

RE-POSITIONING THE NIGERIA POLICE TO MEET THE CHALLENGES OF POLICING A DEMOCRATIC SOCIETY IN THE 21ST CENTURY AND BEYOND.

"PROPER ORGANISATION AND MANAGEMENT OF THE POLICE" .

PREAMBLE. All protocols are obeyed, observed and respected.

The Nigeria Police is a National Institution designed in the Best Traditions of the Public Service to serve the long term interests of Nigeria. It is Nigeria's Principal Law Enforcement Agency and an indispensable Organ of the Executive Arm of Government. The emergence of the Police, a body of eligible men, enlisted, trained, equipped and maintained by the State to enforce laws with which they are charged, ensure orderliness, protect society and reduce the apprehension of citizens is a notable development in human history (Reiner 2000). The Police plays important roles without which the sustenance of order, legality, development and democracy may be difficult. Any change initiative must take account of the facilitative and inhibitive roles of the Police in society. The primary role of the Police is policing, securing compliance with existing laws and conformity with precepts of social order. The Police is indeed not the only Agency involved in policing a Community. Policing has always been necessary in societies for the preservation of order, safety and social relations. The necessity for policing becomes even more evident in modern societies characterised by diversities and contradictions arising from population heterogeneity, urbanisation, industrialisation, conflicting ideologies on appropriate socio-political and economic form of organisation. The Police must continuously improve on its activities in order to consistently meet the expectations of Nigerians. This submission will examine the whys and wherefores relevant for the proper Organisation and Management of the Police in the 21st Century and beyond.

THE TEXT OF A PAPER PRESENTED AT THE RETREAT OF THE POLICE SERVICE COMMISSION BY DR. PRINCE AMEN E. OYAKHIRE, Ph.D, AIG (RTD), OON, NPM, HELD FROM 1ST TO 4TH OF NOVEMBER, 2010 AT THE LE-MERIDIAN HOTEL, UYO, AKWA-IBOM STATE, NIGERIA.

Police job involves a variety of tasks and responsibilities. Police officers are expected to prevent and control crimes, protect lives and property, enforce laws, maintain peace and order as well as provide a wide range of services for citizens. A common trend which unifies the diverse activities is that potential for violence, the need and the right to use coercive means in order to establish social control. Policemen act as the representatives of the coercive potential of the State and the legitimate users of reasonable force usually explain their attitudes and characteristics. Broadly, Modern Police Forces are assigned the primary duty of law enforcement and maintenance of order. The contents of law and what constitutes order vary widely across times and Nations and are determined by the political economy of societies. By maintaining order and enforcing laws in consonance with the principles and practices of a democratic society, the Police will foster entrepreneurial initiatives and public safety which are critical for development and human cooperation. It is in these respects that the Police can make positive contributions towards change initiatives. Some of the major concerns of the poor apart from material deprivations and lack of access to services are their vulnerability to insecurity, crime and denial of due process rights (World Development Report 2000/2001).

CONCEPTUAL FRAMEWORK.

Management has always been a vital tool for the survival of an Organisation right from the days of Fredrick Tayol of the Scientific Management fame. Its importance has progressively assumed greater dimension in these days of constant budget-cuts and dwindling resources. The need for constant up-dating of knowledge and skills of public officers in the area of Management has become a compelling necessity. The objectives of our discussions are to briefly:

- (a) Define Management,
- (b) Identify the different functions of Management and
- (c) Analyse each of the functions of Management.

DEFINITION OF MANAGEMENT.

After a thorough exploration of the fields of Management, Louis Allen (1964) gave a series of definitions of Management, among which is getting things done through the efforts of people. This definition could be more professionally put as the acquisition and optimum utilisation of human and material resources to achieve organisational objectives efficiently and effectively. Management is the act of running and controlling a business or an organisation. Management can also be referred to as the act or skill of dealing with people or situations in a successful way, e.g. classroom management, time management or staff management. Management is, therefore, the act of working with people to determine, interpret and achieve organisational objectives by performing the functions of planning, organising, staffing, leading, controlling, harnessing and coordinating funds, materials and equipment towards the actualisation of organisational goals and objectives. Management relates to getting things done through and with people. Besides, the concept of performance is central to management.

