

POLICE SELF-ASSESSMENT OF OPERATIONAL CAPACITY IN AKURE, ONDO STATE

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Abstract

Over the years, there have been public concerns regarding poor Police response to crime in the country. The study investigated Police operational capacity in relation to crime prevention and insecurity in Nigeria. Primary data were generated through a survey design utilizing structured questionnaires as research instrument. Three hundred and five (305) Police personnel in the State Police Headquarters and six Police Divisions in Akure South and Akure North Local Government, Ondo State participated in the study. Multi-stage sampling technique was adopted during the sample selection processes. Findings suggest that Police operational capacity has been hampered by inadequate manpower, training, funding and operational equipments. Results also show that recruitment and appointment practices do not support efficient operational capacity. However, findings emerged that Police have very functional and effective intelligence and collaboration capacity. Similarly, results show that despite general inadequacy of Police operational capacity, some operational inputs have higher inadequacy measurement than others. The study concludes that there is an urgent need to improve Police operational capacity in Akure and other parts of the country.

Introduction

Over the years, in Nigeria, Police operational capacity, defined as the ability of the Police to fulfil its constitutional responsibilities of maintaining internal law and order, has been undermined. The Nigeria Police have struggled to cope with the increasing rate of crime in the country

without any sign of relief. Nigeria as a country has become a political state where civil violence and anti-social behaviours are prevalent and this has increasingly led to the military and other security agencies doing traditional Police work without much impact. The safety of lives and properties of people is increasingly being undermined. High rates of

violent crimes such as armed robbery, kidnapping and ethno-religious crisis and terrorism continue to question Police ability to perform its constitutional role. Yet, official crime statistics always fall short of actual crime rates. This view was canvassed by Okunola (2002) who argued that the extent of crime goes beyond the detected and recorded crimes to include two other categories: the undetected (or unknown) and the detected (or known) but unrecorded crimes. Similarly, in a report released by CLEEN Foundation on crime in Nigeria for 2010 and 2011, it was reported that despite various crimes control measures adopted by the law enforcement agencies in the Past 11years, criminals have continued to operate with impunity.

Perceived Police incapability to control crime seems to have worsened Police-Public relation, leading to public loss of confidence and trust in the Police. More worrisome is the fact that the Police are often blamed for these failures without much consideration for environmental and professional constraints that may impede their operational capacity to deliver effective service. This study is a response to the need to examine the operational capacity of the Nigeria Police since the current insecurity situation in the country appears to have undermined their ability to carry out their constitutional responsibilities.

Reforms are supposed to improve Police performance and capacity but despite the establishment and provisions of enabling governmental agencies and legislations, such as the Police Service Commission, Police Act (1967), section 14(2) (a) and 215(2) of the Nigeria 1999 Constitution, Criminal Procedure Code (CPC), Criminal Procedure Act (CPA), Public Order Act,

Public Procurement Act (2007) and White Papers on Police Reform, there is a growing public dissatisfaction regarding Police performance. It is widely believed that these policy thrusts and interventions have not improved the security situation in the country.

Studies (Osayande, 2008; Alemika and Chukwuma, 2000, 2006; Abdulkadir, 2005; Ojomo and Alemika, 2003; Odekunle, 2005) have been carried out regarding the problems of Nigeria Police and many factors have been attributed to its ineffectiveness. Prominent among which are inadequate manpower and funding, insufficient equipment, low occupational satisfaction, corruption and poor public image. One area that has been left unexplored is that of critically evaluating the operational capacity of the Nigerian Police to confront challenges imposed by current and very sophisticated criminal activities. To bridge this gap, this study examined Police operational capacity in relation to crime prevention

and insecurity in Nigeria, with special focus on Police formations in Akure, Ondo State, Nigeria.

The need for the Police to improve its operational capacity is unquestionable, given the important roles they play without which the sustenance of order, legality, development and democracy may be difficult. Police work involves a variety of tasks and responsibilities. The Police Force is not only central to individual self-actualization but also to social cohesion, economic development and democratic consolidation. According to Section 4 of the Police Act (Laws of the Federation 1990), the roles of Nigeria Police are essentially technical and operational; they involve actionable intelligence, arrest and detention of offenders. Police are also expected to prevent crime, protect life and property, enforce laws, maintain peace and public order, detect crime among other wide range of services to the public. Modern Police Forces are assigned the primary role of securing compliance with existing laws and conformity with the principles of social order.

