too many vested interests to allow the police reform itself”; the evidence of which is “the elite are the ones who mostly use the police to abuse”. On ensuring Police accountability, “it is the people who have to show their anger and demand for change”. He opined that Nigeria has too many security agencies to manage, while also calling for the police to have a database to be effective in policing.
- Dr. Kemi Rotimi reiterated the call for an interactive forum on Community Policing which the Nigeria Police in the last five years has adopted, stating “so they can tell Nigerians what they have been doing, and the public can say what they have been seeing”.
- Mr. Chino Obiagwu, Director, Legal Defence and Assistance Project, commended the Nigeria Police for the reduction of extra-judicial killing incidences but berated the government for not showing the necessary political support to strengthen police accountability. He said several funds set aside for the Police over the years are not accounted for and called for greater scrutiny by the Executive and National Assembly on how Police funds are managed. He called for more support on allowing the Police unionise.
- Mr. Francis Moneke, an international law and human rights expert, said training and re-training is necessary for the Police to respect the rule of law. He spoke on the necessity of adequate database to avoid criminals getting recruited into the Police.
- Another point raised by civil society organisations was on the need for human rights desks to be at Police commands with senior ranking police personnel directly in charge.

- Responding, Senator Paulinus Igwe, Chairman, Senate Committee on Police Affairs, said the National Assembly performs its oversight duties over the Police “without fear or contradiction” but advised that only detailed explicit petitions should be sent to the National Assembly for them to be treated. He agreed the training of Police personnel is “poor”, to which he announced a new Police Training School specialising on Intelligence as a core area of functional competence to be established next year.
- Participants immediately berated the idea of the proposed new Police Training School. Commissioner of Police Frank Odita (Rtd) called it a “misnomer”. He said intelligence training is already inculcated in Police training so why create a new school when “others are lying comatose”. Others who chided the idea asked where instructors would be sought, since the country has a dearth of qualified instructors. Senator Igwe appreciated their comments and invited all participants to be present at the next senate public hearing to make their input.

Participants then proceeded for a group lunch.

THIRD PLENARY SESSION

This final session dwelt on '**Structural/Institutional Inhibitors to Police Effectiveness**' and was chaired by Barrister Timothy Ayinra, the Secretary General of the Association of Retired Police Officers in Nigeria, who hoped the day's deliberations would contribute to improving Police effectiveness. The lead speaker, Fola Arthur-Worrey, the Executive Secretary, Lagos State Security Trust Fund (LSSTF), said police effectiveness has retrogressed in the last 50 years since Nigeria's independence, illustrating this with how there exists only one ballistician in a country where 90% of crimes are fire arms related. He said Nigeria is plagued with the same inhibitors of two decades ago, characterised by “always procuring but not solving anything” and giving grandiose labels to non-effective projects and programmes. He said the creation of the

Ministry of Police Affairs has left an unanswered question of who commands and controls the Nigeria Police Force. "Under our law, the President is politically responsible. Or has he delegated his powers to the minister? If we don't know who is in charge we can't hold any one accountable," Mr. Arthur-Worrey said.

Because the police are the only constitutionally recognised Force, the LSSTF boss sees, as a structural inhibitor to Police effectiveness, the creation of several security agencies performing functions hitherto belonging to the Police. He said poor leadership devoid of focus is to blame. Another hindrance he noted was the deep-rooted culture of "VIP Policing" which has fanned lawlessness among police personnel acting as private security to politicians and government officials. Another hindrance to police effectiveness is the uncoordinated workings of state police commands which don't synchronise policing beyond their individual state jurisdictions "despite that we have just one national Police Force and 36 State Commands". He also observed as a militating factor the lack of an information database, which he said could be resolved by an executive order from the president compelling INEC to share with the Police their database of fingerprints and pictures obtained from past elections. "After that we go for the GSM companies. But the reason we are so slow at doing the right thing is because we don't know who has political responsibility," Mr. Arthur-Worrey said.

