

16 Challenges of Implementing Community Policing Project in Kano State (2007 – 2017)

Sabiu Zakari Yarima

Department of Sociology, Bayero University, Kano

Email: syzakari.soc@buk.edu.ng

Introduction

As Nigeria returned to democratic system of governance, the Nigeria Police Force (NPF) in collaboration with the British's Department for International Development (DFID) introduced community policing project in the year 2004 as part of the strategies to manage and prevent/control having regards to democratic ideals. The project was designed to build the capacity of the police and informal policing groups with a view to providing an effective, efficient accountable police services in Nigeria. The project was piloted in 13 police divisions in Kano State, namely; Gwagwarwa, Rijiyar Zaki, Mandawari, Jakara, Kwalli, Dala, Market Division, Noman's land, Hotoro, Farm Centre, Rijiyar Lemo, Bompai and Wudil Divisions.

The project was part of the Federal Government's efforts to ensure prevention of crime and the promotion of community safety and security. The project was anchored on the principles of justice, order maintenance, putting the police into the local community and re-focuses the policing efforts on the peculiar crimes and security needs of the community (NPF, 2004). It establishes partnership with the community and other stakeholders to identify and resolve community crime problems, re-enforce community trust in the police; allow the citizens or the neighbourhoods the opportunity to express concerns and advice the police officials on how the community can best be police.

Specifically, community policing implies partnership between the police and members of the community for the identification, prevention and the resolution of crime; share resources; promote inter-agency collaboration; bring offenders to justice and improve the quality of police services in the overall interest of the community (SJG, 2010). Community policing emanates from earlier policing developments such as police-community relations, team

¹Sabiu Zakari Yarima is a senior lecturer with the Department of Sociology, Bayero University, Kano. His area of specialization is criminology with specific interest in Criminal Investigation, Prosecution, Community Policing, Juvenile Delinquency, Court and Prison Systems.

policing, crime prevention, etc. intended to relief the problems of modern policing and/or mitigate the operational and other challenges of the police institution.

The objective of community policing project is to establish a cordial working relationship between the police the community in order to work together to prevent crime, find swifter and more effective means to handle crime/criminals as well as save time and cost of running the criminal justice agencies; re-builds the public confidence on the police, etcetera. This paper examines the challenges of the community policing project in Kano State during the period under review (2007 – 2017).

Establishment of the Nigeria Police Force

The Nigeria Police Force (NPF) was established to provide security and welfare for the people in the country. Its official tasks are to detect crime, apprehend law breakers, investigate criminal cases and prosecute those cases in a court of law (Police Act, 1964). Accordingly, NPF is structured and organized into different functional units namely; (Force Headquarters Command; Zone Command; State Command; Area command; and Divisional command). Since its inception during the colonial period, the system of beat and patrol remains methods of crime prevention and control, which is usually set in motion by Divisional Police Officers (DPOs).

However, the system of beat and patrol being practiced by the NPF neither achieved nor provide provided security and safety for the country, due to challenges attributable to inadequate number, low quality staff, poor funding, lack of training, corruption, etc. as well as tremendous increase in the daunting tasks and responsibilities of the police, such as ethno-religious conflicts, insurgency, kidnapping, poor condition of employment, etc leading to low morale and poor response capability (Dambazau,1996). Also, the establishment of volunteer group (Police Constabulary) trained/kitted by the NPF to augment its manpower shortage and further encourage members of the community to establish informal policing groups (vigilantes) to assist in order maintenance and assets protection. In spite of the establishments of varied informal policing agencies in the country, no serious impacts had been achieved in crime reduction (Chukwuma, 2003). Consequently, alternative policing bodies, such as private security companies emerged and continue to prosper in the country.

The police is constitutionally responsible for order maintenance, enforcement of law, apprehend offenders, investigating and prosecuting people alleged of having committed a crime (Police Act, 1964). In fact, the NPF is responsible for internal security of the country; hence the role of the police transcends the traditional law enforcement activities, to include the formulation and execution of proactive strategies and tactics for the prevention and control crime. However, the NPF is faced with many challenges, which directly and by implication inhibits its ability to effectively and efficiently discharge its task of preventing and controlling crimes, especially, the violent crimes, which precipitate bloody clashes leading to loss of lives and properties in different parts of the country (Ellis, 2016).