Organizational Capacity and Its Approaches

The concept of 'capacity' is nebulous and remains vague in extant literature. It has been defined so broadly that it has eluded unanimity among scholars and public

commentators. For example, Gargan (1981:652) defines capacity as the ability of an organization "to do what it wants to do" while Eisinger (2002:117) views it as "a set of attributes that help or enable an organization to fulfil its missions". Austin (1994) refers to it as those abilities that enable actors to achieve specified objectives. Ingraham, Joyce and Donahue (2003 cited in Bryan, 2011) assert that capacity in government is concerned with "the extent to which a government has the right resources in the right place at the right time". The question to ask here is 'To what extent does the Nigeria Police possess adequate operational capacity to enable it discharge its constitutional responsibilities?'

Abdulkadir (2005) has argued that organizational capacity is about the extent of delivering services as effectively as possible to the satisfaction and delight of the target population and it is sine qua non to the success of organizations. It is usually measured in terms of ability of an organization or institution to attain explicit goals. This implies that the ability of the Police to carry out their constitutional roles may be undermined without adequate operational capacity. The level of effectiveness of the Police in any country depends mainly on the quality of manpower and equipments provided (Abdulkadir, 2005). Modern policing requires nipping in the bud potential threat issues, working closely with

communities to ensure that they are well fortified and secured and, above all, ensuring that everybody is knowledgeable of security issues, claims ownership of the security process and partakes in security surveillance.

Despite the fact that organizational capacity is cited frequently as an important variable in organizational analysis, scholars still quibble over its dimensions and scope. For example, some define it in terms of resources while others view it in terms of organizational performance. This lack of precision around the concept has been noted by a number of scholars. In their recent work, Christensen and Gazley (2008) argue that much of the difficulty in defining organizational capacity rests in its multiple qualities, as an input and a through-put, a resource and a process.

Some scholars and organizations preferred to describe capacity as a process and therefore viewed it in terms of "capacity building. For example, World Bank (1996) viewed capacity building as the ability to identify and analyse problems, make rational choices, formulate solutions, and implement actions designed to achieve set objectives. Supporting the World Bank definition, Singh (1997) emphasized that inadequate capacity building has been the missing link in Africa's quest for development. Singh noted that capacity building was needed in all institutional sectors in order to

accelerate service delivery and rapid social transformation.

Due to the complexity surrounding the scholastic representation of what constitute organizational capacity different approaches to capacity have developed namely; resource-based (Ingraham et al. 2003; Helfat and Peteraf, 2003; Helfat, Finkelstein et al. (2007; Christensen & Gazley, 2008), capabilities and competencies (McPhee and Bar (2001) cited in Bryan, 2011). The resource-based view of organizational capacity focuses on the ability of organizations to absorb and manage resources effectively. From the organizational capability perspective, the organization's technical data system capacity is seen as a function of a number of interacting resources that when put together comprises the organization's capability. However, resource availability alone does not constitute capacity; capacity is understood as the ability of organizations to absorb and mobilize resources in specific ways to achieve specified goals. Capacity as competencies is popular among those scholars who link capacity with organizational performance by defining capacity as the ability to achieve goals or solve problems.

Drawing on the above, it is evident that effective Police operational capacity require improving the quality of physical equipment such as weapons, patrol vehicles, computers, and non-physical ones such

as technical knowledge of men and officers to combat crimes and ensure safety of lives and property.

Dimensions of Organizational Capacity

Regardless of how scholars define organizational capacity, it is generally agreed that it is multi-dimensional in nature. There are a number of organizational characteristics that make up an organization's capacity. These characteristics represent functional differentiations of a number of resources and capabilities. Scholars have identified a number of capacity frameworks that include many categories (Frederickson & London 2000; Eisinger 2002; Ingraham et al. 2003). Bryan (2011) identifies four broad categories of organizational capacity which include infrastructure, management, knowledge and learning, and collaboration.

Infrastructure Capacity

If organizational capacity is understood broadly as the ability of organizations to perform tasks required to effectively achieve organizational goals, then organizational infrastructure is a key element to establishing capacity. This element of capacity is often conceptualized as an organization's administrative and operational capacity. For example, Burgess (1975) terms this type of capacity as resource management and defines it as the 'capacity to carry out

administrative and organizational support functions'. He identifies four different types of resource capacity: personnel, (employee recruitment, human resources management), property management (maintenance of buildings and facilities) information management (computer and other information systems), and financial capacity including the budgeting process and financial services.