For Mr. Frank Odita, a retired Commissioner of Police, and first discussant of the session, the major inhibitors to Police effectiveness lie in the recruitment process. He gave an illustration where one-third of police recruits join the Force out of passion, the next one-third who join are on a revenge mission and the last one-third joining for lack of any other job. "So if the larger population of recruits fall into the last two categories, then we are in serious trouble." He said the situation is compounded with the IGP being a political appointee with no job security, as he is compromised to accepting requests from elites who could otherwise decide his stay in office. "A lot of rubbish has gone into recruitment and that's why today you can see Aki and Pawpaw in Police uniform," he explained. Other inhibitors mentioned include the posting of police officers to positions

and locations where they are least productive due to no emphasis on specialisation; the relegation of the Police to a beggar institution due to decades of military rule; and the unavailability of trained trainers at Police training institutions. "Of course if the man who is training you is disgruntled, he will build a disgruntled officer. God help us!" Mr. Oditia said.

Second to speak was Dr. Bello Umar, a Deputy Director in the Ministry of Police Affairs overseeing training Institutions. He described the present police force as "bastardised" due to the creation of several other security agencies, out from the Police, which now receive billions of funds in allocations originally meant for the Police. He said in theory, billions of Naira are allocated to the Police, but in reality the police remains short-changed, and many times in debt. He also narrated his experience in visiting police training institutions and said "I almost shed tears when I met Policemen excreting outside because there are no toilets. They had no mattress, no bed". Dr. Umar blamed leaders who "continue to do politics with policy" to the detriment of the Police Force and said until competent leaders "who can squeeze water out of stone" oversee the affairs of the Police, the problems militating against the police will defy solution. He stated there is need for stronger collaboration between the Police and other security agencies. He also advocated that the Police should be included as a critical sector in the process of actualizing the Millennium Development Goals as is done with the military.

Speaking to the gathering afterwards, Dr. Kemi Rotimi, made a presentation on the '**Nigeria Police Force and the Making of Its Officer Class**', where he traced the antecedents of past IGPs, with an appraisal of their leadership performances and their educational qualifications.

The last discussant of the day, Max Gbanite, a security consultant, reflected on the Nigeria Police Force when police officers were docile and there existed weekly barracks inspections and proper personnel welfare. Then, he said, the Nigeria Police stood with prestige at par with other police forces worldwide. He said things fell apart when Nigerians began having a shift in behavioural uprightness, with the Police only naturally taking queue to its current state where a "police officer now carries a

minister's wife's handbag". He also spoke on how the ineffectiveness of the Police over the years has led to several of its functions being usurped by other agencies. The police of today promote segregation as evidenced by the different uniforms worn to show distinction between cadres, he noted. Further inhibitors to police effectiveness, Mr. Gbanite said, has been the appropriation and disappearance of monies meant to boost police work, with no one asking questions. He also blamed the hypocrisy of governments where "state governors give operational vehicles to the police but their barracks are deplorable. And then they think they are doing great." He said police effectiveness comes only when the Police and the leadership in the country are held accountable for their actions and inactions.

QUESTIONS, COMMENTS AND ANSWERS

Several participants contributed to the third and final plenary session discussions:

- Dr. Smart Otu was of the opinion that the multiplicity of security agencies was not a problem due to Nigeria growing with complexity, to which Dr. Umar responded that other highly populated countries like China have just one national police force handling the country's security concerns; and added "the money being put into these agencies if pooled, our Police will do better".
- Social rights activist Emeka Ononamadu asked "Is it because they have guns?" that the Nigeria Police finds it very convenient to vent their failure and anger on already badly-victimised Nigerian citizens. To this, Mr. Arthur-Worrey responded: "Throughout history the poor always attack the poor as they can't attack the elite". His solution was for Nigeria to have a political leader compassionate about policing for things to change.
- Mr. Chino Obiagwu, the Legal Defence expert, called for the decentralisation of the current police structure asking "how can one IGP manage 360,000 police men and women effectively?" Mr. Gbanite supported this call and suggested moving more powers to the zones where all state Commissioners of Police report to

Zonal Deputy Inspectors-General of Police instead of to the IG at the Police headquarters.