According to Alemika (2010) the failure by the NPF to effectively handle issues of crime control, could be as a result of inadequate and low quality staff, poor training, obsolete working tools and poor conditions of service on the one hand and the dynamic increase of crime, particularly, the violent ones on the other hand, which, renders the country vulnerable to the rising wave of crime; the police reaction to crime is predominantly reactive and exclusively based on law enforcement; lack of transparency, fairness, accountability; poor police-community relations and alienating police culture and the citizens' withdrawal of support and cooperation to the police fight against crime (Chukwuma, 2000). Therefore, it is imperative for the NPF to adopt a localized or multi-factor response fight the myriad forms of crime beyond the traditional approach and governance (Ekblom, 2011). Similarly, a survey by Security Justice and Growth (SJG, 2012) on the impacts of community policing in Kano State noted a considerable change of police attitude to work and cooperation with the community. Nonetheless, a majority of the respondents (65%) opined that police corruption, brutality and harassment during arrest and investigation have not significantly reduced.

In the same vein, DFID, (2008) revealed that efforts were made to establish and cement a cordial working relationship between the police and the community, yet member of the community remain sceptical about the sincerity of community poling, the Federal Bureau of Statistics (2016) report shows an increase in the rate of crime in Kano State. Also, Charles (2015) indicated that community policing did had impact in Enugu State because 60% of the respondents expressed dissatisfaction with the conduct of the police, while 72% of the respondents alleged that police corruption and harassment of people arrested persons remain unchanged. According to the DFID (2009) a majority (67%) of the respondents argued that fear of crime still persist in spite of the implementation of community policing in Kano State. CLEEN (2013) and Hussein (2015) contends that the training of the community policing officers had not impacted on the police attitude to work and/or prepare the officers achieve the values of community policing in Nigeria.

Literature Review

It is certain that an effective community policing strategy would reduce neighbourhood crime and/or decrease the citizens' fear of crime in the community, especially in terms of partnership and problem-solving, which are important components of community policing; police-community partnership create opportunity for the community to participate in policing and crime control efforts to make the community safer. A report of SJG (2009) on the impact of community policing in Kaduna State reveals that, part of the success of community policing in the state include, the formation of informal policing structures in various communities, which patrols the neighbourhood in collaboration with the police; they hand-over suspected persons to the police for further necessary action. This is an indication that the community had appreciated the need to participate in crime

control, and a demonstration of readiness to partner with the police and other stakeholders in the fight against crime and disorder in the community.

Similarly, a report of the DFID (2009) on the impact of community policing in Cross-River State reveals a variation in the modes of implementing community policing in the north and south of Nigeria; there are more restrictions in the formation of informal policing structure in the north than the south because States Government in the north provides greater percentage of funding the informal policing structures. For instance, the Kano State Government provided 73% of funding informal policing structures, while in Oyo and Lagos states only 13% of the fund for running the informal policing groups were provided by the State Government. In another vein, the findings of the impact survey on the implementation of community policing in Akwa-Ibom State reveals an improvement in the effectiveness and general performance of the police has improved by about 50%. Similarly, 64% of the respondents indicated that improvement in the police response to urgent calls, while 55% & 56% of the respondents expressed happiness that the police's protection of the right suspects and victims of crime respectively. Nevertheless, the police were rated low (28%) in their relationship with the community and other agencies/stakeholders (SJG, 2009). This implies the police in Akwa-Ibom State do not relate well with members of the community, informal policing structures and other stakeholder in crime control.

According to Segrave & Ratcliff (2004) community policing produces many and varied benefits to the community in three areas:

- a. Community specific advantages:
 - Mobilization an empowerment of communities to identify and respond to crime problems of the community.
 - Improved local, physical and social environment;
 - Increase positive attitude towards the police
 - Reduce the fear of crime in the community.
- b. Police Specific benefits:
 - Improve police-community relationships
 - Enhance community perception of the police legitimacy
 - Increase police officers satisfaction with their work
- c. Shared benefits by the police and the community:
 - Decreased potentials for police-citizens conflict
 - Reduction in the rate of crime
 - Better flow of information between the police and the community
 - Better implementation of crime prevention and control activities as a result of closer working relationship and shared goals.