In a more recent study, Ingraham et al. (2003) identified similar core infrastructure capacities described by Burgess, providing strong evidence for the importance of these capacities for effective organizational performance. These support services along with the administrative processes inherent in the functioning of these systems provide a core capacity for public organizations.

Management Capacity

A related, yet distinct dimension of an organization's capacity is what public management scholars refer to as management capacity (Ingraham et al. 2003). This is the ability of an organization's personnel to effectively utilize the infrastructural capacity and available organizational resources to achieve organizational goals. Ingraham et al. (2003:15) view management capacity as an intrinsic ability to marshal, develop, direct, and control financial, human, physical, and information resources. The argument is that by

providing vision, integrating and aligning management systems, and implementing effective performance measurement systems, management can positively impact organization performance. Leadership provides vision for the organization by setting priorities and providing direction to the organization.

Andrews and Boyne (2010) provide a more robust model linking managerial capacity with leadership and performance by having multiple capacity measures for management systems, including capital, information technology, human resource and financial management. The role of management in determining organization's performance is crucial since heads of organizations play major roles in deciding how other resources are combined. This also implies that quality of Nigeria Police leadership is vital in understanding its operational capacity.

Knowledge and Learning Capacity

Organizational knowledge and learning has received increased scholarly attention in the management and organizational theory literature (Bryan, 2011). An organization must learn to "do things differently" and to embed new policies and practices within existing organizational processes. For instance, Ekboir, Dutrenit et al. (2009:29) stated that "innovation enables an organization to improve their capacity to absorb

information generated by other agents and to use new internally created knowledge." From this perspective, organizational learning is a kind of organizational process that transforms information to organizational knowledge.

Scholars have also addressed the need for organizations to understand their interdependence with their environment. Bryan (2011) argued that the network literature has addressed the role of strategic alliances in bringing stakeholders from other organizations together to address common issues and problems. Scholarship on organizational knowledge and practice also provide insight into learning as a core organizational capacity. This perspective does not see knowledge as static but rather focuses on knowing "as emerging from the ongoing and situated actions of organizational members as they engage the world" (Orlikowski, 2002).

Collaboration Capacity

According to Bryan (2011), another dimension of organizational capacity is collaboration. Bryan maintains that policy implementation processes require collaborative effort among different stakeholders. Formalized networks are often utilized to facilitate collaboration among the various public agencies and services providers (Milward, Provan and Else, 1993). Therefore, the ability of organizations to effectively collaborate

with other organizations to achieve organizational and programmatic goals is an important capacity for public and non-profit organizations. Increasingly, scholars have focused attention on the dynamics of collaborative processes, including issues of capacity (Thomson, Perry et al. 2007; Weber and Khademian, 2008; Nowell, 2009, 2010; Sowa, 2009). Bryan (2011) identified three levels of analysis that are frequently utilized in the literature: the individual, organization and inter-organization level. Collaborative capacity is the ability of organizations to promote effective collaboration that will sustain efforts and support enhanced organizational performance (Goodman, Speers et al., 1998). The assumption is that organizations collaborate with other organizations because it is perceived to be in their best interest by enhancing their capacity.

Scholars have identified a number of motivating factors that would persuade an organization to participate in collaboration to include, access to increased financial resources, non-financial organizational resources such as sharing of equipment, intellectual property, personnel and transfer of organizational knowledge and to achieve reputation gains by increasing their credibility and legitimacy (Hardy, Phillips et al. 2003; Arya and Lin 2007). Based on the collaboration literature on organizational capacity, the Nigeria Police operational capacity can also be

determined by its level of teamwork among Police personnel within the Force, the community they serve and their collaboration with other security agencies who shared similar vision of maintaining law and order in the society.

Study Methodology

The central objective of this study is to empirically assess how members of the Police perceived their operational capacity in Ondo State. This perception is evaluated in terms of manpower, training, recruitment, appointment, funding, operational equipments, intelligence and collaboration. The study employed primary quantitative methods of data collection. The rationale for using quantitative techniques was informed by the need to reduce incidence of bias from the respondents. The Nigeria Police as an organization or arm of government constituted the unit of analysis for the study.

The study was conducted in Akure, the capital city in Ondo State. The state has 18 local government areas with a combined population of 3,460,877 (National Bureau of Statistics, 2009:312). The State has three Police Area Commands namely, Akure, Ondo and Owo; thirty-six (36) Police Divisions and sixty-seven (67) Police Posts. The Akure Area Command covered two local government areas; Akure South and Akure North. It is the most urbanized

part of the State and both local government areas are contingent to each other. Akure, as the State capital, harbours most government facilities and other industrial and commercial activities in the State. Most of the state's Police operational and other equipment are concentrated in the city.