The end of the third plenary session led to the deliberations and adoption of the draft communiqué amongst participants. The forum ended about 5.30 pm with closing remarks by the organisers and pledge that the outcome would be communicated to the President of the Federal Republic of Nigeria, among other stakeholders.



Section Two

Appendix

Welcome Remarks

By Innocent Chukwuma

Executive Director, CLEEN Foundation

INTRODUCTION

On behalf of CLEEN Foundation and the Network on Police Reform in Nigeria (NOPRIN), I welcome you all to this forum on leadership question in the Nigeria Police Force. The forum is being organised to provide concerned stakeholders in civil society and government an opportunity to weigh in on a set of issues that seem to be dragging the police in Nigeria to their knees, at least in the eyes of members of the public.

BACKGROUND

As stated in the concept paper circulated ahead of this meeting, the high turnover of leadership in the police and the opaque appointment procedure often adopted in selecting successors to retiring or sacked police chiefs, appear to have made it difficult for any sort of long term planning for the development of the police force and robbed it of competent and motivated leaders capable of inspiring confidence in the personnel.

Not a few people may have wondered why security chiefs, especially the Inspector General of Police, were not fired instead of the EFCC chairman, given the frequency of Boko Haram's attacks, rising brigandage in various parts of the country and apparent inability of

security agencies led by the police to get a hold of the situation.

However, if we consider how many police chiefs that have been fired since 1999 when elected civilian government was restored in Nigeria and the fact that things appear to have worsened rather than improve, it becomes obvious that mere appointment of a new IGP, through the same procedure used in the past, which privileged ethnicity, loyalty, seniority, religion, friendship and other political considerations at the expense of merit and competence, would not enable selection of the best hand for the job.

We are of the opinion that rather than rush to fire the current IGP, we should use the three months before his expected retirement in the first quarter of 2012 to rethink the processes and procedure for appointment of IGP and other senior commanders of the police with a view to adopting a framework that would enable identification of competent people for the job and give them the space and resources to deliver.

EXPERIENCES ELSEWHERE IN AFRICA

We are encouraged in this belief by recent developments in police forces in other parts of Africa. As we gather today 38-year old Nhlanhla Mkhwanazi is the new acting National Police Commissioner in South Africa, following the suspension of the substantive Commissioner, Bheki Cele for corruption. What is even more interesting is the ground for the suspension of Bheki Cele: 'acting unlawfully regarding leases of police office spaces'.

Similarly, Kenyans have put behind them the violence of their 2008 general elections, which claimed many lives and are currently putting in place laws and structures that would make it difficult for a repeat of the horrors they experienced. Some of the things they have done which are worth emulating in ensuring that the right kind of people are appointed to head the police include enacting a new Police Act, which provides 5 years security of tenure for the police chiefs and clear criteria for the appointment and removal of the chief that privileges public input.

As we speak, 11 people have been shortlisted for appointment into the Kenya National Police Service Commission through a publicly advertised

application process. Interestingly, the interview of the shortlisted candidates will hold in the open and broadcast on national television. Kenyans who have had dealings with these individuals have been asked to send information relating to their integrity and competence through SMS, Twitter, Facebook and other new and existing media. The consequence is that whoever is appointed at the end of the day would know that he or she is accountable to multiple constituencies, most importantly the people of Kenya.

Kenya is also currently vetting the personnel of its police force, beginning with senior officers and inquiring into their past in relation to competence for the job, integrity, violation of human rights, corruption etc.

QUESTIONS BEFORE US

The questions we want this gathering to answer in relation to the appalling state of the police and policing in our country and recent developments elsewhere in Africa are:

- What type of appointment procedure would aid the identification of the most qualified persons for the job of leading the Nigerian Police Force in the twenty first century?
- What sort of qualification should somebody vying for the position of IGP and other senior command positions in the police possess?
- What legal framework would aid police accountability to multiple constituencies they are expected to serve in Nigeria?
- What structural and institutional arrangements would enable police effectiveness, professionalism and operational independence in Nigeria?

