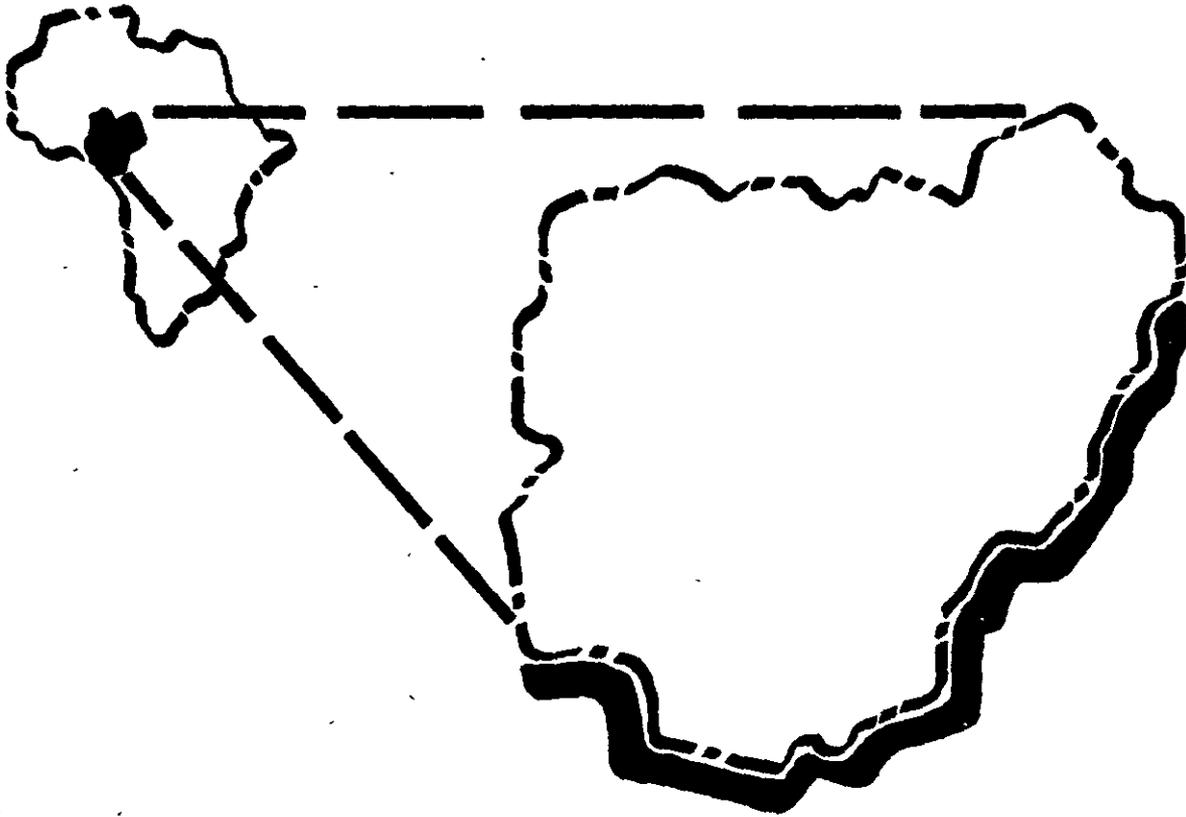


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UNCLASSIFIED

A SURVEY OF THE PROPOSED STAFF COLLEGE
OF THE
NIGERIA POLICE FORCE



OFFICE OF PUBLIC SAFETY
AGENCY FOR INTERNATIONAL DEVELOPMENT
DEPARTMENT OF STATE
WASHINGTON, D. C.

July, 1970

UNCLASSIFIED

GROUP 4
Declassified at 3 year
intervals; declassified
after 12 years

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PREFACE

In accordance with Embassy telegram Lagos 574 of January 19, 1970 (State 97658, State 87946, Lagos 5539, State 29720, AIDTO A-178, and Lagos 5719), the proposed Nigeria Police Staff College was studied with the objective of making a requirement analysis for this new institution.

The visits by the Survey Team to the Police Colleges at Ikeja and Kaduna, and discussions with several Nigerian police officials afforded ample evidence of the need for a Police Staff College. The Team studied the Master Plan for the Proposed Nigeria Police College at Ikeja, as amended by the Government of Nigeria decision to locate the College near Jos, and discussed the proposals in detail with members of the Nigeria Police Force, US A.I.D. Mission, and representatives of the local firms of Godwin and Hopwood, Consulting Architects, and W. J. F. Tillyard and Partners, Quantity Surveyors, who assisted in developing the Master Plan.

While the US A.I.D. has not previously assisted the Nigeria Police Force with technical or commodity assistance, it has provided participant training opportunities since December 1969. To date, six participants have received United States training, and six are presently undertaking law enforcement studies in the United States.

The Survey Team arrived in Lagos on July 17, 1970. On this date, Messrs Mishael H. B. Adler, Minister-Director, and Donald A. Gardner, Capital Development Officer, US A.I.D., briefed the Team. On July 18, Messrs Adler and Gardner and the Team met with Acting Inspector General Thophilus A. Fagbola, and Commissioner C. D. M. LeClair of the Nigeria Police Force.

Mr. Adler reviewed the background leading to the Nigerian Government's request for assistance and presented the proposed terms of reference for the study. Commissioner LeClair concurred entirely in the scope of the study and offered to facilitate the work of the Team in

[REDACTED]

every possible way. He expressed his hope that the U. S. Government would assist in constructing a Staff College for the Nigeria Police Force.

On July 21, during informal discussions between the Team and Commissioner LeClair, the latter requested technical advice from the Team regarding the curricula, organization, and administration of the proposed police college. In addition, he expressed his desire that the US A.I.D. furnish teaching aids commodities and provide three U. S. Public Safety Advisors to serve as instructors at the College (see Annexes "A" and "B"). Commissioner LeClair mentioned that the British Ministry of Overseas Development has been requested to provide a Police Training Advisor who will remain with the College for at least the initial two years of its operation, and perhaps two persons to teach specialized subjects such as forensic science and social welfare. Also, he reported that the Ministry of Establishments will authorize the necessary positions to provide civilian faculty requirements, and the Police Force has a sufficient number of suitable officers to provide the remaining staff requirements, including administrative, faculty, and services.

On July 28, the Team met with Messrs E. W. J. Crawley, Second Secretary (Technical Assistance) and Denis H. Doble, First Secretary (Development), British High Commission to discuss United Kingdom's assistance for the Staff College. Mr. Crawley mentioned that the U. K. had agreed to assign a British police advisor to work with the Nigerian Commandant of the College at least for the first two years of its operation. In addition, the U. K. will furnish two, possibly three, civilian instructors to teach certain specialized subjects. He informed the Team the British High Commission will provide audio-visual aids required to support the teaching activities of the U. K. instructors. He believes the Commission may also be willing, dependent upon the total cost, to furnish teaching aids for the Nigerian instructors.

Although the terms of reference of the Survey focused on having the Team study and make recommendations pertaining to the Master Plan for the Proposed Nigeria Police

[REDACTED]

College, the Team was also able to obtain information concerning the following important police subjects:

Mission
Powers
Organization
Administration
Personnel Policies
Discipline Criteria

Due to limitations on the terms of reference, and other factors beyond the control of the Team, an analytical examination and treatment of these subjects was not feasible.

FORWORD

This study of the Master Plan for the Proposed Nigeria Police Staff College near Jos, was conducted by the Office of Public Safety, Agency for International Development, United States Government, at the request of the Federal Ministry of Economic Development, and the Inspector General of the Nigeria Police Force. Local arrangements for the study were completed through the US A.I.D. Mission in Nigeria. Field work in Nigeria was started on July 17, 1970, by the Survey Team, and completed July 29, 1970.

The information contained herein is not intended to be critical of any person or group. It is a factual analysis of the Master Plan, as amended, and superior police officer training needs with recommendations concerning the proposed Police Staff College and its training program. This information was obtained as a result of studies and field observations concerning the proposed College and training requirements for superior officers of the Nigeria Police Force, plus numerous discussions with its officers in the training section, representatives of the Consulting Architects and Quantity Surveyors who assisted in developing the Master Plan, and representatives of the US A.I.D. Mission in Nigeria.