CONCEPT OF ORGANISATION.

Organisation is simply an act of making arrangements or preparations for a specific objective. It is the coordination of various activities and control of people at various levels in order to attain set objectives. Organisation is a group that forms a Business or Club in order to achieve a particular aim. Organisation is the act of arranging and putting components together to accomplish a specific purpose. In Administration, it is the act of putting together resources, human and material, through which defined and pre-determined goals are achieved. It also means teamwork among people who make contributions for the purpose of accomplishing agreed objectives (Akpovi, 1997). An Organisation is the rational co-ordination of the activities of people for the achievement of common explicit goals through division of labour and function with a hierarchy of authority and responsibility. (Sharma 1984).

The analysis of Police and policing should begin with careful delineation of the two interrelated concepts and phenomena. Police refers to a socio-political and quasi-legal Institution, a State Agency charged

primarily with the enforcement of laws and the maintenance of order. Many quasi-police or para-military agencies such as the Customs, Immigration and Economic regulatory Agencies are also involved in public policing. Analytically, policing refers to measures and actions taken by a variety of institutions and groups (both formal and informal) in society to regulate social relations and practices in order to secure public safety in a community as well as conformity with the norms and values of society. It is, therefore, a "sub-set of control processes" which involves "the creation of systems of surveillance coupled with the threat of sanctions for deviants. State agencies designated as police as well as community groups are involved in policing but community policing groups who carry out activities aimed at safety and social order do not constitute Police. No society can do without policing. Historical evidence indicates that societies have existed without "formal" police forces. The danger of "police fetishism" should be avoided so that the capacity of society for evolving a variety of policing organisations and strategies is not undermined (Reiner 2000). Policing is arguably a necessity in any social order which may be carried out by a number of different processes and institutional arrangements. The Police is an Agency established by the State for the maintenance of order and enforcement of laws. Indeed, there is no Country without an identifiable Police Service. A Country is good when the Police System is effective, efficient and commands public confidence. There are Countries without any resident Army. The characters, roles and priorities of Police Forces are determined by the political and economic structures of individual Nations. Similarly, the forms and activities of policing by State and non-State Agencies are also dependent on the character and composition of the political economy of society.

NIGERIAN POLITICAL ECONOMY, POLICE AND POLICING.

The Nigerian economy has been variously described by different groups since Nigeria gained independence in 1960, as mixed economy, neo-colonial economy, neo-capitalist economy, peripheral economy or outright capitalist. Correspondingly, the Nigerian State has also been classified as neo-colonial State, authoritarian state, bourgeois state, dependent state, rentier state and its capacity

classified either as weak or strong. A description of the features of the economic and political conditions in the Country better clarifies the character and contradictions of the Nigerian political economy. It is characterised by a dependency on a mono-product (petroleum), rent-seeking by the rulers, widespread corruption, patrimonial relationship between political elite and their followers, wide inequality and mass poverty, high rates of unemployment at all levels that have persisted beyond two decades, low capacity utilisation, high level of import dependency in both capital and consumer goods as well as high external and very high domestic debt profile. Consequent to these conditions, there has been a steady decline in the availability, quality and affordability of social welfare goods and services (such as education, health care, employment) as well as the collapse of socio-economic infrastructure (road and transportation, energy/electricity) and generally institutional neglect. In the past 22 years, beginning from the 80s when the economic crisis began to manifest on a serious scale, Nigeria witnessed political instability, military rule (involving four different regimes), widespread insecurity, ethnic and religious conflicts as well as the annulment of a Presidential election conducted in June 1993. Although, an elected Government under General Olusegun Obasanjo who had previously ruled as Nigeria's Military Head of State from 1976 to 1979 came to power on May 29, 1999 with immense wave of public goodwill but sadly after the initial four years, no significant achievement was recorded in the tackling of the Nation's core economic, political and social problems. The situation has not seriously improved despite the fact that Nigeria earned from the sale of crude oil within ten years (from July, 1999 to July, 2009) a huge sum of seventy-four and half trillion naira (22 billion US dollars).