Study Population

Akure has nine Police Divisions. However, the study population comprised of 1,589 personnel from six Police Divisions and the State Police Headquarters in the study area. The study population comprised males and females, commissioned and non-commissioned Police personnel who have spent at least one year in the Police Force. The commissioned Police personnel were Inspectors, Assistant Superintendents, Deputy Superintendents, Superintendents and Chief Superintendents. The non-commissioned personnel, on the other hand, were mainly Constables, Corporals and Sergeants.

Sample Size Determination, Distribution And Selection

The study employed a combination of purposive, multi-stage and quota sampling techniques. While simple random sampling technique was used to select the six Police Divisions included in the study, purposive sampling technique was used to select the State Police

Headquarters, which was deliberately selected in order to capture its unique position as the coordinating and most important office in the state. Proportionate sampling was used to ensure adequate representation of different categories and gender of respondents.

Four Police Divisions including A, B, Oda and Ijapo were drawn from Akure South, while two Divisions including Iju and Oba-Ile were drawn from Akure North. Four Divisions were drawn from Akure South because it is located in the State capital and has a higher number of Police Divisions than Akure North. The inclusion of the State Police Headquarters in the study was because it is responsible for the general administration and deployment of Police resources in the entire State.

There were 1,589 Police personnel in the study area but a sample frame was not provided by the state police command despite repeated requests and efforts. However the number of personnel in each of the divisions was provided. It was therefore decided to sample between 20 and 25% of the personnel. The sample size and selection process was determined by the availability, accessibility and willingness of respondents to participate according to their respective cadres. The summary description of the study sample and collection rate in each of the zones is shown in Table 1.

Table 1: Sample distribution and collection rate

Zone/Division	Police population	Total sample	Responses	Response rate
State HQ	350	78	58	74.4
A	228	49	46	93.9
B	243	54	51	94
Ijapo	189	42	38	90.5
Iju	195	43	35	81.4
Oba-Ile	200	44	37	84
Oda	184	40	40	100
Total	1589	350	305	87

Data Collection Processes and Procedures

The study employed questionnaire to gather empirical data. A total of 350 (three hundred and fifty) questionnaires were administered but 305 representing 87% were returned. The fieldwork was conducted in four phases, namely; approval and permission stage, the pre-test survey, questionnaire administration and collection. The first phase of the data collection process was the approval and permission stage. During this stage, a covering letter of introduction was presented to the Commissioner of Police in the State for approval and permission. After the research team got the approval to conduct the research in the study area, a pilot survey study was conducted. In view of this, a pre-test questionnaire guide was designed and administered. The pre-test survey was carried out in order to ascertain the validity and reliability of data instruments used for the study. Ten respondents participated in the

pre-test study. The outcome of the pilot study was used to design appropriate questionnaire and interview guides for the actual field work. After the approval has been granted, the research team successfully administered the questionnaires.

Procedures for Data Presentation and Analysis

This study employed descriptive statistics to present and analyse data from the questionnaires with the use of Statistical Packages for Social Sciences (SPSS). Data from the questionnaires sought to evaluate the Police operational capacity in terms of its manpower, training, recruitment, appointment, funding, operational equipments, intelligence and collaboration on a 5-point Likert scale where 5=strongly agree, 4=agree, 3=undecided, 2=disagree, and 1=strongly disagree to enable respondents indicate their level of concurrence with each statement. The undecided category was deliberately scored 3 in order to provide a balance

that will offset extreme positions. This decision also enabled a conclusion that overall mean scores of less than 3 will be adjudged as negative in term of operational capacity.

Findings were presented in terms of mean scores (MSs) based on the percentage responses to the five-point scale with 1.00 as a minimum value and 5.00 as a maximum value. The description of the composite mean scores of the basic Police operational capacity indicators was equally introduced in order to determine their level of adequacy and inadequacy. Such basic indicators were considered as manpower, training, operational equipments and intelligence.