All information in the report has been checked as thoroughly as possible. However, with the limited time available for the study and the complexity of the Master Plan, and superior officer training plans, it is possible some mistakes exist. For these, the Survey Team accepts full responsibility and hopes they cause no serious difficulties or misunderstandings.

Sincere appreciation is expressed to the many persons who assisted in the conduct of the study and who helped to make the Team's stay in Nigeria more enjoyable. These include many officers of the Nigeria Police Force, and the US A.I.D. Director and his staff. Appreciation is also expressed to the Acting Inspector General, Theophilus A. Fagbola, Nigeria Police Force; Commissioner C. D. M. LeClair,

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Police Headquarters, who served as direct liaison officer with the Team; and Assistant Commissioner Peter Alli-Idowu, Commandant of the Police College at Ikeja.

The members of the Survey Team appreciated the opportunity to participate in the project and sincerely hope the study will prove useful in expediting the construction of the proposed Police Staff College in Nigeria -- a venture which is entirely feasible and very necessary.

JOHN A. LINDQUIST
Chief, Survey Team

MITCHELL A. MABARDY
Associate

July 29, 1970



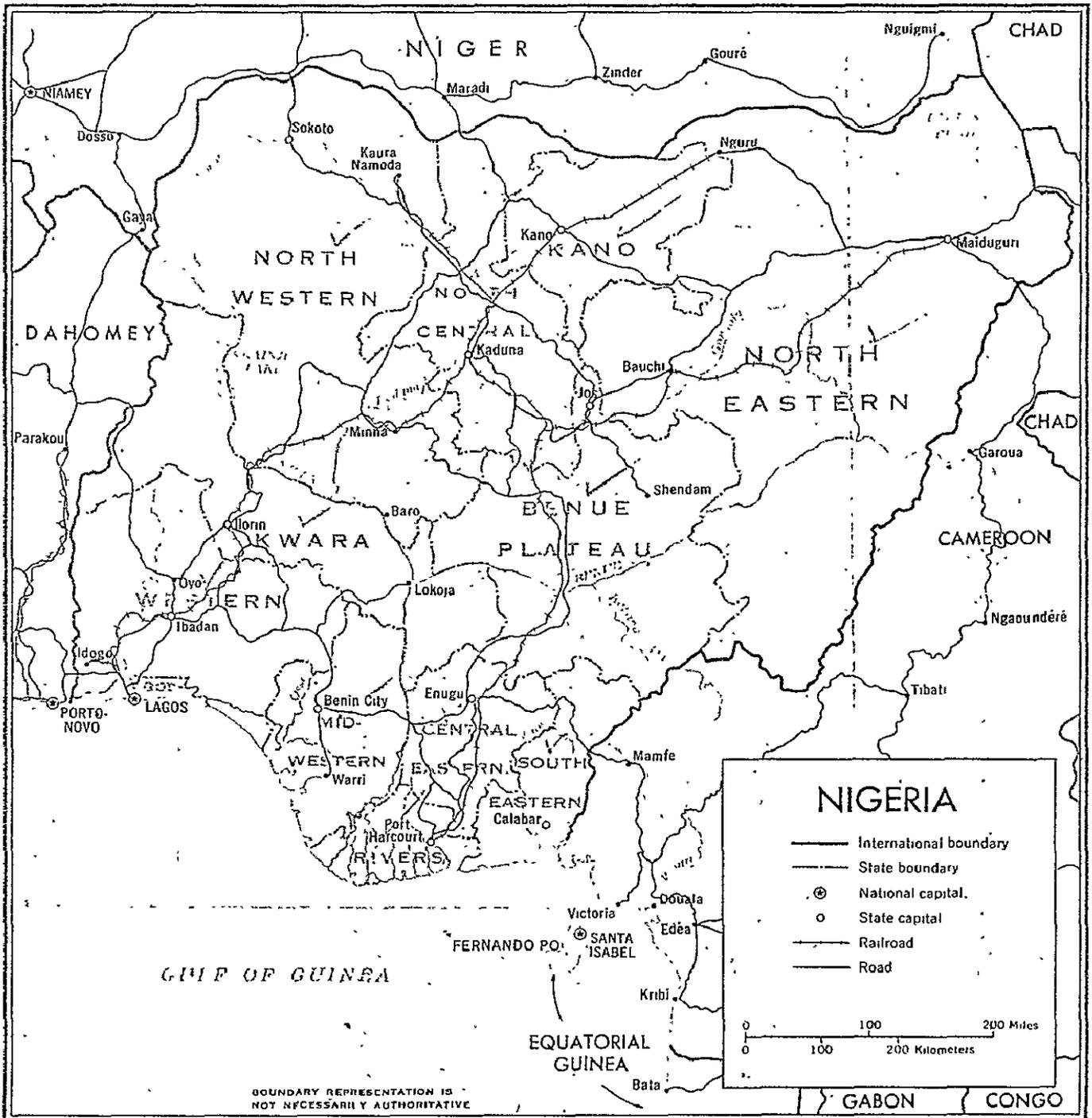
Photo No. 1 - Administration Block, Police College at Ikeja

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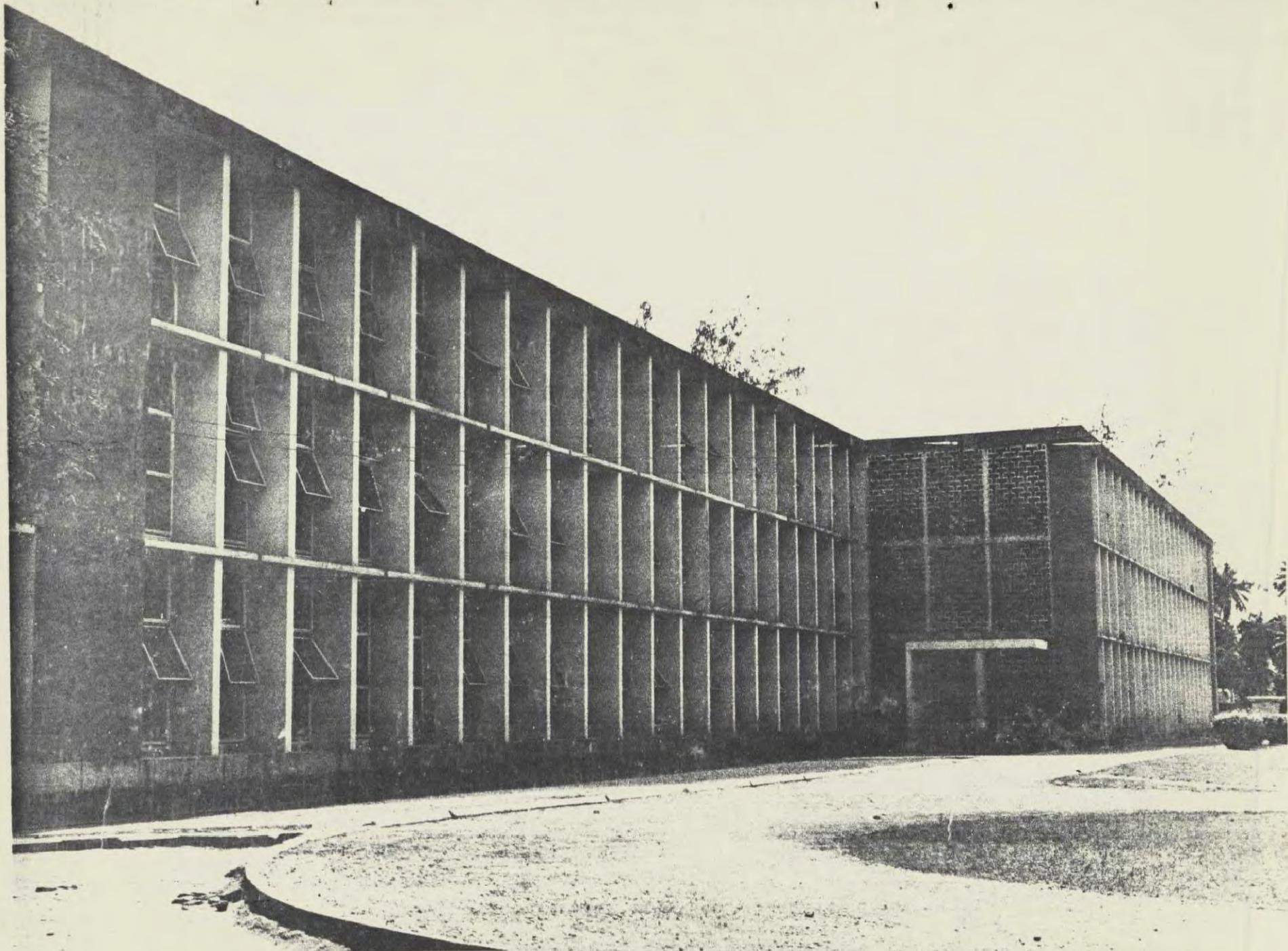