However, Segrave and Ratcliff (2004) expressed doubt if all community policing initiatives could achieve the successes listed above. They contends that in

documenting community policing success, researchers do not care to state the direct impact the initiative had on crime control and security with reference to the experiences of the implementation of community policing in the USA and Hong Kong. They argued that the implementation of community policing in Hong Kong was found to have improved police-community relationships and the engagement of community members in crime control activities. Nonetheless, it was found out that the implementation of community policing neither promotes closer police-community partnership nor encourages the community to develop law and order maintenance strategies (Lo, 2004). In another vein, Howden (2003) asserts that increased presence of police officers in the community might not have positive perception of the police by the community.

The operation of community policing strategy in Nigeria was anchored on the principles of democratic governance, designed to operate on partnership between the police and members of the community. According to CLEEN (2011) the establishment community policing forums in Lagos brought the police closer to the community in identifying and resolving the security and safety needs of the community. They develop and policing priorities and decides the best ways of resolving the problems. Consequently, community policing programme facilitated the acceptance of community policing as a collective responsibilities of both the police and the community. Also, the project led to the establishment of a community forum which had created a good working relationship between the police and the community and better understanding of the community policing strategies. However, the report indicated that in some areas of Lagos State, such as Ajeromi and Ifelodun LGAs the project recorded poor police-community relations and lack of support to the police.

Theoretical Framework

This study adopted the theories of Social Bond, Social Contract and Routine Activity as frame of analysis. The choice of the theories was based on the relevance of the theories in explaining the study.

The social bond theory argued that members of the community are inherently bound together by the prevailing moral and legal codes. The codes regulate the behaviour of all and sundry in the society. Therefore, members of the society essentially abstain from crime and deviance, because such acts affect their relationship with the community. The theory explained that members of the community whose bond with the community is weak are more likely to commit crime. Accordingly, the theory associated crime with the absence of social bond or weakening of the ties that binds the members of the community together. The theory is relevant in explaining the study, because the people's bond with the community would share the common interest of the community; especially as it relates to crime and security matters, which undoubtedly determine by the level of attachment, commitment and believe

the members, have for the community.

The social contract theory espoused that contractual models have come to inform a vast variety of relations and interaction between persons, from individuals to the State. Given this, the social contract theory would remain the guiding principle for the operation of government as well as the regulation of relationships between the Government and the citizens and between individuals in the society. The theory is adopted as frame of analysis for this study, because Nigeria operates democratic system of government; the purpose, scope and the limit of government and the citizens are expressly stated in a written constitution, which the people make and give to themselves for the purpose of government and welfare of the citizens; having resolved to live together as one indivisible and indissoluble country. Section 14(1) of the Constitution of the Federal Republic of Nigeria (1999) declared that the sovereignty belongs to the people from whom the government derive its power and authority through the constitutional provisions.

Also, the same section stipulates that security and welfare of the people shall be the primary purpose of government. Accordingly, it is incumbent upon all organs of government, authorities or persons exercising legislative, executive and judicial powers to conform to the provisions of the constitution. Consequently, the government is under a duty to take lawful measures to protect the community and to provide essentials services for the welfare of the Nigerians. Accordingly, it is the duty of the government to establish agencies, such as the police and the armed forces to protect the country against any form of aggression from another independent state, and to ensure national security and peaceful co-existence in the country. Any organ, authority or person that breached the contract between it and the community or exceeded the scope of its authority shall be hold accountable to the people. For instance, an elected representative can be removed from his office, if he/she violated the any of the terms of the contract between him/her and the people to whom the sovereignty belong.

The Routine Activity theory argues that crimes occurs within opportunity structures, and discuss the factors, situations and circumstances in which criminal activity occur rather than socio-psychological characteristics of offenders. The proponents assume criminal inclination, and examine the ways in which spatio-temporal organization of social life affects opportunities for criminal activity and facilitates individuals' realization of their criminal tendencies. Rather than looking at the opportunities from macro perspective, they provide a specific identification of opportunities and provide explicit and practical suggestions on reducing the risk of victimization. They view crime as a rational decision making in the context of perceived opportunities and lack of adequate social control mechanism. Accordingly, the theory would undoubtedly assist in formulation of strategies and tactics to prevent and manage crime, through the modification of the spatial, temporal, social and physical opportunities.