FRAMEWORK OF THE FORUM

Once we are done with this opening session, substantive discussions will be structured in panel format. Each panel has a lead discussant and three other speakers who would respond to the lead presentation or raise their own issues from the perspectives of the sectors they represent. We however, encourage each speaker to make concrete suggestions for

resolving the challenges they highlight.

- The first panel will deal with the questions on appointment process/procedure and qualifications relevant for leadership positions in the police.
- The second panel will respond to the question of appropriate legal framework for ensuring police accountability to the multiple constituencies they are expected to serve in Nigeria.
- The third panel focuses on structural, institutional and organisational arrangements that that would promote police effectiveness, professionalism and operational independence in Nigeria.

EXPECTED OUTPUTS

Three outputs are expected from this forum:

- A communiqué summarising the resolutions and recommendations adopted by the forum on the four critical questions framed for it.
- A memorandum to the president recommending steps that should be taken in the appointment of new IGPs and in repositioning the Nigeria Police Force as an effective and accountable institution.
- Publication of summary report of the forum in booklet form and wide dissemination.

I welcome you all once again for coming.

Leadership Qualification and Appointment Procedure in the Nigeria Police Force: A Critical Analysis

By Prof. Etannibi E.O. Alemika

INTRODUCTION

The Nigeria Police Force is the foremost law enforcement agency assigned with the preservation of internal security in Nigeria. However, the Force is often perceived by the government and the public as ineffective in the discharge of its functions. One of the recurring responses of the government to the real and imagined ineffectiveness of the Force is the purge of Inspector-General of Police and the management staff. The problem of ineffectiveness of the Nigerian police is due to many factors traversing the structural, institutional and individual levels. But the government responses often fail to appreciate the multi-dimensional determinants of police ineffectiveness.

One of the major problems militating against police effectiveness in the nation is the lack of institutional autonomy from undemocratic political control and influence. This has very negative impact on professionalism (effectiveness, accountability and responsiveness) of the Force. A consequence of the general lack of emphasis on professionalism is the absence of rigorous career development, criteria for appointment and systematic development of leadership competencies in the Force. As a result of the absence of emphasis on professionalism and leadership, there are no explicit processes and requirements for appointment to the various management offices, including the office of Inspector-General of Police. In this presentation, we examine the leadership qualification and

appointment procedure in the Nigeria Police Force. We also propose a new a framework for appointment to the various management (command) positions in the Force so as to enhance police operational autonomy and professionalism.

NIGERIAN CONSTITUTION AND THE NIGERIA POLICE FORCE

Nigeria, though a federation has, since late 1960s, maintained a centralised national police force, with state commands. Section 214(1) of the 1999 Constitution provided that:

There shall be a 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.

Section 215 of the 1999 Constitution provided that:

- (1) 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 Council.
- (2) The *Nigeria Police Force* shall be under the command of the *Inspector-General of the Police*, and any contingents of the Nigeria Police Force stationed in a State shall, subject to the authority of the *Inspector-General of the Police*, be under the command of the *Commissioner of Police*;

The Third Schedule of the 1999 Constitution created the Nigeria Police Council and the Police Service Commission. The Police Council consists of 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 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 Nigerian Constitution of 1999 also established the Police Service Council as a very powerful oversight and policy agency, with following composition:

- 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 has the following powers under the Constitution:

- (a) to appoint persons to offices (other than the office of the Inspector-General of Police) in the Nigeria Police Force; and
- (b) to dismiss and exercise disciplinary control over persons holding any office referred to in sub-paragraph (a) of this paragraph.

FUNCTIONS OF THE NIGERIA POLICE FORCE

The functions of the Nigeria Police Force were specified in section 4 of the Police Act (*Laws of the Federation 1990*) 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 outside Nigeria as may be required of them.