Photo No. 2 - Classroom and Dormitory Building, Police College at Ikeja

CHAPTER I
SUMMARY OF RECOMMENDATIONS

The recommendations which follow are based on information gathered from the Nigeria Police Force and other sources during the conduct of the Survey, and reflect proven principles of modern police training. The recommendations are designed to insure that the proposed Police Staff College at Jos is feasible and adequate, and that its instructional program will serve to assist in providing the type of law and order needed as a basis for the stable, economic, social and political development of the country.

Proposed Police Staff College

1. The Master Plan (as consolidated in Annex H) for the proposed Nigeria Police Staff College be implemented as soon as possible, including the indoor Firearms Range and a Parade Ground.

2. The dining room size be reduced from a seating capacity of 240 to 200 persons.

3. Three-story buildings be constructed for student living accommodations, with two persons assigned to each bedroom.

Staff College Curricula

1. A Curriculum Committee be appointed soon to analyze and develop courses of study for the Staff College in terms of need and necessary objectives.

2. The overall plan for training be developed around two types of curricula; supervisory and command, and executive development.

3. The curricula for the Cadet Sub-Inspectors and Cadet Assistant Superintendents courses presently in use at the Police College at Ikeja be

incorporated into the Staff College curricula after being reviewed and amended by the Curricula Committee.

4. Curricula be established to institute a program of training for command officers and the development of executives (Junior and Senior Officers Courses), by excluding Deputy Superintendents and including Superintendents, Chief Superintendents and Commissioners of all ranks in the "C" Course, and including Assistant Superintendents and Deputy Superintendents in the "B" Course.

College Organization and Instructor Staffing

1. The organization structure and staffing pattern of the Staff College be developed, and provision made for an effective allocation of functional duties and responsibilities and a clear separation between faculty, administrative, and service functions.

2. The College be organized into three major Departments with a Superintendent in charge of each who would report directly to the Deputy Commandant. The Departments would be known as:

- a. Administrative Department
- b. Faculty Department
- c. Services Department

3. All functions concerned with the overall administration of the College be grouped within the Administrative Department which would include the Registry, Personnel, Welfare, Financial Control, Library, and Training Aids.

4. A Faculty Department be created to have responsibility for all teaching activities at the College which would include Instructors and Training Operations.

5. All service functions be grouped together in a Services Department which would include Works,

Stores, Supplies, Transport, Provisions, and Buildings and Grounds.

6. Responsibilities and duties of each Department be spelled out in detail with sufficient authority delegated to each Department head to effectively carry out the specified duties.

7. First consideration be given to participants trained in the United Kingdom, the United States, and other countries, in selecting the faculty members for the Staff College.

8. Instructors be selected on the basis of subject knowledge, potential teaching ability, and satisfactory personal qualities, following oral interviews before the Curriculum Committee.

9. Faculty personnel selected for full-time and part-time teaching assignments be required to complete an instructor methods course of 140 hours before performing as an instructor in the training program of the Staff College.

CHAPTER II
BACKGROUND INFORMATION

GENERAL

The Nigeria Police Force (NPF) is a federal police force whose interesting history can be traced back to the year 1861. Historically, it had its beginning from a handful of men who, over the years, were reorganized a number of times, split into various organizations, and, in addition to performing traditional law enforcement duties, on a number of important occasions were engaged in paramilitary operations. As the NPF evolved, it increasingly took on the character of the British police, reflecting the background of its colonial officer corps and leaders. Native Nigerian personnel, who prior to 1960 were moving into the officer category, gradually took over command positions with the advent of Independence. At the present time, there are only four career-type pensionable expatriate officers and eight contract expatriate personnel employed in operational duties as contrasted with a total of 55 in 1965.

The NPF is fortunate in that it has a sound legal basis for its establishment which goes back many years. The Police Act of April 1, 1943, as amended and modified over the years, provides the legal authority and makes provision for the organization, discipline, powers and duties of the police. The Act permits a wide latitude for promulgation of regulations pertaining to the administration, constitution, operation, personnel system and other fundamental policy actions essential to the existence and viability of the NPF.

HISTORY

The Nigeria Police Force had its origin in Lagos, the Federal Capital, about one-hundred years ago. A small Consular Guard of 30 men was formed in Lagos just before the island was ceded to the British Crown by King Dosunmu in 1861, and it is from this humble beginning that the Nigeria Police Force has grown.

Two years later, in 1863, this small guard developed into the "Hausa Police", which was created by Ordinance. It was further regularized in 1879 by the enactment of an Ordinance constituting a Constabulary for the Colony of Lagos. Consisting of 1,200 officers and men recruited mainly from Hausas, it was known as the "Hausa Constabulary" and commanded by an Inspector-General.

The "Hausa Constabulary" was predominantly military in character, although the men were expected to perform some civil police duties. On January 1, 1896, the Lagos Police Force was created, following the enactment of a new Ordinance the previous year. It was commanded by a Commissioner and its operations confined to Lagos and Colony, and the Yoruba Provinces. In 1899, the Force was provided a new Headquarters at Tinubu Square, the site now occupied by the Central Bank of Nigeria. In 1901, a Fire Brigade was formed and placed under the Commissioner of the Lagos Police Force.

While these developments were taking place in Lagos and parts of Western Nigeria, the Oil Rivers Protectorate had been declared in 1891, with headquarters at Calabar where an armed constabulary, commanded by British officers, was established. In 1893, the Oil Rivers became the Niger Coast Protectorate, and the following year the Niger Coast Constabulary was formally constituted.

The Niger Coast Constabulary was modelled on the "Hausa Constabulary" and placed more emphasis on its military functions. For most of its short existence it was engaged in expeditions up the Cross River, and formed a major part of the Benin Expedition of 1896.

When the Colony and Protectorate of Southern Nigeria was proclaimed in 1900, the majority of the men of the Niger Coast Constabulary joined the Southern Nigeria Regiment. The remainder and the Lagos Police Force were absorbed into the Southern Nigeria Police, which came into being in 1906. This Force was commanded by an Inspector-General who was also responsible for Prisons until 1920, when the Southern Nigeria Prisons Department was formed. The duties of the Southern Nigeria Police were: prevention

and detection of crime; repression of internal disturbance; and the defense of the Colony and Protectorate against external aggression.

Meanwhile, in the North, the Royal Niger Company, which was granted a Royal Charter in 1886, had set up an armed constabulary in 1888 to support its authority. The Royal Niger Constabulary had its headquarters at Lokoja from where it provided protection for the Company's stations along the River Niger. It also had a mounted company known as "Carroll's Horse".

The Constabulary's greatest achievement was its famous campaign against Bida and Ilorin in 1897, which culminated in the subjugation of Nupe. Three years later, in 1900, the Protectorate of Northern Nigeria was proclaimed and the Constabulary was disbanded following the transfer of administration from the Company to the Government. The new administration chose 50 men from the Constabulary to form a civil police force -- the Northern Nigeria Police Force -- while the remainder formed the Northern Nigeria Regiment.

The Force was placed under Magistrates and scattered all over the Provinces to keep order in the various stations. As a result of the apparent ineffectiveness of this arrangement, the Force was completely reorganized in 1903. Its strength was increased to 29 officers and 1,000 men, and commanded by a Commissioner. In 1906, the title of the Force was changed to the Northern Nigeria Constabulary. However, the following year it was decided to allow those Emirates which were capable, to police their own territories. The Force then reverted to its former title and placed under command of an Inspector-General who was also responsible for the Prisons. This Force grew in strength as new townships sprang up along the new railway lines, and by 1914 comprised 23 officers and 1,200 men.