Results and Discussions

Table 3: Manpower and training

Aspect	Response %					Mean score
	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	
The numbers of Nigeria Police personnel are adequate	2.0	3.9	3.6	53.4	37.0	1.80
The training received by Nigeria Police is sufficient	2.0	14.1	2.6	55.4	25.9	2.11
The Police do not receive relevant training from time to time	18.7	41.0	1.3	30.8	8.2	3.31

The above results show empirical evidence that the level and quality of training receive by men and officers of

Manpower and training

Based on the percentages and mean scores, Table 2 shows the level of perceived adequacy of manpower and training as part of operational capacity. To measure this, three variables were examined to cover adequacy in number, type of training received, and continuous updating of knowledge through in-house and other specialized trainings. Findings indicate that the number of Police personnel in Nigeria was perceived as inadequate and that the Policemen do not receive adequate training. It is instructive that although many of the respondents reported that they receive training from time to time; most of them believed that such training is not sufficient for effective crime control.

the Nigeria Police were perceived as inadequate to combat crime and the level of sophistication displayed by

criminals. Drawing from the competencies and capabilities approaches to organizational capacity, as reviewed in the extant literature, the ability of any organization to perform effectively is greatly determined by the quality and level of its manpower competencies and development. This, as findings suggest, is greatly lacking in the Nigeria Police.

As a way of assessing the operational capacity of the Nigeria Police, respondents were asked to rate the recruitment and appointment processes. Two issues were isolated for examination. One, basic recruitment processes; whether based or not on merit; and two, promotion and appointment of the officer grades. Findings indicate that recruitment and appointment of Police personnel were assessed as not totally based on merit.

Recruitment and Appointment

Table 3: Recruitment and appointment

Aspect	Response %					Mean score
	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	
Recruitment is based on merit	8.5	34.8	4.9	40.7	11.1	2.89
Appointment of top Police officers is based on merit	4.3	17.0	6.2	47.9	24.6	2.29

The implication of the above findings is that recruitment and appointment processes are inadequate and do not measure up to standards that will ensure efficient operational capacity. Corrupt practices in the recruitment process can impact negatively on the quality of Police personnel and their overall productivity. This also introduces fault lines in the management capacity of the Nigeria Police. Thomas (2005) holds that the quality of management in harnessing other organizational inputs is vital to organizational performance. This implies that if Police personnel are not

recruited and appointed to positions on merit and competence, performance and overall productivity may be negatively affected.

Funding and Operational Equipment

Respondents were further asked to assess the level of funding and provision of operational equipment in the Nigeria Police. Three basic indicators were developed to measure this. One, the overall level of funding, two, utilization of funds, and three, availability of operational equipment. Findings indicate that

Police are poorly funded and that the operational equipment like patrol vehicles, walkie-talkies, aerial masts, computers, helicopters, CCTV cameras, forensic laboratory, arms and ammunitions are either not available or are inadequate. The failure of

government and those in management positions to provide necessary finance and equipment can therefore hamper Police capacity to crime control effectively and efficiently.

Table 4: Funding and operational equipment

Aspect	Response %					Mean score
	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	
The Nigeria Police is well-funded	5.6	8.5	1.3	43.0	41.6	1.93
There are adequate patrol vehicles for Police	0.3	2.6	1.0	50.5	45.6	1.62
Police have adequate communication gadgets like walkie-talkie, aerial masts, etc	8.9	9.2	3.3	27.9	50.8	1.97
The Police have enough helicopters for operation	2.0	1.3	0.7	32.1	63.9	1.45
The Nigeria Police have enough arms and ammunition	2.3	1.6	1.6	45.6	48.9	1.63
The Police are provided with adequate computers	1.0	3.6	2.0	40.3	53.1	1.59
Police have adequate forensic lab & CCTV cameras	1.0	3.9	5.2	35.1	54.8	1.61

Intelligence and Collaboration

In assessing the intelligence and collaborative aspects of Police operational capacity, two aspects were considered adequate. The first was the intra agency aspect that simply asked respondents about existence or

otherwise of a functional and effective intelligent unit. The second was on inter agency cooperation. As revealed in Table 5, this was the only aspect of operational capacity that was adjudged favourably by respondents.

Table 5: Intelligence and collaboration

Aspect	Response %					Mean score
	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	
The Police have very functional and effective intelligence unit	12.5	60.7	8.2	10.8	7.9	3.59
There is intelligence sharing between Police and other security agencies	12.5	65.2	7.2	9.2	5.9	3.69

Yet, this surprising result raised a number of questions since current security challenges in the country point to some kinds of intelligence failure. Scholars like Bardach (2001); and Page (2003) have stressed the need for interagency collaboration in building organizational capacity. Elaborating on this, Foster-Fishman, Berkowitz et al. (2001), identified important aspects of relational capacity to include level of trust, development of a shared vision among the collaborative partners, supporting shared decision-making, promoting diversity, an engaging in positive external relationships with other individuals and organizations outside the collaboration. The extent to which this aspect of collaboration is understood by the respondents is not

known and perhaps calls for further examinations.