The foregoing enumerated political and economic crises impacted negatively on the Nigeria Police and its policing tasks. Pressures from rulers to curb the activities of perceived opposition and curtail rising crimes coupled with Institutional neglect (suffered by the police) which manifested in lack of resources, embargo on recruitment and promotion for many years, victimisation and nepotism, the Nigeria Police eventually embraced a culture of impunity. As a result, extra-judicial killings, detention without trial and corruption became widespread. Corruption harms society, weakens democracy and undermines the rule of law. The inefficiency of the Police regarding the maintenance of law and order became glaring as cases of armed robbery involving the use of sophisticated weapons and high casualties as well as incidents of ethno-religious conflicts persisted. Illegally held guns are increasingly being used by outlaws to commit violent crimes of kidnapping and robbery in many places in Nigeria. The experience in the Nation during the past two decades demonstrates the linkage between political and economic crises vis-à-vis policing. In analysing the structure, roles, performance and problems of Police and policing in the Country, there is the need to adopt a theoretical frame of analysis that accounts for structural (political economy) and institutional (police functional management) factors. A discussion of Police and policing in the Country during the colonial and post-colonial periods within such a framework becomes desirable.

POLICE MANAGEMENT IN COLONIAL NIGERIA.

The British colonisation of different communities that currently constitute Nigeria began in 1861 from the territory of Lagos. By 1903, the British colonisers had succeeded in colonising all the nearly four hundred nationalities in the Country (Otite 1990). The colonisers executed the colonial project employing violence, fraud or deceptions. Scholars have documented the history of the Police in Nigeria from the

beginning in 1861 to the present day (Tamuno 1970; Ahire 1991, 1993; Rotimi 1993; Alemika 1993). The establishment of the Police in colonial Nigeria reflected administrative policy and concerns. The indirect rule System was adopted as a means of reducing the costs of running the colonial bureaucracy. Police Forces were established along the lines dictated by the indirect rule policy. The Native Authority Ordinance (Number 4 of 1916) conferred on the Native Authorities the responsibility for maintaining order in their respective areas. They were allowed to prevent crimes and arrest offenders by employing "good persons" to assist them in carrying out their police duties. Their powers were increased by the Protectorate Laws (Enforcement) Number 15 of 1924. There is the need to recognise and comprehend three important historical factors that shaped the development and character of the Police and the Police - Public Relations in Nigeria. Firstly, the colonial conquest of Nigerian nationalities took place piecemeal at different periods from 1861 to 1903. As a nationality is conquered, a British colonial presence is established by creating a Police Force for the territory. Secondly, violence, fraud and deceits were employed in the conquest of nationalities and Police Forces with various names were established and employed as instruments of violence and oppression against indigenous population. Thirdly, colonial rulers used Police Forces majorly as instruments to sustain their alien domination. The significance of these three factors is that during the colonial era, the Police Forces were simply not accountable to the colonised but to the colonisers and their excesses against communities were not controlled. Consequently, the colonial Policemen behaved brutally most often killing maiming and looting. These three features of colonialism made the public to regard colonial Policemen as enemy, instruments of subjugation, extortionists and harbingers of bad news and troubles. The perceptions of the police by the people were grounded in their experience of the use of the military and constabulary forces during the phase of colonial campaign in various areas of the Country such as Opobo, Benin and Niger confluence. Professor Tamuno in chapter 9 of his thesis in 1970 gave detailed accounts of the use of colonial Policemen to violently suppress workers' strike (1945, 1947, 1949) and Women's riots (1929, 1930 and 1948) as well as communal riots in Kano (1953) and Tiv land (1959 and 1960) resulting in deaths and large scale destruction of property. Ever since, successive Police Forces and Governments in the Country have analogously and frequently so deployed the Police.