Northern and Southern Nigeria each retained its police under its Inspector-General after their amalgamation in 1914 to form the Colony and Protectorate of Nigeria. On April 1, 1930, however, the two Forces were also amalgamated to form the Nigeria Police Force with Headquarters in Lagos. It was commanded by an Inspector-General, assisted by a Deputy Inspector-General and two Assistant Inspector-Generals -- one at Enugu in charge of Southern Provinces,

the other at Kaduna in charge of the North. The other officers were known as Commissioners and Assistant Commissioners. These titles were changed in 1937 when the Inspector-General became Commissioner, the others Deputy Commissioner, Assistant Commissioner, Superintendent, Senior Assistant Superintendent, and Assistant Superintendent. With introduction of a new Constitution in 1952, the Police again came under command of an Inspector-General under whom there is a Deputy Inspector-General at Headquarters. At the same time the organization of the Force took into account the existence of the three Regions, each under the command of a Commissioner.

The present Constitution, while preserving the 1952 Force structure, also establishes it as a Federal Force insulated from partisan political influence and charged with responsibility of maintaining law and order throughout the Federation.

The NPF is particularly proud of its service as a contingent of the United Nations Operation in the Congo. Some 4,000 personnel performed service at some time with the contingent during its five-year stay in the Congo. On December 31, 1965, the contingent returned to Nigeria, except three Inspectors seconded from the Nigeria Police for the staff of the Congolese Police College. These terminated in 1968.

Recently, a new chapter has been written into the history of the NPF. It concerns police service during the Civil War -- May 30, 1967 to January 12, 1970 -- and the integration back into the NPF of police located in Biafra during the War. Immediately prior to the outbreak of the War, the Inspector-General sensed the impending emergency and ordered all police in the secessionist state to remain at their posts. Those who left were to return to their posts and continue performance of their law enforcement duties. During the Civil War, the police remained uncommitted as they had during coups and changes of government in the past. Incidentally, this has served to facilitate the maintenance of law and order and security of the general public, minimizing the chaos and danger, and interruption of civil administration during the take-over by a new revolutionary group. Since the end of the War, the police have taken back into the Force about 3,000 personnel, including Ibos, who were in Biafra for the duration.

The mission and powers of the Nigeria Police Force are contained in Annex "C".

CHAPTER III
THE NIGERIA POLICE

REGULAR POLICE FORCE

The Nigeria Police Force is commanded by an Inspector-General who reports to the Head of the Federal Military Government (FMG) of Nigeria through the Minister of Defense. The NPF is composed of superior officers, junior grade officers, inspectors who hold officer rank below that of second lieutenant grade, non-commissioned officers, constables, artisans, technicians, clerks and service support personnel. The regular force has an approved strength of 30,172 personnel which consists of uniformed police, technicians, artisans, clerks and service support personnel. The NPF is made up of the regular police, the special constabulary, which is a reserve-type component of the police, and the supernumerary police which engage in property protection. In addition to the NPF there is the Local Authority Police. This organization is under the direction of local civil authority and is now being disbanded with final phase-out set for April 1, 1971. At that time, the NPF will be the only formally constituted police element in Nigeria.

The Head of the Federal Military Government is empowered to make regulations and standing orders for the good order, discipline and welfare of the NPF. In carrying out these tasks he is assisted by consultation with and recommendations from two bodies constituted for such purposes:

the Nigeria Police Council, which concerns itself with policy matters pertaining to organization and administration of the Force; and

the Police Service Commission, with respect to any matter relating to appointments to offices in the Force, promotion, transfer, dismissal and discipline of members of the Force.

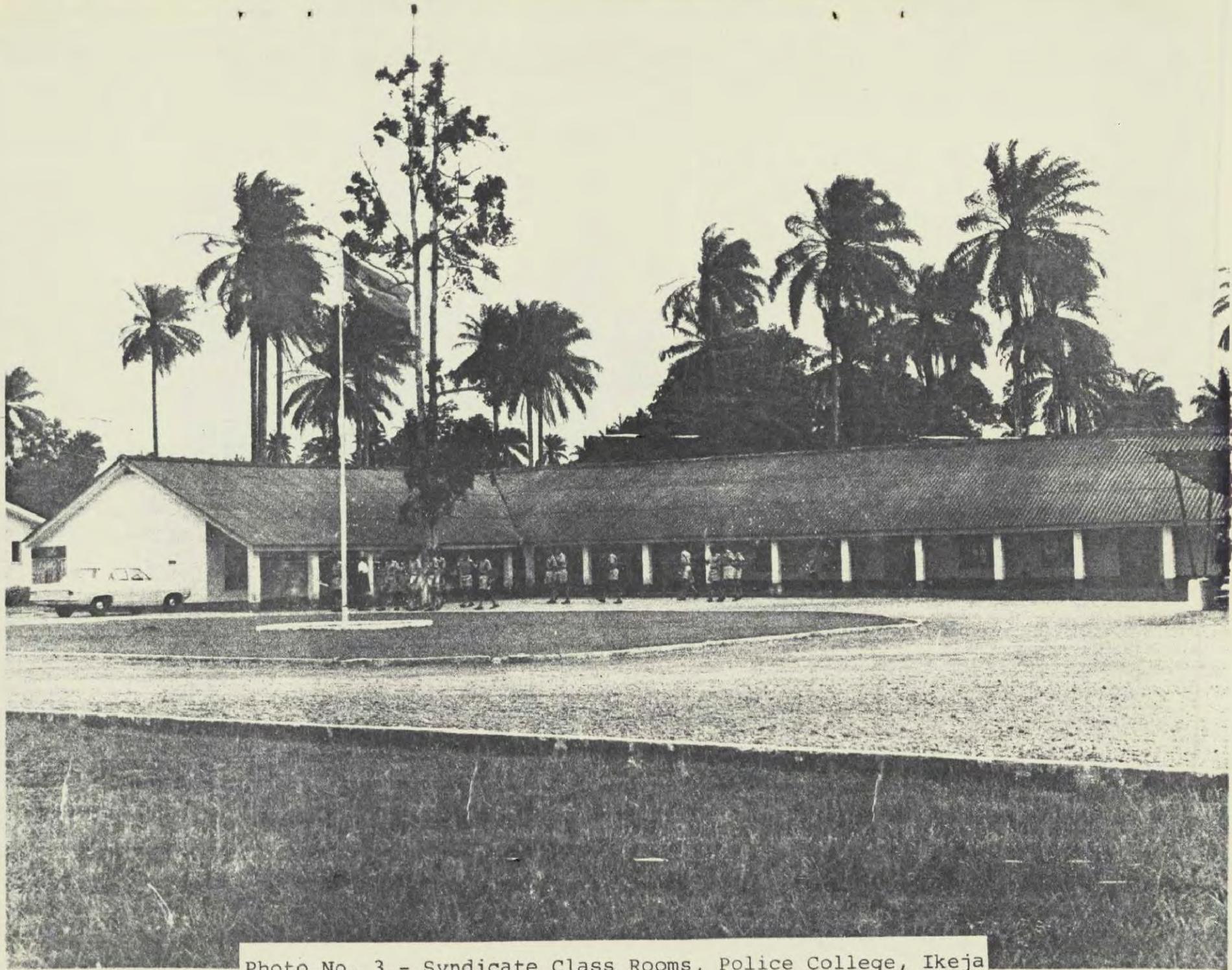


Photo No. 3 - Syndicate Class Rooms, Police College, Ikeja

Duties of Police

The established and published police regulations provide an excellent fundamental policy of a comprehensive nature with regard to police duties.

The Inspector-General is charged with the supreme command of the Force and with maintenance of public safety and public order. He is responsible for keeping the Head of the Federal Military Government fully informed on the state of public security in the Federation. In addition, he is charged with making certain that detailed orders and other activities not provided for in standing regulations, are formulated and published for police posts. At the close of each calendar year the Inspector-General is required to make a thorough survey of all aspects of the work and activities of the Force and report his findings to the Head of the Federal Military Government for approval. The survey is then published as the Nigeria Police Annual Report. These Annual Reports are excellent summaries of significant police actions, Force status and crime trends.

