

# INTER AGENCIES APPROACH TO SECURITY MANAGEMENT IN NIGERIA: PROSPECTS AND PROBLEMS

**Professor Isaac Olawale Albert**  
**Peace and Conflict Studies Programme**  
**Institute of African Studies**  
**University of Ibadan**

# What is security management?

- **Security management** is the identification of an organization's assets (including information assets), followed by the development, documentation, and implementation of policies and procedures for protecting these assets.

# Security agencies in Nigeria

- The armed forces
- Para-military organisations
- Private security organisations

# Meaning

Interagency collaboration refers to the art and act of promoting active working relationship among multiple security agencies with a view to improving process outcomes at a reduced cost.

# Peculiarity

- These collaborative efforts are often complex, requiring integration of the full range of multiple missions and occasionally crossing the boundaries of civilian, intelligence, homeland security, and military agencies.
- In these situations, cross-functional and cross-agency teams jointly apply centralized control and decentralized execution constructs to coordinate adaptable and agile efforts against the various threats.
- Centralized control and decentralized execution exerts control through clear guidance and accountability. It also increases execution ability and agility by delegating authority to those with the precise knowledge and capability to execute.

# Functionality

Interagency collaboration is knowledge-centric. By creating and leveraging superior knowledge in the battlespace, it

- enables decision superiority,
- reduces operational risk, and
- increases the pace, coherence, and effectiveness of operations.
- focuses on understanding and creating the desired effect against the adversary's complex and adaptive war-making capability.

# Rationale

- Shift from physical to comprehensive security and hence multidimensional peacekeeping
- Challenges to national security have expanded significantly from the traditional state-based threats of the Cold War era to include unconventional threats from non-state actors.
- New threats are diffuse and ambiguous and include terrorism, cyber attacks, drug trafficking, infectious diseases, and energy threats. They arise from multiple sources and—because their interrelated nature makes it difficult, if not impossible, for any single agency to effectively address them alone—they have required that governments enhance collaboration with interagency and international partners, among other actions.
- Increased fiscal constraints requires more efficient and effective use of resources through collaboration.
- Prevents duplication or gaps in national security efforts.

# A Compelling Challenge

- While national security activities require collaboration among multiple agencies, the mechanisms used for national security activities—such as developing strategies, planning and executing missions, providing resources for those activities, and sharing information—are based on a framework established to meet threats posed by the Cold War and may not provide the means for interagency collaboration needed to meet modern national security challenges.
- Organizational differences—including differences in agencies' structures, planning processes, and funding sources—can hinder interagency collaboration, potentially wasting scarce funds and limiting the effectiveness of federal efforts.



# Lessons from the US

- The 9/11 Commission observed that government's single greatest failure preceding the September 11, 2001, attacks was the inability of federal agencies to effectively share information about suspected terrorists and their activities.
- The lack of an overarching strategy contributed to U.S. efforts not meeting their goal of key Iraqi ministries having the capacity to effectively govern and assume increasing responsibility for operating, maintaining, and further investing in reconstruction projects.
- The Secretaries of Defense and State observed that successful collaboration among civilian and military agencies requires confronting the disparity in resources, including providing greater capacity in the State Department and USAID to allow for effective civilian response and civilian-military partnership.

# Intelligence sharing

- Information is a crucial tool in national security and its timely dissemination is critical for maintaining national security; however, agencies do not always share relevant information with their national security partners. Sharing and integrating national security information is critical to assessing and responding to current threats to national security. At the same time, agencies must balance the need to share information with the need to protect it from widespread access.
- Because of concerns about agencies' ability to protect shared information or use that information properly, other agencies and private-sector partners are sometimes hesitant to share information. For example, Department of Homeland Security officials expressed concerns about sharing terrorism-related information with state and local partners because such information had occasionally been posted on public Internet sites or otherwise compromised.
- US Congress and the administration working towards ensuring that agencies remain committed to sharing relevant national security information, increasing access to necessary information, and effectively managing and integrating information across agencies

# Nigeria

- International terrorism
- Trans-border crimes
- Niger Delta crisis
- Religious crisis
- Communal crisis
- Vandalization of state infrastructure

# Existing structures

- National Security Council
- State Security Council
- LG Security Council
- Task Forces (Niger Delta, Jos, Crime prevention TFs)
- Collaboration of CSOs

# Problem (i)

- Collaboration is yet to be formalized in Nigeria.
- Differences in agencies' structures, processes, and resources can hinder successful collaboration in national security, and adequate coordination mechanisms to facilitate collaboration during national security planning and execution are not always in place.
- Personnel often lack knowledge of the processes and cultures of the agencies with which they must collaborate.
- Funding and management of budget