Methodology

The study population comprised of police officers working under the 12 piloted divisions in Kano State Command; officers working with community policing Unit at State Headquarters; members of the Police Community Policing Committees and the residents of the piloted divisions who were of or above the age of 18 years. The sample size of the respondents was 1, 174 which comprised of 245 Police Officers, 5 officials of the Community Policing Committees and 924 residents of the piloted divisions. The disparity in the sample was based on the volume of information the groups of the respondents were expected to provide.

A combination of simple random, purposive and cluster sampling methods were used to select respondents. In so doing, in each of the 12 piloted divisions' 20 officers were selected through simple random sampling who filled one questionnaire each, which makes a total of 240 respondents. Also, 5 officers in-charge of community policing were selected for Key Informant Interview (KII); 5 officials of the community policing committees were purposively selected for in-depth interview, which make a total of 255 respondents.

A multi-stage cluster sampling method was adopted in selecting respondents among the residents of the community; three political wards were selected from each of the 12 piloted divisions through lottery method, which make a total of 36 political wards; from each of the 36 political wards, three locations were selected, through the same method, which make a total of 108 locations; from each of the 108 locations selected, three streets were selected through the same method, which make a total of 324 streets. From each of the 324 streets three households were selected through skip-method at interval of two houses starting from the first houses on each street, which make a total of 972 households and from the 972 households, which a total of 924 respondents were selected for the study. In each of the houses selected, one eligible respondent was selected from sampling frame (list of eligible respondents) generated for that purpose.

The data analysis was based on the mixed methods. The quantitative data were processed using Statistical Package for Social Science (SPSS). Subsequently, the data (after cleaning and re-categorization) were presented in tables showing frequencies, percentages and cross-tabulation. The qualitative data was presented and analyzed in narrative statements of the respondents and was used to support or repudiate the revelations of the quantitative data, while observed patterns and inferences were made in narrative statements of the views of the respondents'.

Demographic and Socio-economic Characteristics of the Respondents

This section presents the socio-economic and demographic characteristics of the respondents under the relevant sub-heads, such as age, sex, education, etc.

Respondents Demographic and Socio-economic Characteristics

Age	Frequency	Percentage
Below 20yrs	169	14.7
20 – 30yrs	509	44.3
31 – 40yrs	307	26.7
41 – 50yrs	107	9.3
51yrs and above	58	5.0
Total	1150	100
Sex		
Male	895	77.8
Female	255	22.2
Total	1150	100
Ethnicity		
Hausa	830	68.6
Fulani	163	14.2
Igbo	40	3.5
Yoruba	117	10.2
Others	41	3.6
Total	1150	100
Religion		
Islam	918	79.8
Christianity	225	19.6
Others	7	0.6
Total	1150	100
Highest Level of Education		
Qu’ranic Education	89	7.7
Primary Incomplete	23	2.0
Primary School	31	2.7
Junior Sec. School	87	7.6
Secondary	261	22.7
Tertiary	659	57.3
Total	1150	100

Average Monthly Income

Below N30,000:00	487	42.3
N30,000:00 – N35,000:00	206	17.9
N35,001:00 – N40,000:00	149	13.0
N40,001:00 – N45,000:00	107	9.3
Over N45,000:00	201	17.5
Total	1150	100
Marital Status		
Single	347	30.1
Married	771	67.2
Divorced	12	1.0
Widowed	20	1.7
Total	1150	100

The table 1 above shows the age categories of the respondents. It revealed that a majority of the respondents were between the ages of 20 and 40 years. This means that the respondents were in active ages that may be willing to voluntarily participate in the execution of any community development relating to crime control strategy. In terms of gender, 77.8% of the respondents were males, while 22.2% were females due to the patriarchal nature of the community, which discourages females from participating in certain group or community activities, especially when males and females work together or male strangers are involved.

The distribution of the respondents along ethnic lines indicated that a majority of the respondents (68.6%) were Hausas, 14.2% were Fulani, 10.2% were Yoruba, and 3.5% were Igbo, while 'others' (Margi, Babur, Egbir, Jaba and Kaninkon) grouped together constituted 3.6% of the respondents. This shows that the sample reflects the cosmopolitan nature of Kano, and the diverse groups were duly represented. In terms of the respondents' religion, the table shows that 79.8% of the respondents were Muslims, 19.6% were Christians and only .6% of the respondents indicated no religious affiliation.