Due to the Civil War, the Report has not been published since 1965. The War caused a serious interruption in the collection of crime statistics, which are usually covered in detail in the Report. The somewhat densely populated area held by the secessionist government contained about 25 per cent of the national population of Nigeria, and crime statistics reported from this area were proportionately heavier than those from the Northern sector. The Force is presently gathering information for the years 1966-1969, and hopes to publish a Report in 1970.

Staff chiefs at Force Headquarters are charged with the direction, supervision, and coordination of their respective staffs in assisting the Inspector-General in the discharge of operational, administrative, fiscal, logistical, training, personnel, technical and related support and service activities of the Force. Staff chiefs are responsible for standardization throughout the Force of procedures relating to their particular activity, and the review of all standing orders and other Force instructions,

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and the formulation of appropriate amendments and/or additions as may be considered necessary.

Duties of the officer-in-charge of the Central Criminal Investigation Department, subject to the control of the Inspector-general, include:

overall direction and co-ordination of measures for crime prevention in the Federation;

overall direction of the conduct of criminal investigations, and of the prosecution of offenders;

maintenance of the Modus Operandi Index;

maintenance of the List of Deportees;

publication of the Police Gazette, containing information regarding wanted and missing persons, and lost, stolen or recovered property;

examination of Disputed Documents;

compilation of Criminal Statistics;

direction and control of the Nigeria National Central Bureau of the International Criminal Police Organization (INTERPOL);

subject to the direction of the Inspector-General, supervises the C.I.D. Training School for the training of selected Force personnel in criminal investigation duties.

Duties of the Commissioner of the Special Branch, subject to the control of the Inspector-General, include:

organization and implementation of measures for collection of security intelligence (concerning security of the state and maintenance of public order); and

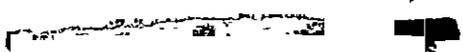
detection and apprehension of persons suspected of, or guilty of, acts of subversion or acts of sabotage against the state, and of persons suspected of, or guilty of, acts of espionage.

In general, the duties of the commissioner for an area command, the provincial police officer for a province command, and the station officer of a police station area, are operational and administrative in nature. At the district or divisional police level the functions are essentially operational in nature. All levels of authority are responsible for the maintenance of Force discipline, preservation of the peace, prevention and detection of crime, prosecution of offenders (district or division and station levels excepted), and for law enforcement generally in their assigned area. All are required to immediately provide higher echelons of command with information of serious offenses and any major disturbance of the peace. All except the district or division level are assigned numerous operational and administrative tasks among which the following are included: direction and coordination of operations in their area; preparation and submission of periodic and special reports; inspections; administration of supernumeraries; within certain limitations at the various levels of command, personnel actions involving awards, promotions, transfers, and re-enlistment; refresher course and on-the-job training; maintenance of crime and incident statistics; issuance of appropriate regulations; custody and control of stores; at province level, supervision and organization of the local special constabulary detachment; supervision of messes, canteens, barracks, etc.; and maintenance of good public relations.

A police officer is required to have a thorough understanding of the laws, and of police orders and instructions. The following are some of the attributes to be developed by the police officer:

Efficiency and thoroughness through meticulous attention to details in the performance of his duty.

Courtesy, forbearance and tolerance, and the control of his temper in trying situations.



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Integrity in refusing to allow religious, racial, political or personal feelings, or other considerations to influence him in the execution of his duties.

Impartiality in the avoidance of feelings of vindictiveness, or the showing of vindictiveness towards offenders.

Strict truthfulness in his handling of investigations, and in the giving of evidence.

A police officer may be assigned to duty anywhere in Nigeria. Ordinarily he is required to perform eight hours of duty in every period of 24 hours and, if no emergencies exist, have a 24-hour rest period each week. Whether a police officer is normally on or off duty, his responsibility is the same and he is bound to prevent and detect crime and maintain peace and good order at all times and by all legal means.

Organization and Administration

The Force Headquarters staff is organized along traditional lines with regard to homogeneous grouping of major functional areas. The span of control throughout the staff structure is reasonable without excessive extension of supervision and control. There are five major staff elements which are designated as Departments and lettered from A to E, inclusive. The Force policy regulation pertaining to organization and the assignment of various ranks as Department heads is as follows:

"A" Department (Administration) - headed by an Assistant Commissioner

"B" Department (Operations) - headed by a Commissioner

"C" Department (Controller, Supply and Works) - headed by an Assistant Commissioner

"D" Department (Criminal Investigations) - headed by a Deputy Commissioner.

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"E" Department (Special Branch) - headed
by a Commissioner.

Although the levels of ranks assigned are within reason, with the expansion taking place in the Force at this time and the increase in demands on the police throughout the Federation, a review of the rank structure in the Force Headquarters staff would be in order to elevate some ranks to Commissioner.

The following is a description of the major elements of the Force Headquarters staff:

"A" Department (Administration) consisting of

- Administrative Branch
- Secret Registry Branch
- Personnel Branch
- Welfare Branch
- Training Branch

"B" Department (Operations) consisting of

- Operations Branch
- Traffic Branch
- Force Signals Branch
- Force Mechanical Workshops
(Transport) Branch
- Force Marine Branch
- Force Animals Branch

"C" Department (Controller, Supply and Works)
consisting of

- Controller, Pay and Accounts Branch
- Supply Branch
- Works Branch

"D" Department (Criminal Investigations) consisting of

- Investigations Branch
- Technical Aids to Investigation
Branch (C.I.D.)
- C.I.D. Training Branch

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Interpol Bureau
Fingerprints Branch
Central Registry of Offenders

"E" Department (Special Branch) consisting of

Investigations Branch
Technical Aids to Investigations Branch

There are four technical branches in the Force:

The Force Mechanical Workshops (Transport) Branch, which is responsible for all aspects of motor vehicle repair and maintenance.

The Force Marine Branch, which is responsible for the maintenance and repair of navigational mechanical elements and hulls of boats assigned to the Force Water Transport Fleet.

The Marine Police, perform harbor and river patrols, enforce safety regulations pertaining to river craft, investigation of river accidents, control of smuggling, and transport of police and C.I.D. personnel when this mode of travel is the only means of access.

The Supply Branch is responsible for the supply inventory, custody and distribution of supplies, maintenance and repair of firearms, manufacture of clothing for the Force, repair of footwear and uniforms for Force personnel, repair of saddlery and maintenance of farrier services for police horses, and manufacture and repair of small articles of wooden furniture.

Each of the four technical branches is under the command of an officer. Officers and junior personnel are graded and promoted according to established standards which measure their years of experience and formal schooling in their chosen technical field. Technical personnel are members of the Force and on entry undergo a training course of not less than three months duration in drill and general police duties at one of the two Police Colleges.

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A member of the Technical Branch has the same powers and immunities as any other member of the Force, and is subject to the same code of discipline as is applicable to other Force members of his equivalent rank. A member of the Technical Branch may not be employed in duties not directly connected with his particular trade or craft.

Organization of Police Areas

The NPF is organized into a National Force Headquarters command, and Area commands that coincide geographically with those of the 12 states into which the Federation is divided:

- North-Western State Police Area
- North Central State Police Area
- Kano State Police Area
- North-Eastern State Police Area
- Benue-Plateau State Police Area
- Kwara State Police Area
- Western State Police Area
- Mid-Western State Police Area
- Central-Eastern State Police Area
- South-Eastern State Police Area
- Rivers State Police Area
- Lagos State Police Area

For the purpose of command and administration, police area commands are organized into police provinces which are divided into police districts or divisions, which are further sub-divided into police stations. For purposes of operational expediency, police station areas may be divided into police posts. Large urban areas may be organized into more than one police division. The territorial organization of the police is designed, generally, to conform to the territorial boundaries of the various levels of the administrative elements of the civil government. In fixing territorial boundaries, consideration is given such matters as:

- Density of population
- Crime statistics
- Traffic (density, routes and accidents)
- Property (residential, industrial and commercial)
- Public centers of amusement



Photo No. 4 - Assembly Hall, Police College, Ikeja

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Major boundary areas are determined by the Inspector-General with subordinate boundaries recommended by the Commissioner of Police of the respective area command, and approved by the Inspector-General.