# Problem (ii)

## Interagency Clashes

- Military/Police
- Police/SSS
- Police/Civil Defence
- Customs/Immigration
- Conflict around the collection and use of intelligence
- Leadership question in the management of joint operations
- Exclusion of CSOs
- Civil/military relations in an era of democratization

# Analysis (Causes)

- Resources
- Values
- Psychological Needs
- Communication

# Analysis (Management)

- Avoidance/Denial
- Strategic withdrawal
- Confrontation
- Third party decision making
- Joint problem solving



# Solutions

- Security sector reforms targeting collaboration. The National Assembly and the administration will need to consider the extent to which agencies' existing structures, processes, and funding sources facilitate interagency collaboration and whether changes could enhance collaboration.
- Strategic direction is required as the basis for collaboration toward national security goals. Without having the strategic direction that overarching strategies can provide, agencies may develop their own individual efforts that may not be well-coordinated with that of interagency partners, thereby limiting progress in meeting national security goals.
- Defining organizational roles and responsibilities and mechanisms for coordination—one of the desirable characteristics for strategies that we have identified in our prior work—can help agencies clarify who will lead or participate in which activities, organize their joint activities and individual efforts, facilitate decision making, and address how conflicts would be resolved.
- Agencies can enhance and sustain their collaborative efforts by establishing compatible policies, procedures, and other means to operate across agency boundaries, among other practices.
- Joint training and retraining
- Workshops and seminars

# Training

- ▣ As the threats to national security have evolved over the past decades, so have the skills needed to prepare for and respond to those threats. To effectively and efficiently address today's national security challenges, the government needs a qualified, well-trained workforce with the skills and experience that can enable them to integrate the diverse capabilities and resources
- ▣ Do we have the right people with the right skills in the right jobs at the right time to meet the challenges they face, to include having a workforce that is able to deploy quickly to address crises. To help develop a workforce that can enhance collaboration in national security, the government may need to consider legislative and administrative changes needed to build personnel capacities, enhance personnel systems to promote interagency efforts, expand training opportunities, and improve strategic workforce planning, thereby enabling a greater ability to address national security in a more integrated manner.

# Leadership Issues (i)

- **Remove individual competition** – competition can kill collaboration. If you want the team to work together, you need to not single out members efforts and instead look at team performance and team metrics
- **Delegate clearly** – give clear instructions so there is no ambiguity on who is to do what and when.
- **Define the reporting structure clearly** – make it very clear who is in the lead position and who is accountable and for what.
- **Create group incentives for excellence** – to motivate the team even more, offer incentives that the group will receive.
- **Clearly define expectations and what excellence looks like** – this is a crucial step to team harmony. If your team does not understand clearly what excellence looks like to you, how will they ever attain it? You may have a very different idea than your team members about what you are striving towards.
- **Provide ongoing professional development opportunities**
- **Give the team the power to make and implement decisions** - empowering the team to contribute ideas and then take some risks and learn is an incredible team building moment.
- **Deal with staff conflicts immediately** – don't let conflicts fester and grow into bigger conflicts. Deal with them as soon as possible and be consistent with your approach.

# Leadership (ii)

- **Promote acceptance of a variety of points of view** –Being open minded to varying points of view should be encouraged.
- **Encourage open, honest communication** – Act quickly on any obvious problems.
- **Make sure the basic resources are made available** - it is hard to do a job without the necessary resources.
- **Articulate a clear vision and a code of behaviour to get you there** - if your vision isn't clearly articulated, your team will not know how the steps they take today contribute to the big picture in the future. Your team needs to feel passionate about the work they do. If they see that their efforts contribute to a big picture, they can anticipate next steps.

# Oversight Questions

- ▣ What steps are agencies taking to develop joint or mutually supportive strategies to guide interagency activities?
- ▣ What obstacles or impediments exist to developing comprehensive strategies or plans that integrate multiple agencies' efforts?
- ▣ What specific national security challenges would be best served by overarching strategies?
- ▣ Who should be responsible for determining and overseeing these overarching strategies? Who should be responsible for developing the shared outcomes?
- ▣ How will agencies ensure effective implementation of overarching strategies?
- ▣ To what extent do strategies developed by federal agencies clearly identify priorities, milestones, and performance measures to gauge results?
- ▣ What steps are federal agencies taking to ensure coordination of planning and implementation of strategies with state and local governments when appropriate?