Composite Mean Scores of Basic Indicators

The description of the composite mean scores of the variables introduced in order to assess the adequacy and inadequacy of the basic indicators of Police operational capacity is shown in table 6. The mean scores were based on respondents' perception of the availability of basic Police operational inputs. Such basic inputs are manpower, training, operational equipment and intelligence. Results of the composite mean scores (MSs) are ranked based on the figure values of 1.00 as minimum and 5.00 as maximum capacity obtainable (see Table 6).

Table 6: Description of composite mean scores of variables

Group/category	Composite mean scores (average)
Group A: Manpower Training Operational equipment Intelligence	2.4
Group B: Training Operational equipment Intelligence	2.6
Group C: Manpower Training Operational equipment	2.0
Group D: Manpower Operational equipment Intelligence	2.3
Group E: Manpower Training Intelligence	2.7
Group F: Manpower Training	2.2
Group G: Operational equipment Intelligence	2.6
Group H: Manpower Intelligence	2.7
Group I: Manpower Operational equipment	1.7
Group J: Intelligence Training	3.1
Group K: Operational equipment Training	2.1
Group L: Manpower alone	1.8
Group M: Training alone	2.7
Group N: Operational equipment alone	1.6
Group O: Intelligence alone	3.6

With the exception of Intelligence alone (3.6), the composite mean scores in table (7) show varying degrees of inadequate Police operational capacity. The mean scores of the four basic operational inputs when paired (with the exclusion of intelligence) appear to be lowest. This is understandable since most of the respondents believed that Police has functional and effective intelligence service unit. This study however questions the authenticity of this fact given the low Police response to crime in the country. Also, the pairing of manpower and operational equipments produced a very low mean score (1.7), an indication of their high level of inadequacy. By and large, despite the fact that result shows general inadequacy of Police operational capacity, some operational inputs have higher levels of inadequacy than others. For instance, operational equipments have higher inadequacy level than manpower while manpower has higher inadequacy level than training.

The implication of the foregoing is that Police operational capacity may remain poor and inadequate if it has comparative advantage in some areas and comparative disadvantage in others. The adequacy in some aspects of Police operational capacity may be undermined by the inadequacy in some other aspects.

Conclusion

This study examined the Police operational capacity in Akure area of

Ondo State. As stated earlier, the findings of this study has wider policy implication for the operational capacity of the Nigeria Police as a whole. First, the findings of the study is a re-affirmation that the Nigeria Police do not have adequate manpower, technical and environmental capacity to checkmate the increasing rate of criminality and insecurity in the country. The implication of the above results is that given the inadequate operational inputs, it would be difficult for the Police to carry out their constitutional responsibilities effectively and efficiently.

By and large, the above findings are indications that the operational capacity of the Nigeria Police Force in the study area is inadequate and this may equally hamper effective crime control as evident in the high level of insecurity and poor Police response to crime in the country. The study shows that the adequacy of some aspects of Police operational capacity may be undermined by the inadequacy in some other aspects. In view of this, the study suggests the transformation of all aspects of operational inputs.

This study concludes that it would amount to exercise in futility for the Nigeria government and the general public to expect the Police to perform creditably when they are faced with the problems of inadequate manpower development, provision of operational equipments (including

arms and ammunitions), poor communication and information systems, poor funding and training. These problems appear to have been worsened, as previous studies and reports (Amnesty International, 2011; Human Rights Watch, 2010; CLEEN Foundation, 2009) suggest, by poor management, policy inconsistency, lack of policy monitoring, implementation and evaluation.

Policy Options

The study suggests that the principles of meritocracy and professionalism should be adopted, implemented and monitored especially regarding recruitment, appointment and promotion in the Police force. Government should improve Police

funding and welfare, and engage in periodic appraisal scheme on the performance and problems of the Nigeria Police. The Police must increase not only its number but also the quality of its personnel training. Nigeria Police need to develop communication and information systems that enhance modern security and intelligence in line with international best practices and standards. Public re-orientation towards improving Police trust and confidence should be vigorously pursued. In view of this, the Police need to improve on its public and community relation practices. These and other strategies will radical improve on Police operational capacity and service delivery.

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