In exercising command of the Force, the Inspector-General is assisted by a Deputy Inspector General. The following describes the normal grade of an officer assigned to command an element of the NPF organization:

- | | | |
|---------------------|---|--|
| Police Area Command | - | Commissioner of Police |
| Police Province | - | Not below rank of Superintendent of Police |
| Police Division | - | Not below rank of Assistant Superintendent of Police |
| Police District | - | Not below rank of Inspector |
| Police Station | - | Not below rank of Sub-Inspector |
| Police Post | - | Not below rank of Corporal |

Motor Traffic Divisions

The Inspector General is vested with authority to establish Motor Traffic Divisions within an area of responsibility of a Police Province or a Police Division. A Motor Traffic Division normally comes under the command of a police Superintendent and is subject to the control of the Commissioner of Police of an Area Command. The functions of a Motor Traffic Division consist of:

- Coordination of area police traffic control duties
- Advising local authorities on such matters as physical aids for traffic control
- Investigations of motor vehicle accidents
- Prosecution of motor vehicle offenses
- Maintenance of motor vehicle traffic statistics

Major traffic problems involve deficient and narrow roads, many of which are poorly maintained, a low standard of driving, vehicles in dangerous condition due to poor care, and need for improved road engineering, traffic

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regulations and warning signs. There is traffic congestion in the major urban areas. Heavy rains add to the deterioration of the roads, increasing the danger to motorists. Common traffic offenses consist of dangerous and reckless driving, parking violations, and unsafe vehicles.

Women Police

There are over 500 women members of the NPF, holding ranks from Constable to Superintendent, the latter being the highest rank held by a woman at this time. However, there is no limitation by law or regulation with regard to the top rank a woman officer may hold. Experience has proven them to be generally effective and efficient in their positions and assignments.

As a rule, women are assigned duties connected with women and children, particularly the following:

Investigation of sexual offenses against women and children.

Recording statements from female witnesses and female accused persons and children.

Attendance when women or children are being interviewed by male officers.

Searching and guarding women prisoners in police stations; escorting women to and from police stations.

School crossing duties.

Crowd Control where women and children are present in any numbers.

Additionally, they may be assigned the following office duties: clerical, telephone, and office orderly duties. Women police are not called upon to drill under arms, or to take part in any baton or riot exercises.

Police Mobile Force

The Inspector-General exercises operational control over the Mobile Force, which is organized into squadrons of 200 men and is paramilitary in nature. These units are presently operational in several states. The ultimate objective is to provide one squadron for each of the 12 states. The squadrons have their own organic transportation, consisting of light armored tactical vehicles and troop transports, and are armed with automatic weapons. The mission of the Mobile Force is to act as a police striking force in the event of riots or other serious disturbances occurring within the Federation. Service with this Force is fixed for 36 months.

Railway and Port Authority Police

Both the Nigerian Railway Corporation and the Nigerian Port Authority maintain police forces for the prevention and detection of crime within their respective properties. Their personnel are seconded from the NPF and direction and supervision is the responsibility of the NPF through the Commissioner of Police of the area in which they are located.

The Railway Police are under the command of an Assistant Commissioner, located in Lagos, and maintain police sections throughout the country's railway system.

The Port Authority Police have headquarters in Lagos under the command of a Chief Superintendent, and maintain sections in Lagos and Port Harcourt.

Police Band and Drum Corps

The Police Central Band, under the command of a Director of Music, is an element of the NPF Force Headquarters and is stationed at the Police College at Ikeja. Branches of the Band are located in Kaduna and Benin, and Drum Corps units at Enugu and Ibadan, and are elements of the area command in which they are located. Their function is to provide appropriate music at police and official functions -- ceremonial parades, official and social engagements and Police College graduation exercises -- and to give public concerts for the furtherance of good public relations.

The Band and Drum Corps may, within the discretion of the President of the Police Band, be engaged by private groups at a set fee. Funds are administered in accordance with Force regulations. Proceeds are distributed on January 1 and July 1 with 30 per cent given to the Force Band Fund, 10 per cent to the Bandmaster, and 60 per cent to the bandsmen of the regional Band or Drum Corps.

The Nigeria Police School of Music is responsible for the training of men for the Band and Drum Corps. The School operates under the supervision of the Director of Music and the size of the student body is regulated by the Inspector-General.

Animals

Procedures, policy and standards for the acquisition of animals, their performance and disposition are specifically provided for in Force regulations.

The police have successfully used dogs in security work at railroad sidings and ports, effecting a sharp reduction in the incidence of crime, particularly in combating pilferage. Dogs and Handlers are trained at the Force Police Service Dog Training Center in such courses as: General Purpose Police Dogs, Narcotic Detection Police Dogs, and Security Guard Dogs.

There are over 200 horses in use by the police. Mounted personnel have been employed with much success in border patrol operations, particularly in areas inaccessible by motor vehicle. In addition, horses are employed in crowd control and sports events (football matches, parades, etc.). Selected personnel are trained at the Force Equitation School in equitation and horsemanship. Animals are familiarized with hard surfaced roads, vehicular traffic, crowds, and smoke and noise occasioned by the discharge of firearms.

POLICE AUXILIARIES

There are 8,500 personnel in the auxiliaries, consisting of the Special Constabulary (7,000 men) and the Supernumerary police officers (1,500).

Special Constabulary

The Special Constabulary functions in the nominal role of a ready reserve and may be called to duty in case of a state of emergency. They normally assist members of the Force in traffic and crowd control, and other special duties, reportedly functioning in a very satisfactory manner. On occasion, they have taken over police station duties, permitting regulars to respond to emergency situations in various locations of the country. The Special Constabulary members are paid for duty performed and generally put in one day per week, usually on a weekend, permitting regular personnel to take leave. They are vested with all the powers and authority of regular policemen while on duty.

Supernumerary Police

The supernumerary police are appointed mainly for performance of duties connected with protection of property except they may be appointed for administrative and maintenance duties on police premises, attached as orderlies, or other performances in the public interest.

Supernumeraries may be employed by any person or governmental department. Application must be made to the Inspector-General and his approval obtained. Conditions of employment, compensation and termination are explicitly covered in the Police Act. A supernumerary has the powers, privileges and immunities of a police officer only in the police area (and areas adjacent thereto) for which appointed. A supernumerary is a member of the Force and is fully subject to provisions and restrictions imposed by the Police Act, particularly those relating to discipline. He has no claim on the police reward fund, and is not eligible for any pension, gratuity or annual allowance. About one-third of the total supernumeraries are employed by the NPF.

CHAPTER IV
POLICE PERSONNEL

The personnel system is well documented in the police regulations and has a clear and firm legal foundation in the Police Act.

Personnel entering the NPF must be citizens of Nigeria; exception may be made in the case of officers. The exception may occur when no suitable indigenous candidate for appointment to a particular duty post can be located. In such a circumstance, the Inspector-General may request the Federal Establishment Secretary to fill the post by direct entry of a foreign officer on contract terms. Officers above the rank of cadet inspector, when appointed to the Force, are required to subscribe to the official oath, the police oath, and, in certain cases, the oath of allegiance. Cadet inspectors, non-commissioned officers, constables and recruits are required to take and subscribe to the police declaration as prescribed by the Nigeria Oaths Act of 1963.

Force Strength

The authorized strength of the Force for fiscal year 1970/71 is 30,172 (from 25,234 in FY 1969/70), and consists of officers and men in various categories of uniformed personnel -- artisans, technicians, clerks, and service support personnel. Interestingly, the Force strength has doubled since 1962, when it totaled 15,000. With the scheduled elimination of the Local Authority Police (April 1, 1971), and projected economic and population growth, the Force is authorized to increase its strength to 36,000 by 1973, and estimates an increase to 42,000 by 1976, and 45,000 by 1980.

The Force has absorbed 2,000 of the 8,000 members of the Local Authority Police -- nearly all the graduates of their training program over the past five years -- and is conducting a screening process to determine what additional numbers may be absorbed by the final termination date. One of the obstacles encountered in the program is the high

rate of illiteracy. Illiteracy in the NPF runs less than 5 per cent, and training efforts are being conducted to reduce it to zero.