POLICE MANAGEMENT IN POST-COLONIAL NIGERIA FROM 1960 TO 1966.

Between 1930 and 1966 the Nigeria Police Force (created in 1930 with national jurisdiction) coexisted with Local Administration's Police Forces in Local Government Areas in Western Nigeria and the Native Authorities in Northern Nigeria. The dual Police System which involves multiplicity of local forces and a national police force continued until 1966. After the first Military coup d'état which occurred on 15 January, 1966, Government in March same year, (1966) empanelled a Working Party on Nigeria Police, Local Government Police, Native Authority Police and Prisons. The Panel examined, among others, the feasibility of the unification of the Nigeria Police, Local Government Police and

Native Authority Police. The Working Party after extensive discussions and consultations came to an inevitable conclusion that unification is feasible and should be formally accepted as an articulation of the Country's ultimate objective. (The Report of the Working Party on Police 1966: 22). The Federal Government accepted the recommendation of the Working Party that the Nigeria Police systems be unified. As a result, the local police forces were disbanded and their qualified personnel absorbed by the Nigeria Police Force. The movement towards unification of Police Forces started long before 1966. The provincialisation of local Police Forces from 1955, mainly in Western Region, should be seen in this light (Alemika 2003a).

The local Police Forces were disbanded because many of their members were not qualified, poorly trained, behaved badly and constituted instruments of oppression and brutalisation of opponents in the hands of traditional rulers , local government officials and politicians. (Northern and Western Regions; Ahire 1993; Rotimi 1986, 1993; Ohonbamu 1972; Ohonbamu 1972; Tamuno 1970 and Alemika 1988, 1993a). The allegations against the local Police Forces have been carefully documented. In the current clamour for State Police, there is an attempt by the proponents to foster collective amnesia on Nigerian public. There was widespread misuse of Local Government and Native Authority Policemen in the North and West by politicians, traditional rulers and colonial officers. In Western Region, there was massive recruitment by the local forces of party thugs and stalwarts. People of questionable antecedents were recruited into the local police forces. In the North, political opponents were arrested by Native Authority Policemen for holding private meetings, handcuffed and marched them through the streets as visible demonstration of what fate awaited those who sought to exercise their fundamental rights (1972 : 75-76). The criticism of the Native Authority Police System relates to its handling of opposition politicians in the 50s (1950s) when party politics started in Nigeria. It is on record that Native Authority Police Forces earned notoriety by using undue coercion and intimidation to enlist support for the ruling Party; denied opposition parties permits for rallies; disrupted meetings of opposition parties and generally enforced the obnoxious 'unlawful assembly' laws against opposition politicians. The excesses of Native Authority Police Forces in support of the ruling party in Nigeria prompted a loud outcry which eventually led to their extinction.

POLICE AND POLICING SINCE 1966.

Successive Nigerian Constitutions since 1979 provided for Nigeria the existence of the Nigeria Police Force only. The 1999 Constitution has provisions for the Nigeria Police Force, Police Council and the Police Service Commission. Section 214 (1) of the 1999 Constitution provides 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 part thereof. The 1999 Constitution re-established the Police Council which was in the 1963 Constitution but omitted in the 1979 Constitution. The Third Schedule of the 1999 Constitution creates the Nigeria Police Council and the Police Service Commission. 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 defines the functions of the Police Council to include:

- (a) The organisation and administration of the Nigeria Police and all other matters relating thereto (not being matters relating to the use and operational control of the Police or the appointment, disciplinary control and dismissal of members of the Force);
- (b) The general supervision of the Nigeria Police and
- (c) Advising the President on the appointment of an Inspector General of Police.