KEY FUNCTIONAL COMPETENCIES REQUIRED BY THE NPF

For organisational effectiveness, the Nigeria Police Force needs to develop the following competencies that are critical to policing and development of police professionalism and leadership.

- a. Intelligence;
- b. Investigation;
- c. Prosecution;
- d. Forensic and scientific aids (fingerprint, handwriting, DNA, crime scene analysis);
- e. Operation plan development and implementation;
- f. Monitoring and evaluation (development and implementation of operational plans and national strategic plan);
- g. Internal control, professional standards and performance measurement;
- h. Human resources management;
- i. Research, policing information management, policy development and coordination.

These competencies are general lacking in the Force, because of several factors, including the quality of leadership and management personnel.

APPOINTMENTS INTO MANAGEMENT AND LEADERSHIP POSITIONS IN THE NIGERIA POLICE FORCE

Commanders in the Nigeria Police Force at the Divisional, Area, State, and Zonal levels may be classified as managers. The managers may further be classified into the following two three categories:

- a. Field management (Divisional and Area Commands)
- b. Command management (State and Zonal Commands)
- c. General management (FHQ Directorate DIGs)

The leadership of the Force can be located in the three strategic leaders in the Constitution:

1. President in his capacity as the Chairman of the Police Council (delegated to the Minister of Police Affairs policy leadership;

2. Chairman of the Police Service Council human development leadership;
3. Inspector-General of Police (IGP) operational leadership.

Under this scheme, the IGP is the strategic driver involved in direct bidirectional relationships with the other leaders. He/she is the one that translates the policy inputs from the Police Council, Police Service Council and the Ministry of Police Affairs into usable programmes and guidance for the police managers to implement. The IGP also provide inputs into the decision-making of the other leaders.

The Nigeria Police Force has not developed specific programmes for identifying, training and deploying managers at all levels and leaders for the organisation. This is evident from the fact that officers are generally trained through the following **linear general duty career path**:

- a. basic entry training (recruit, cadet inspector, and cadet ASP);
- b. promotion and refresher course;
- c. functional specialist training dissociated from career planning;
- d. command courses (junior, intermediate and senior);
- e. strategic policy level courses (NIPSS and NDC).

All police officers are expected to follow this linear training plan. From the pool of officers, some individuals are appointed to perform managerial functions from the field to general management levels. In essence, an individual is appointed as a command manger and the leader of the Force without any prior identification of leadership potentials and subsequent leadership training necessary for leadership competencies.

The pitfalls of the current approach to appointment into management and leadership positions in the Force are:

1. absence of specialist career path;
2. absence of career planning;
3. inadequate attention to human resources management (personnel planning, recruitment, training and development, utilisation, performance evaluation, compensation and welfare);
4. absence of organisational management and leadership development programmes;

5. absence of transparent framework for competence-based appointment into management and leadership positions in the NPF.

The ineffectiveness and inefficiency of the Nigeria Police Force can be partly attributed to these deficiencies pertaining to the appointment of managers Divisional, Area, State, Zonal and Directorate Commands and leadership of the Force.

Appointment in the Nigeria Police Force are determined largely by seniority and representation, and influenced by nepotism, political patronage and regime interests and preferences. As a result, organisational management and leadership development has been lacking, resulting in organisational ineffectiveness.

LEADERSHIP QUALITIES AND APPOINTMENT OF THE IGP

The literature has identified several attributes and competencies of a leader. Leading a police organisation is a very difficult task requiring several attributes and long-term professional development and experience. An IGP should have the capacity to empower the managers to think and develop tactical options for solving insecurity problems and sustaining safety and security in society. This is far more than the role of a manager, which is to allocate tasks to subordinates and see to it that they perform assigned tasks as required.