Force ratio of uniformed police to population is approximately 1 to 1,800. The objective is to bring the ratio to a level of 1 to 1,500 population

The annual attrition rate is close to two and one-half per cent and not causing any serious problem.

Annex "D" contains a chart showing the distribution of the NPF authorized strength for Fiscal years 1970, and 1971.

Recruitment

Every recruit must be a Nigerian citizen between the ages of 19 and 25 years. The minimum height requirement is 5 feet, 6 inches, and the required chest measurement, is 34 inches. The applicant must be free from any physical defect, hold a Secondary School Leaving Certificate (completion of about 11 years of schooling in Nigeria), and be of good character. Following a written test, the applicant is given a medical examination.

Additional information concerning appointments and enlistments are contained in Annex "E".

Re-enlistment and Retirement

Enlisted members of the Force are enrolled for an initial three year period subsequent to which they may re-enlist for six year tours of service, providing they are physically, mentally and professionally acceptable. Normal retirement occurs after 21 years of service or attainment of 45 years of age. Members not wishing to exercise their retirement rights, have an option which allows them to make formal application for continued service.

Promotion of Enlisted Force Members

Promotion is based mainly on merit and in essence, the following considerations are used in the criteria:

Fitness of the individual for the vacancy to be filled, including physical fitness; knowledge

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of the duties of the grade for which being considered; general capability; training and experience; capacity for proper control, direction and supervision of subordinates.

Degree of efficiency, intelligence, zeal and good conduct displayed in the performance of duty, and,

seniority in ranks.

(greater weight is given to superior intelligence, zeal and initiative in the discharge of duty.)

Members of the technical branches have equivalent rank and pension qualifications as do members assigned to general duties. Appointments and promotions in the technical branches (in addition to generally requiring all the criteria which applies to the general duty personnel), call for special experience and capability peculiar to the respective technical activities.

Under prescribed Force criteria, certain individuals who are being promoted to corporal and sergeant may be required to attend a promotion course of training at one of the Force schools.

Conduct and Discipline

The code of conduct is contained in the police regulations and clearly spells out standards for the Force. All personnel are required to be familiar with the code which establishes standards of conduct in such matters as relationships with the public, private business dealings by the police, financial matters, etc. Briefly summarized, the standards require the policeman to:

Use his best endeavors to uphold the good name of the Force, and to further good relations with the public.

Offer prompt obedience to lawful orders.



Photo No. 5 - Libarary, Police College, Ikeja

Be determined and incorruptible in his exercise of police duties.

Have a strict regard to the correctness of his general behavior.

Take a proper pride in his appearance, both in and out of uniform.

The code provides a system whereby any officer who believes himself to be wronged, or has cause for complaint on any matter, may make his problems or complaint known to higher authority. A superior officer is required to inquire into all complaints and take such corrective action as may be deemed necessary and within his authority. Circumstances which go beyond the scope of corrective authority of the superior officer must be referred to higher authority. Any officer may complain directly to the Inspector-General.

Police officers are not permitted to allow their private business dealings to conflict with their public and official duties and position; to receive gifts in any form, except from close friends and relatives; or to solicit funds.

Situations which could cause financial embarrassment are included on the list of disapproved activities, as well as certain types of outside employment.

Superior Police Officers charged with violation of the code of conduct are subject to disciplinary proceedings, prescribed by Force regulations, and the case must come before the Police Service Commission.

Any inspector, non-commissioned officer or constable found guilty of a violation of the code of conduct is liable to any of the following punishments: dismissal, reduction in rank, withholding or deferment of pay increase increments, reprimand, fine (not to exceed five pounds), confinement to barracks for any number of days not exceeding 14 days, or fatigue or other duties or punishment drill not exceeding a total of ten separate hours.

Significantly, nothing in the regulations affects or diminishes the liability of a member of the Force to prosecution before a court of summary jurisdiction for any offense against the police act, or to prosecution before any court of justice for any crime.

Force regulations provide Junior Officers with the right to appeal findings and punishment awarded by a superior officer for offenses against discipline.

Ranks, Insignia, and Uniforms

The Force appears to be well dressed in distinctive uniforms. The officers and men observed made a neat appearance, giving a favorable impression.

Distinctive dress and duty uniforms of the Force are subject to the approval of the Head of the Federal Military Government, acting with the advice of the Police Council. Work uniforms and casual dress items are prescribed by the Inspector-General.

Superior officers and inspectors, assistant workshops officers and senior launch quartermasters, and senior launch engineers wear the insignia of their rank on both shoulderstraps of their uniform. Insignia rank of non-commissioned officers and police artisans are worn on the upper right sleeve of the uniform.

The Force ranks are well organized and clearly designated, including those of artisans, technicians and other specialists. The four grades of Chief Inspector, Inspector, Sub-Inspector and Cadet Sub-Inspector are specifically established below that of second lieutenant but included in the officer category. For the NPF it provides a convenient initial step for transforming personnel into officers and serves as a proving ground. All ranks above Chief Inspector are referred to as superior police officers (SPO).

Annex "F" contains a description of rank by precedence, specialty, and associated insignia.



Photo No. 6 - Gymnasium, Police College, Ikeja

CHAPTER V
BUDGET

The Government of Nigeria fiscal year commences on April 1 and ends on March 31st. The police are currently operating in what is referred to as FY 1970-71. The monetary system employs terminology based on the British system with pounds and shillings being used. The Nigerian pound is equal to \$2.80 in United States money.

Operating and Maintenance Budget

The operating and maintenance budget is appropriated on an annual basis and provides for major categories of expenditures summarized as follows: personal emoluments; travel, utilities, maintenance of Force equipment and operating costs, acquisition of new and replacement materials, such as uniforms, motor vehicles, communications, boats and heavy equipment. For FY 1970-71, this budget was approved for a total of 13,782,020 pounds (US \$38,589,656).

Capital Expenditure Budget

In addition to the operating and maintenance budget, the police have a capital expenditures budget, which is planned and appropriated for a four year program. This fund concerns itself with money for construction of police buildings, such as barracks, stations, office buildings, work shops, family quarters and other facilities. The current capital expenditure budget is in the amount of 13,290,000 pounds (US \$37,212,000), and covers the period FYs 1970 to 1974. The police entered a new plan beginning April 1, 1970, with a substantially larger amount of money allotted for capital expenditures than at any time in the past ten years. Appropriations for capital expenditures since 1960 have averaged 1,000,000 pounds (US \$2,800,000) per year, which has been insufficient to satisfy the needs of an expanding Force. In addition, the Civil War has served to further adversely affect capital expenditure funding. The last planned four-year capital expenditure



Photo No. 7 - Dining Hall, Police College at Ikeja

budget program expired in 1968, during the middle of the Civil War, and subsequent four-year cycle budgeting has been interrupted until the present time. Now that the War has ended, the Government is making its first effort to correct and overcome the deficiencies caused by past insufficient funding and the national emergency. Although the 13,290,000 pounds (US \$37,212,000) will provide some much needed relief, it is reported it will definitely fall short of taking care of anything but the most urgent needs. An interesting growth statistic having an impact on capital expenditure funding shows the Force was at 15,000 officers and men in 1962 but is now at 30,000, and expected to reach 36,000 officers and men by the end of 1973.

Budget Planning and Procedures

The planning cycle for budget preparation usually commences in July for the appropriation required for the following fiscal year. Information is gathered and organized with committee hearings starting in October or November. By the beginning of the new calendar year, working committee action is completed and the Minister of Finance and Department Heads are ready to submit their plans for cabinet review and approval.

Appropriations for operating and maintenance money usually are published and received by the police by the middle of May. During the interim between the end of one fiscal year in March 31, and the receipt of new money several weeks later, the Nigerian Police Force is funded by a general warranty allocation which permits the expenditure of funds not in excess of the previous year. Usually there is no unspent money by the close of the fiscal year. A special application is required to recapture unspent funds. The normal practice is to make known in the next budget submission what amounts had lapsed and try to justify their approval in the budget. Rarely, if ever, in the capital expenditures budget are there any unspent funds which would lapse at the close of a four-year period. Once a contract is awarded and work commenced on a capital expenditure project, funds are committed and will not lapse.

The following is a table showing the most recent budget data summarized by major category. All figures shown are in Nigerian pounds.