The 1999 Constitution, like the 1993 Constitution of the Federation also provides 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 Constitution stipulates that the Commission shall have the power to:

- (a) Appoint persons to offices in the Nigeria Police Force other than the office of the Inspector-General of Police,
- (b) Dismiss and exercise disciplinary control over persons holding offices in the Nigeria Police Force.

Nigeria maintains a National Police Force. Each of the thirty-six States is served by a Command of the Police. As at January 2001, the Nigeria Police Force numbered 163,722, of whom 20,287 were recruits in training. The establishment, organisation, control, command and management of the Nigeria Police Force are governed by legislations (Police Act, CAP 359 of the Laws of the Federation of Nigeria, 1990) and the 1999 Constitution. Section 4 of the Police Act provides that the Police shall be employed for the prevention and detection of crimes, the apprehension of offenders, the preservation of law and order, the protection of lives and property and the due enforcement of all laws and regulations with which they are charged and shall perform such Military duties within and outside Nigeria as may be required.

Members of the Nigeria Police have statutory powers to investigate crimes, to apprehend offenders, to interrogate suspects and prosecute accused persons, to grant bail to suspects pending completion of investigation or prior to court arraignment, to serve summons, to regulate or disperse processions and assemblies. They are also empowered to search and seize property suspected to have been stolen or associated with crimes and "to take and record for purposes of identification, the measurements,

photographs and fingerprint impressions of all persons” in their custody (Section 26 of the Prevention of Crimes Act). The great number of recruits in training came as a result of the decision taken by the Democratic Government led by President Olusegun Obasanjo to increase the strength of the Police in order for the Force to cope with the Country’s security needs. The recruits were poorly trained because the training facilities are grossly inadequate to cope with such a high number of recruits. Today, the Nigeria Police has a strength below four hundred thousand men from the last Constable to Inspector-General in a Country of 150 million people.

A combination of structural factors (political oppression and instability as well as economic exploitation, mass poverty, widespread corruption) and institutional inadequacies (poor quality of personnel, inadequate training, poor facilities, grossly inadequate remuneration and general conditions of services and hostile Police public relations), the Country’s Police Force is ill-equipped to perform its functions effectively and in compliance with the rule of law. Instead, what is evident is that the Nigeria Police is subservient to the rich and powerful men in Government even in the rendering of services. Dr. Ibrahim Coomassie GCON, mni, a retired Inspector-General made a similar observation. By his statement “any time a citizen becomes a public figure, his first official correspondence on assuming duty is to write the Inspector-General of Police to ask for an Orderly and Policemen to guard his house. Everybody wants to use the Police as status symbol, yet, many members of the Organisation remain without accommodation, adequate remuneration, tools to work, vehicles to patrol, effective communications and appropriate intelligence outfit to support operations (1988 : 10). This pattern of Police Service still persists and reflects the economic and political hierarchies in the Country. The Nigeria Police of the recent past has a credible history of excellent performance in international engagements. The same Police can perform even better of home if adequately cared for.

CONTEMPORARY STRATEGY IN POLICE MANAGEMENT.

The contemporary strategy in the World over which must also be operational in Nigeria is the community Oriented Policing strategy. Community-Oriented Policing (COP) is both a philosophy (a way of thinking) and an organisational strategy (a way to carry out the philosophy) that allows the Police and the Community to work together in new ways to solving problems of crimes, disorders and safety issues as well as improving the quality of life of everyone in that Community. The philosophy is built on the strong conviction that people deserve and have a right to have a say in policing in exchange for their participation and support. It also rests on the views that the solutions to Community problems require the police and the public to examine innovative ways to address Community concerns beyond a narrow focus on individual crimes or incidents. It also cuts drugs, arms, human trafficking and accountable partnership between a professional Police Service and a responsive Community. The role of the Community is, therefore, that of informed and proactive individuals and representatives who voice their opinions, offer their expertise and resources as well as take responsibility for their actions. This philosophy enables a constraint to be placed on the prescriptive and managerial role by

the State and the Police in particular. The fundamental principles of Community-Oriented Policing clearly indicate that the Police Service needs to:

- (a) Practise policing by consent not coercion; Best practices must be imbibed;
- (b) Be part of the Community not far from it; Best and prompt response to duties must be encouraged.
- (c) Find out (together with the Community) what the Community needs are;
- (d) Work in partnership with other Agencies and the public; tailor the business of policing to meet the Community's needs;
- (e) Be accountable and provide a quality service.

The above principles can be translated into a set of characteristics for the Police in a Community-Oriented Policing paradigm. The Police needs to be:

- (a) A dependable Service;
- (b) Accountable to the law and the public; the people's Police Service is responsible to Parliament and not to the Executive;
- (c) Opened and identifiable;
- (d) Professional;
- (e) People-centred, recognising sensitivities around gender, age, ethnic heritage and group identities;
- (f) Delivering a quality service that is efficient and effective;
- (g) Visible and accessible;
- (h) Consultative and participative;
- (i) Proactive and preventive.

CHALLENGES IN AN EFFECTIVE POLICE MANAGEMENT.

Followings are some of the identified challenges or problems currently affecting Management in the Nigeria Police:

- (a) Inadequate manpower in terms of quantity but indeed more of quality;
- (b) Inadequate funding. Has been funded only for mere existence rather than performance;
- (c) Poor crimes and operational information management including inaccurate recording and collation, poor storage and retrieval, inadequate analysis and infrequent publications of criminal statistics.
- (d) Poor remunerations and unimpressive conditions of service;
- (e) Inadequate **INITIAL** and on-the job training. Deficient or obsolete syllabus which places too much emphasis on law enforcement and order maintenance without adequate liberal and broad training that can illuminate the nature and source of law and criminality;

- (f) Poor resource management;
- (g) Inadequate logistics, arms and ammunition, uniforms and accoutrements, telecommunications and transportation facilities in terms of quality and quantity;
- (h) Inadequate office and residential accommodation;
- (i) Inhuman conditions under which suspects are held in Police cells;
- (j) Un-hygienic working environment;
- (k) Limited contacts or relationship with citizens outside law enforcement and order maintenance functions;
- (l) Indiscipline, involvement in crimes or collusion with criminals;
- (m) Lack of integrity; Absurd attitudinal chemistry (must change);
- (n) Perversion of the course of justice (i.e. procuring or supplying false evidence, tampering with exhibits and false accusations);
- (o) Poor knowledge of law and disregard for human rights;
- (p) Corruption and extortion.

CONCLUSION.

As a result of the history and character of the Police and policing in the Country, since the colonial era, the Nation's Police Force continues to come under fire and severe criticisms being openly castigated and vilified for a catalogue of serious failings and being confronted with unimpressive performance in the following areas:

- (a) Effectiveness and efficiency in the prevention and control of crimes, in the detection, apprehension and prosecution of offenders;
- (b) Scrupulous observance of the rule of laws;
- (c) Recognition and protection of the dignity and rights of citizens;
- (d) Accountability to the citizens; the Police must be accountable to Parliament and not to be Executive;
- (e) Civility and incorruptibility;
- (f) Concern for the general welfare of citizens.

The Police can play positive and significant roles in the promotion of change initiatives and for the Nigeria Police to do so the various structural, institutional and logistics obstacles highlighted in this submission must be aggressively addressed. The current Police Service Commission has the ability, brains and the will to radically transform the Police provided Government provides adequate funds because reality limits leadership style. The Police Service Commission's Policy provides a comprehensive training programme to train officers and men at all levels from cradle to grave (i.e. from enlistment to retirement). This necessity should be appropriately and timely done so that Policemen will be properly placed to respond quickly, skilfully, professionally and flexibly to changing but rapidly increasing public demands. They will accordingly perform better, meet the expectations of citizens and earn the cooperation of the public which they require to fulfil their mandate. Government must act quickly with strong political will because delay is gravely precarious and defeats equity. When much is actually **ENTRUSTED** to the Police, much should similarly be expected. Indeed, the Police will not tangibly develop as long as the duly appropriated funds for Capital Projects are not released by Government.