The table further shows that 57.3% of the respondents had obtained tertiary education, 22.7% attended senior secondary school, 7.6% attended junior primary school, and 4.7% had primary education out of which about half of them dropped out before the completion of the stipulated period of study, while 7.7% did not have formal education. This means majority of the respondents' possessed tertiary education.

Also, the Table revealed that a majority of the respondents (42.3%) earn less than N30, 000:00k per month and 17.9% of the respondents earn not more than N35, 000:00k each month, 13.0% indicated average monthly income of not more than N40, 000:00k, while 9.3% indicated a monthly income of N45, 000:00k and only 17.5% of the respondents indicated an average income of N50, 000:00k and above. This means that a majority of the respondents earn N35, 000:00k and below per month. The disparity in the average monthly income of the respondents could be as result of the differences in occupation and/or educational attainment or under-employment occasioned by the economic reality of the country.

Furthermore, it is clear from the Table that a majority of the respondents (67.2%) were married, 30.1% were single, 1.7% was widowed and 1.0% was divorced.

Challenges of Implementing Community Policing

This section deals with a discussion of the problems that militated against a successful implementation of the community policing project in Kano State police command. The data were obtained through Key Informant Interviews and unobtrusive observation during the data collection.

The study found out that in spite of the impacts the project had achieved, the implementation of community policing project was neither total nor comprehensive; this was due partly to, the many and varied challenges, which impeded efficient implementation and attainment of maximum impacts of the project in Kano state police command. Consequently, the implementation of the project could not significantly transform the system of policing in Kano state command; the crime control activities and the strategies adopted by the police were neither guided by the principles of community policing nor designed to resist the occurrence of crimes before they rather than afterwards. Accordingly, the policing practices, such as, problem oriented policing, intelligence-led policing; alternative dispute resolution, etc. were not given the due attention in the strategy.

A summation of the open ended responses indicated that majority of the respondents admitted that at the initial stage of the implementation of the project the police attempted to establish partnership with the community, but eventually the police resorted to their usual way of taking advantage of the partnership for selfish gain. A respondent who was a secretary of the PCRC in one of the piloted divisions stated that:

Our police are generally ungrateful and do not appreciate good will. Frankly I am not happy with them because our Committee (PCRC) voluntarily without the knowledge of the police generated money and renovated the police divisional office, but thereafter, the DPO sent several request for assistance from the committee to help them with one working tool or another.

Similarly, many respondents alleged that personnel of the NPF were mostly not sincere with members of the community in their interaction; hence some members of the community did not want have any dealing with them, except when it became necessary. Nevertheless, interviews conducted with some of the respondents revealed that the following were part of the challenges which inhibited smooth implementation of community policing project in Kano:

1. Lack of Institutional Framework

The smooth and/or efficient implementation of community policing project in Kano state and the country, was hindered by lack of a strategic national drive on community policing and/or the absence of clearly defined roles, duties, responsibilities, authority, guidelines and mechanism for implementation. The study revealed that there was no clear legislation mandating the officials of the NPF to practice or entrench community policing philosophy in the course of their statutory duties in the country. Also, the Police Act (1964) which is the law governing the conduct of police activities has not been amended to impose a duty and responsibility on the Nigeria police personnel to embrace/implement community policing principles and strategies in all police divisions and/or formation in the country.

Consequently, the implementation of community policing project was limited to the jurisdiction of the 13 piloted divisions, while the state has a total number of 81 divisions across the 44 local government areas. In the same vein, the findings revealed that the mechanism for the implementation of the community policing project was evidently not in any way indicated in the project. The implementation of the project in the state could not be extended to other police divisions in the state. Accordingly, the study found out that the implementation of the project was limited to the jurisdiction of the piloted divisions; rather than integrating community policing strategies in all police activities; even at that, the implementation of the community policing project was technically treated or regarded a programme distinct and separate from the Nigeria's system of policing. Consequently, in all the piloted divisions, there were separate units for traditional policing and community policing; the operations of dual system has led to rivalry among the staff sometimes conflict used ensue officials of the same division as to what system policing should apply to govern a particular policing activity. Usually, such conflicts were resolved in favour of the traditional system of policing, because the Police Act remains the approved means of regulating police activities.