Key leadership competencies and skills

A leader of a police force or department should have the following skills and capacities:

1. Developing organisational vision and mission;
2. Developing, implementing and continuously evaluating a strategic plan for the Force;
3. Communicating the vision, mission and strategic plan of the Force to different audiences citizens, parliament, executive, police officers, and other agencies within the intelligence, law enforcement and criminal justice communities within and across jurisdictions;

4. Trustworthiness, integrity, courage and patriotism;
5. Respects the fundamental human rights and wellbeing of the citizens and his officers;
6. Has a skill for relating to different audiences in society;
7. Interested in and pays attention to mentoring and coaching of officers in the Force;
8. Able to work with his managers as a team;
9. Resource, planning, mobilisation and management.

These attributes can be acquired and developed through formal education; professional development, and application of training, knowledge and experience to problem-solving. The selection of a police chief should evaluate whether or not an applicant possesses these attributes and competencies.

Appointment of an IGP

The Constitution made provision for the appointment of the Inspector-General of the Police. Section 215 (1) of the 1999 Constitution provided that subject to the provision in section 216 (2), an Inspector-General “shall be appointed by the President on the advice of the Police Council from amongst serving members of the Nigeria Police Force.” It also provided for the appointment of a Commissioner of Police for each State of the Federation who shall be appointed by the Police Service Commission.

The constitutional provision does not provide for competence and other requirements for the appointment of an IGP or a CP except that they should be appointed from serving officers. Significantly, it did not even provide that the officer must be of any particular rank. For the sake of argument, it will be constitutional to appoint a constable as an Inspector-General. There ought to and there should be a legislation specifying the educational, professional training, competencies, experience, rank and performance profile for appointment into the various management positions and the office of IGP.

One of the implications of the deficiency in constitutional provision is that there should be an amendment or legislation to that appointment as a command manager or leader of the Force should be made through a

transparent and competitive process. Whenever there is a vacancy, there should be an advertisement within the service followed by interview and appointment. Where an officer failed to perform, he is removed from office but not necessarily from the Force.

Nigerian citizens have repeatedly expressed two major concerns about the appointment and security of tenure of the IGP. The first is the lack of competitiveness and transparency in the appointment of the IGP. A second concern is the insecurity of tenure of the IGP due to the exclusive power of the President to appoint and sack an IGP. The Presidential Committee on Police Reform (2006) noted that stakeholders were concerned about the politicisation of the appointment and removal of the IGP. It therefore recommended “the insulation of the Nigeria Police Force from partisan politics”. Consequently, it “recommended that the appointment and deposition of the Inspector - General of Police shall be sanctioned by two - thirds majority of the Senate on the recommendation of the President of the Federal Republic of Nigeria. This would free the IGP from undue political interference from partisan political office holders”. The Committee also recommended that in order to “insulate the IGP from political partisanship, his tenure of office should be pegged at one term of four (4) years without extension, irrespective of his age and length of service”. The government, however, rejected this recommendation. There should be a framework from transparent and competitive process for appointing the IGP and security of tenure for the country's chief law enforcement officer, in order to enhance functional efficiency, responsiveness, accountability and respect for human rights by officers of the Nigeria Police Force.

CONCLUSIONS AND RECOMMENDATIONS

There is need for a new framework for the appointment of police managers and leader for the nation. The present approach has not yielded an effective, efficient, accountable and respected police force for the country. However, there should be widespread consultation across the population sectors so that the decisions and processes that may emerge will have wide acceptance and serve the best interests of the Nigeria and Nigerians.

As a step in that direction, we put the following proposal forward:

1. Specialist career path system should be adopted. Every police official should be initially enlisted for five years (including two years training and probation period) during which they will serve as general duty officers. After this period, officers shall be streamed into specialist tracks based on their competence and interests. Anyone found unsuitable for continuing engagement shall be discharged at this point, with severance benefits.
2. Promotion should be based on clearly defined criteria embodying educational qualifications, professional police training and performance; experience, competence, seniority, conduct and integrity, etc.
3. Appointment of command managers as distinct from promotion (ranking) should be made through a competitive process among serving officers. Examination and interview panel for the purpose shall consist of five persons constituted as follows:
 - a. DPO/Area Commander three nominees of IGP and two nominees of PSC;
 - b. State Commissioner of Police -three nominees by PSC and two nominees by IGP;
 - c. Zonal Commanders (AIG) - Three nominees by IGP and two nominees by PSC;
 - d. DIGs (Directorates)- Three nominees of PSC and two nominees of the IGP;
 - e. One nominee by PSC and IGP shall be an expert assessor who is not a member of the Police Force or PSC, not below the rank of a director in the public sector or equivalent in other sectors of society.
4. Command managers shall be remunerated on the basis of their rank plus 40% of basic salary as responsibility allowance.
5. Appointment of an IGP: PSC should recommend to the Police Council, the three highest scoring candidates (who satisfy criteria listed below) from the list of candidates examined and interviewed by a Panel of Examiner. The Police Council will

- appoint one of them as an IGP for a single tenure of five years.
6. To qualify as a candidate for an appointment as an IGP, the following conditions must be satisfied:
 - a. Possess a minimum of a bachelor's degree;
 - b. Served for a minimum of twenty years;
 - c. Proficient in a core area of functional competencies of the Force intelligence, investigation and operation;
 - d. Has clean service records;
 - e. Demonstrated competency, patriotism, and gallantry;
 - f. Possesses and demonstrated key leadership competencies enumerated above;
 - g. Apply for and excel in competitive examination process and interview through a transparent process conducted by an impartial Panel of Examiners constituted by the Police Service commission.
 7. An IGP shall be removed if only found to be unable to perform the function of the office due to infirmity or gross misconduct (breach of oath of office and allegiance, abuse of office, corruption, systematic violation of human rights) after the following process:
 - a. Condition of infirmity confirmed by three independent medical experts from three different teaching or tertiary hospitals in the country;
 - b. Allegation of gross misconduct investigated by a panel of five persons with relevant qualifications in law, policing, public administration, etc., chaired by:
 - i. a retired justice of the supreme court; or
 - ii. a legal practitioner with at least twenty years practice and demonstrable records of human rights; or
 - iii. an academic with relevant professional and research competence of a professorial rank;
 - iv. retired public administrator or company executive not below a director;

8. PSC shall request the Chief Judge of the Federation to constitute the Panel, and may make input into its membership;
9. IGP shall be enjoy constitutional guarantees of fair hearing;
10. No member of the Panel shall be a member of any political party;
11. The Panel shall complete its work within twenty-one working days;
12. The decision to remove the IGP shall be by voting, and he/shall be removed if three of the five panel members so recommended and approved by three-fifth of the membership of the Police Council.

The foregoing framework should ensure transparent process of appointment of the IGP and as well guaranteed his/her security of tenure.

Communique Issued at the End of the Stakeholders' Forum on the Leadership Question in the Nigeria Police Force Held in Abuja on November 29, 2011

BACKGROUND

Against the background of perceived inability of the Nigeria Police Force to adequately respond to the safety and security needs of the populace in the face of increasing terror attacks and armed banditry, which have partly been blamed on leadership deficits among other factors, the CLEEN Foundation in collaboration with the Network on Police Reform in Nigeria (NOPRIN) organised a **Stakeholders Interactive Forum on Leadership Qualification and Appointment Procedure in the Nigeria Police Force**, at Denis Hotel, Abuja, on November, 29, 2011.

The forum held on Tuesday, November 29, 2011 at the Denis Hotel, Abuja and brought together key stakeholders from the Ministry of Police Affairs, Police Service Commission, Nigeria Police Force, National Human Rights Commission, Association of Retired Police Officers (ARPON), academia, non-governmental organisations, organised private sector and the media. In all, 50 participants took part in the programme.

The forum, through lead presentations, comments, questions and answers, focused on four key questions:

- What type of appointment procedure would aid the identification of the most qualified persons for the job of leading the Nigeria Police Force in the twenty-first century?
- What sort of qualification should somebody vying for the

position of IGP and other senior command positions in the police possess?