In the contest of the challenges identified in this submission, a proper management system for effective policing would entail a review of the Organisational structure and Management processes in the Force. The Organisational structure of the Police as it is now has a central control system with the Force Headquarters strategically superintending the Zonal Commands, State Commands, Area Commands, Divisional Commands, the Stations and village police posts. This structure is ordinarily in tandem with the security circles theory of security management. It is deficient. The structure entails operational responsibilities for the subordinate strata of the Organisation but they are not leveraged with any administrative management resources especially budgetary considerations that would enable them to function effectively within their areas of responsibilities. Officers are expected to perform optimally on the basis of loyalty, discipline and professionalism. This serious Management error leaves the operational strata at the mercy of the Force Headquarters alone and because of the spread of the Country and sophisticated profile crimes in our time, the Force Headquarters is beset with the Herculean task of determining equitable resources distribution system that will accommodate all the operational strata. Unfortunately, this leaves most areas without the much needed logistics and financial support for effective operations.

The call for the establishment of State Police in Nigeria emanates from the ineffective security delivery occasioned by this management deficiency. In other words, what we need to do may not necessarily be the creation of State Police but to empower all operational strata in the Organisation with the autonomy of budgetary management as necessary for their operational requirements. The contemporary emphasis on **"intelligence-led-policing"** becomes apparent and indeed expedient that the Force Intelligence Department be reorganised as a semi-autonomous Department in the manner of the Police Mobile Force. It would entail autonomous budgetary allocation to facilitate robust recruitment, training and retraining of operatives (capacity building), logistics and technical equipment needs, information fund and other operational requirements. To meet the expected coverage, the strength and establishment of the Intelligence Department would need to be substantially reviewed and increased. Similarly, the Police Air Command would need to be decentralised to enable curial patrols at all strategic areas within the Country and for emergent deployment when necessary. Advanced Countries pay great attention to the welfare of their Police Officers. A Police Constable in the UK today earns an initial yearly salary of thirty-two thousand pounds, an equivalence of eight million naira. He earns an approximately seven hundred thousand naira per month. The UK places high premium on the lives and well-being of Police Officers. Indeed, it is only when a Police Officer is killed that the law dictates that the citizen who killed the Police Officer must be killed. Moreover, the issues of adequate funding of the Force, a robust training and retraining policy, vibrant and motivating factors of welfarism such as Housing, Insurance, Medicare and reward for gallantry must be tenaciously and consistently implemented. Besides, an effective image management system, a purposeful inter-agencies collaboration system, respect for human dignity and rights, dedicated commitment in the execution of set goals and work plans **MUST** be taken seriously for the emergence and development of the desired Police Force that will meet the challenges of the 21st Century and beyond. Nigeria desires strongly to be among the largest 20 economies in the World within the next decade. So may it be. Egalitarianism will eventually come. The Police is crucial as a catalyst in this crusade because without law and order, peace and security, there will be no stability, cohesion and sustainable development. The ideal Police in the millennium will be civil, honest, sincere, dedicated, uncompromising, well trained, loyal, committed, courageous and will ensure effectiveness, efficiency, productivity and excellent performance.

I thank the Chairman and members of the Police Service Commission sincerely for organising this Retreat because the benefits to Nigeria are enormous, unquantifiable and far-reaching. Thank you for your patience, time and decorum. May God continue to protect, guide and provide your needs. Safe journey to your respective destinations, goodbye and farewell. *Oba ghatọ okpe e ise.*

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