In an interview with one of the respondents who was a member of the police-community relations committee he stated that:

The implementation of the project in many of the piloted divisions was affected by lack of clear line of duty on the DPOs and absence of specific targets to be achieved within a stipulated time. Also, there was no close supervision on the way or manner the project should be implemented; no feedback mechanism for the authority to know and assess whether or not the implementation of the project conformed to the intended principles of community policing. In fact, I can say the police authority have little or no interest in the implementation of the project; the success achieved, was as a result of the combine efforts by coordinators and the committees at the piloted divisions. The police authority does not care about diligent implementation of the project in accordance with anticipated outcome.

Also, the findings of the study revealed that neither the DFID nor any of its agencies, such as Security, Justice and Growth; Justice for All; internal/external consultants, etc were obligated to supervise the implementation of the project; their role was mainly advisory; therefore they had no power to direct the police or reprimand the police in the event of failure to abide by the principles of community policing.

2. Institutional Resistance to Change:

The study found out that some police officers across the strata of the police hierarchy had displayed lack of commitment to the implementation of the project in the piloted divisions and perhaps opposed any attempt to reform police institution or make the officers accountable for their actions and inactions. During a key informant interview with one of the respondents, a police officer contended that the police resisted the implementation of the project because condition of service and the terms of police employment were very poor, as such that their salary was too small to cater for their needs. He argued that partnership between the police and community simply mean to beg the community for logistics and other support from the community. Also, it means police services are privatised and commercialized, which will impeach the image, integrity of the institution and the officers involved; therefore, the police treated as errand boys of the rich members of the community.

Similarly, one of the respondents who was a DPO stated that:

...I am not happy with the decision of the police authority to adopt community policing, because since the introduction of the project, each time I forwarded a request for the supply of working tools, such as stationery, vehicle maintenance, fuel for patrols, etc the headquarters usually urged DPOs to liaise with PCRC in their jurisdiction/area for operational requirements. If the police relied on the community policing committees for working tools, the officials of the PCRC would have little respect for us as police officers. Furthermore, it will get to a time when the committee may interfere with our operations. For instance, we have released many arrested

persons on intervention of the PCRC because it was not easy to decline the requests of the committee.

3. Frequent Transfer

The findings of the study revealed that frequent transfer, especially of police officers trained to occupy a position or discharge a responsibility in the implementation of the project has directly affected smooth implementation of the project in many of the piloted divisions. In an interview with one of the respondents who was a police officer, he alleged that the selection of officers and other ranks to serve on the team of implementation of the project was influenced by corruption and nepotism. Upon completion of the initial training for which much money was paid as allowances, many of them were redeployed to other units or busier divisions deemed to be a greener pasture. Consequently, untrained personnel were appointed to take over from them and the persons assigned to take over their positions lacked the capacity to continue with the implementation or meet the expectations of implementing the project.

Similarly, in an interview with another respondent who was a police officer he stated that:

...some senior officers in positions of authority at the top hierarchy of the police were privy to the fact that the implementation of the project was to be funded by a foreign donor, and that participants stands to enjoy fringe and other benefits, therefore, they selected people dear to them to serve on the pioneer team to enjoy the benefits pending the deterioration of the situation.

Nevertheless, the study found out that the said frequent transfer of staff affected only a majority of the personnel assigned to coordinate the activities of the project in the state. This means many of the allegations of corruption and nepotism said to have played a dominant role in the selection of the participants of the implementation of the project were untrue.

4. Weak Structure and Lack of Resources

The implementation of community policing has not been sufficiently organized in terms of structure and operations to allow for efficient implementation of the project. The officers appointed or assigned to coordinate the implementation of community policing in the piloted division; in addition to short term training attended had no written authority as to the processes they were expected to follow for successful implementation of the project. Also, there were no clearly defined roles or rules of action, such as standard operation procedure, management guidelines, etc. Furthermore, there was no established hierarchy of command and authority between the command headquarters and among the piloted divisions; the state coordinator had no power of supervision or control over the divisions. In an interview with the state coordinator of the community policing he stated that:

I have been the coordinator of community policing in Kano state for about four years now. When I assumed duty as the officer in-charge of community at the headquarters, I was neither briefed on what my lines of duty were, nor handed any document to guide me on how I should go about coordinating the implementation of community policing in the state. I only receive directive from the commissioner of police on what to do. Also, I usually represent the commissioner of police to interact with citizens on issues that bordered on any matter or issue that concerns the community, such as meeting with Community Based Organizations (CBOs) Non-Governmental Organization (NGOs) etc. But I have no power to question or sanction any officer for violating or disrespecting the principles of community policing including the community officers at the piloted divisions.