- What legal framework would aid police accountability to multiple constituencies they are expected to serve in Nigeria?
- What structural and institutional arrangements would enable police effectiveness, professionalism and operational independence in Nigeria?

OBSERVATIONS

After exhaustive discussion on the presentations, the forum observed that:

- High turnover of leadership in the Nigeria Police Force, occasioned by absence of security of tenure, has made long term planning for institutional development of the Force almost impossible, as each leadership that emerges hardly has time to settle down before it is due for retirement or sacked from office.
- Unless the processes and procedure for the appointment of the Inspector General of Police and other senior command positions in the Nigeria Police Force are changed to emphasize merit, competence, transparency, competition and accountability, the force will continue to be led by people that neither inspire commitment and loyalty of their subordinates nor confidence and support from members of the public.
- Absence of a legislation specifying the minimum educational qualification, professional training, leadership and management competencies, experience and performance profile for appointment into the various management positions and the office of the Inspector General of Police (IGP), has led to a situation where all manner of persons who have nothing to offer for the growth of the institutions now jostle to be made the IGP or appointed into other senior command positions in the police.
- The legal framework for police and policing in Nigeria (including the Constitution and Police Act) is long overdue for review in order to create conducive legal environment for

effective, efficient, accountable and operationally independent police service in Nigeria.

- The privileging of general duty career path instead of specialisation in the training and posting of police officers in Nigeria to head Divisional, Area, State, Zonal, Directorate positions and the leadership of the Police has created a situation where some individuals, from a pool of officers, are appointed based on nepotism, political patronage and regime interests and preferences, to perform managerial functions, which they are often neither trained for nor prepared to discharge.
- The highly centralised institutional and organisational structure of the Nigeria Police Force needs to be reformed to devolve more powers and resources to state, Area and Divisional commands to enable them improve their performance and effectiveness.

RECOMMENDATIONS

The forum recommends that:

- I. To qualify for appointment as Inspector General of Police (IGP), vying police officers should be of the rank of Commissioner and above; possess a minimum of bachelors degree; twenty years' service to the Force; proficiency in a core area of functional competencies of the Force such as Intelligence, Investigations and Operations; pass senior management courses at the National institute for Policy and Strategic Studies (NIPSS) or the National Defence College; and have a clean service record;
- II. To appoint an IGP, the Police Service Commission should be given the function of identifying and recommending to the Police Council three highest scoring candidates from a list of candidates examined and interviewed through a competitive, open and transparent process that gives every eligible person in the police opportunity to apply and guarantees public participation. The Police Council would be at liberty to appoint the most qualified candidate as the IGP.

III. Once appointed, the IGP should have security of tenure and serve for a fixed single term of four or five years and should only be removed if found by an independent panel of experts to be unable to perform the functions of the office due to insanity or gross misconduct such as the breach of the oath of office, abuse of office, corruption, and systematic violation of human rights.

IV. Promotion to other ranks in the Force should be based on clearly defined criteria embodying educational qualifications, professional police training and performance improvement that would boost competence and performance in the police service;

V. Specialist career path system should be introduced in the Nigeria Police Force. Every police official should be initially enlisted for five years (including two years training and probation period) during which they will serve as general duty officers. After this period, officers shall be streamed into specialist tracks based on their competence and interests. Anyone found unsuitable for continuing engagement shall be discharged at this point, with severance benefits.

VI. The Nigeria Police Force should be decentralised with more powers and resources devolved to state and divisional commands, which are the levels where real police work is done to enable them improve their performance and effectiveness.

VII. Gender sensitivity should be made a requirement for appointment into the police force.

VIII. The Constitution and the Police Act need to be amended to provide for the foregoing recommendations and create conducive legal environment for effective, efficient, accountable and operationally independent police service in Nigeria.

Signed

InnocentChukwuma
Executive Director



The mission of CLEEN Foundation is to promote public safety, security and accessible justice through empirical research, legislative advocacy, demonstration programmes and publications in partnership with government and civil society.