The study found out that the DPOs most of whom had not attended any of the training on community policing were given the responsibility to supervise the implementation of the project and the community policing coordinators were under the jurisdiction or direction of the DPO. The rationale for this decision was because some of the DPOs were seniors in rank to the state coordinator. Consequently, it would be administratively wrong for the state coordinator to question or direct community policing officers serving under any of the piloted divisions, except on instruction of the commissioner.

5. Low Trust on the Police by the Community

The findings of the study indicated that members of the community had considerably low trust on the police; therefore, members of the community were reluctant to accept the partnership advocated by the police for the implementation of the project because the police lost integrity in the eyes of the community. Consequently, efforts by the police to build a cordial working relationship between it and the community were not successful, and thereby constituted a hitch for an efficient implementation of community policing project in Kano state. A respondent who was a member of the CSP stated that:

It is difficult for the personnel of the Nigeria Police Force to regain the confidence of the community that can establish a genuine partnership required to solve any problem of the community or implement plan they may have for the community; for a very long time, members of the community see the police as cheats and dishonourable people. Therefore, not many people would trust them.

He explained that officers of the Nigeria Police Force were not sincere in dealing with members of the community. Therefore; they cannot win the confidence of members

of the community to believe that they genuinely wish to form a partnership with the community to prevent crime or make the community safer. He further stated that:

I strongly believe that it would be difficult for the implementation of community policing to succeed in Kano state and some parts of the northern states. Because it is a common knowledge in our communities that men of the underworld (criminals) operating in the community are friends of the police working in the area. Many of the criminals render financial returns; as such the police are beneficiaries of crimes taking place under their area of responsibility. Consequently, the police that took share out of the proceeds of the crime most often provide protection to the criminals.

6. Inadequate Manpower

The study found out that inadequate manpower constitutes a major challenge to the implementation of community policing in Kano state. One of the respondents who was a police officer stated that:

Kano state police command had 81 police divisional offices spatially distributed across the 44 Local Government Areas of the state. Similarly, the state had total staff strength of about 8,216 police officers and men. In another vein, the population of Kano state was estimated at more than 11,000,000 people. Therefore, we do not have enough manpower to deploy good presence of police officers in the community.

This means the Nigeria Police Force lack adequate number of staff it cannot deploy additional manpower or increase the presence of its staff in the community. Also, it cannot work with the community for a reasonably long time to be sufficiently familiar with the community, its nature and the patterns of crime in the community let alone the peculiar crime prevalent in the community.

Conclusion

The findings of the study show that the project had not achieved much impact on crime reduction, but indicated a decline in police corruption and unnecessary officiousness. Also, the personnel drafted for the implementation of the project had impacted on the attitude of the police and the quality of their services. Similarly, members of the community had learnt about the legal system, the limit of police powers and had considerably restored friendly interactions and cordial working relationships between the police and community.

Recommendations

Based on the findings of the study, the following are recommended:

1. The Government of the Federation should review the provisions of the Police Act to confer a duty on officers and men of the Nigeria Police to embrace community policing strategy and to implement same in all police divisions or formations in the country.
2. The content and scope of the community policing project in Nigeria should be reviewed and/or expanded to reflect the heterogeneity/complexity of the country, peculiar crimes and various security problems across the geographical demarcations of the country. Also, the character/attitude of the police officers calls for adequate training in order to appreciate the mission and vision of the project for effective implementation of the project.
3. The implementation of community policing strategy should be fully integrated into the structure and operations of the Nigeria Police Force. All Units and Departments of the NPF should modify their activities to reflect the changes required for the implementation of community police. Accordingly, transfer from administration to operations would not affect the implementation of the project.
4. The police authority should look at the possibility of retaining officers for a fairly to accord them the opportunity to be familiar with the norms and values of the community and to be conversant with the community's setting in order to integrate with the community and to be effective as well as efficient in discharging their statutory functions.
5. The Government should employ additional police officers, train and retrain the community to facilitate effective monitoring of the community, identification and analysis of early warning signals of the likelihood of crime, security or the breakdown of law and order and to respond as appropriate within a limited timeframe to avoid its escalation.

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