LIMITED OFFICIAL USE

I. OPERATING AND MAINTENANCE BUDGET

<u>Category</u>	<u>Actual Expenditure</u> <u>1968 - 69</u>	<u>Estimated</u> <u>1970 - 71</u>	<u>Approved</u> <u>1969 - 70</u>
A. Personal Emoluments	4,913,823 (US \$13,758,704)	8,403,290 (US \$23,529,212)	7,065,140 (US \$19,782,392)
B. Operating and Maintenance costs, travel, utilities, and certain materials	1,958,140 (US \$5,482,792)	2,717,130 (US \$7,607,964)	1,948,640 (US \$5,456,192)
C. Uniforms, motor vehicles, acquisition of new and replacement equipment	1,310,687 (US \$3,669,924)	2,661,600 (US \$7,452,480)	1,116,200 (US \$3,125,360)
TOTAL	8,182,650 (US \$22,911,420)	13,782,020 (US \$38,589,656)	10,129,980 (US \$28,363,944)

II. CAPITAL EXPENDITURE BUDGET APRIL 1970 - MARCH 1974

TOTAL	13,290,000 (US \$37,212,000)
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[REDACTED]

CHAPTER VI
POLICE TRAINING

Training with the Nigeria Police Force is somewhat decentralized and fragmented among the regular units and the specialized branches. At present, various types of police training are offered as follows:

1. Recruit courses at the Police College at Ikeja and the Police College at Kaduna.
2. NCOs (non-commissioned officers) promotion (constable to corporal to sergeant) courses at the Police College at Ikeja.
3. Inspectorate promotion (NCOs to Inspector) courses at the Police College at Ikeja.
4. Cadet (direct entry) Sub-Inspectors and Cadet Assistant Superintendents courses at the Police College at Ikeja.
5. SPOs Conversion (personnel transfers from other government agencies to the Force) courses at the Police College at Ikeja.
6. Artisan, technical and specialist constables recruit training courses at the Police Colleges at Ikeja and Kaduna.
7. Customs training courses at the Police College at Ikeja.
8. Immigration training courses at the Police College at Ikeja.
9. Band and Pipes training courses at the Police Colleges at Ikeja and Kaduna.
10. Wireless operators courses at the Police College at Ikeja.

[REDACTED]

11. Driver training courses at the Police College at Ikeja.

12. Detective training courses at the central Criminal Investigation Department headquarters in Lagos.

13. Photography, fingerprint, handwriting, and fraud courses at the C.I.D. headquarters in Lagos.

14. Dog handler training course at Vom.

15. Mounted police training courses at Lagos.

16. Marine police training courses at Lagos.

17. Refresher training courses at Kaduna, Ibadan, Ikeja, and Enugu. (Note: No refresher training courses have been conducted since 1965. The quarters used formerly for this purpose are fully occupied by Mobile Reserve Units.)

18. Mobile Reserve training courses conducted internally by the Reserve units at their respective locations.

19. Special overseas training course.

Police College at Ikeja

This school is located at Ikeja, about 15 miles from Lagos, and is one of the two basic police training facilities. Courses conducted include those for police recruits: NCOs and Inspectorate promotion; Cadet Sub-Inspectors; Cadet Assistant Superintendents; SPO conversions; artisans, specialists, and tradesman constable recruits; customs; immigration; band and pipes recruits; wireless operations; and drivers.

The school is in charge of a Commandant (Assistant Commissioner) who is assisted by a Deputy Commandant (Chief Superintendent), one Chief Superintendent, 12 Superior

Police Officers, two Civilian Graduates (liberal education faculty), one Chief Inspector, two Inspectors, 23 Sub-Inspectors, 21 Sergeants, two Corporals, and 31 Constables, all of whom serve as instructors. The Administration Department of the College functions with two Superior Police Officers, One Inspector, two Sub-Inspectors, two Sergeants, two Corporals, and 13 Constables. In the Works Department there are one Superior Police Officer, one Sub-Inspector, two Sergeants, one Corporal, and nine Constables. In addition, there are three Craftsman Corporals and 32 Craftsman Constables; three supernumerary Corporals and nine supernumerary Constables; six cooks, six stewards, nine house servants, and ten washmen for the Advance Training Wing; 18 washmen for the Basic Training Wing; and five barbers. The total actual strength of the College staff is 236, and the authorized strength is 259. A contractor provides the food handlers and cleaning people for the Basic Training Wing.

Included in the College organization and staffing pattern is an Advanced Training Wing which is responsible for the NCOs promotion course, Cadet Sub-Inspectors training, and the Cadet Assistant Superintendents Courses. In this Wing are one Chief Superintendent, five Superior Police Officers, one Inspector, four Sub-Inspectors, one Sergeant, and one Constable. The total number of personnel serving as faculty in this Wing is 13. The present organization of the Police College at Ikeja is shown in Figure 2.

On July 18, 1970, there were 707 students being trained at the school as follows:

<u>Course</u>	<u>No. of Students</u>
General Duty Recruits (M)	441
Women Recruits	9
Cadets (M)	44
Cadets (F)	6
Supernumerary Constables	25
Driver Recruits	72
Painters	2



Photo No. 8 - Recruits Dormitory, Police College, Ikeja

<u>Course</u>	<u>No. of Students</u>
Launch Crew	9
Plumbers	3
Signallers	12
Carpenters	2
Mechanics	16
Mounted Troop	3
Electricians	3
Customs Service	60
TOTAL	707

The actual site of the school is basically good, and its location away from the diversions of Lagos should be conducive to effective training results. The Police College at Ikeja was opened in 1949. The student population has grown from an average of 180 to 540 each month and the premises have been extended from 101 acres to 153. Presently, the student population varies intermittently throughout the year from 500 to 800.

The various wings in the college are as follows:

Administration

Commandant
 Deputy Commandant
 Officer in Charge of General Office and Registry
 Officer in Charge of Physical Training and Sports
 Civilian Graduates (Liberal Studies)

Basic Training Wing

Officer in Charge
 Headmaster
 Officer in Charge of Drill Instruction

Drivers Training Wing

Central Band and Pipes

Signals School

Advanced Training Wing

Other Departments

Printing Section

- Works Department
- Tailors Workshop
- Cobblers Workshop
- Electrical Workshop
- Signwriters/Painters Workshop
- Carpentry Workshop
- Kit and General Store
- Armory

The staff accommodations consist of one quarters for the Commandant, 13 for Superior Police Officers, nine single detached quarters for Inspectors, four blocks of Inspectors quarters, and seven blocks for rank and file quarters. Recruits dormitories consist of two blocks of three stories each designed to accommodate 186 recruits, and 14 single detached dormitories each designed to accommodate 30 recruits. There is a Cadet Inspectors Mess with 24 chalets, one to each cadet. The women Cadet Inspectors are quartered in a dormitory with six chalets, one chalet to each woman cadet. There is a Superior Police Officers Mess with 30 chalets, one to each SPO in training, including those who are spending a few nights in Lagos. The College has normal accommodations, at one time, for a total of 746 students.

Operating expenses for the College from 1965 through 1970 were:

<u>Year</u>	<u>Expenditure*</u>
1965 - 66	25,096 (US \$70,269)
1966 - 67	101,498 (US \$284,194)**
1967 - 68	14,255 (US \$39,914)
1968 - 69	27,210 (US \$76,188)
1969 - 70	28,266 (US \$79,145)

* In Nigerian pounds.

** Includes capital expenditures.

Major courses offered at present are:

- Recruit School
- NCOs Promotion Training
- Inspectorate Promotion Training
- Cadet Sub-Inspectors Training

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Cadet Assistant Superintendents Training
SPOs Conversion Training
Customs Training
Immigration Training
Band and Pipes Training
Wireless Operators Training
Driver Training

Recruit Training Course

This covers a period of 24 weeks. Since its inception, the College has graduated 18,432 Police Constables and 501 Supernumerary Constables. The latter are unarmed uniformed guards employed by the government and private commercial enterprises. Normally, the College graduates approximately 1,080 recruit Constables per annum, and this figure represents the maximum average capacity of the facility. During 1969, 1,327 male Recruit Constables and 1 female Recruit Constable completed training. In addition, four female and 204 male Supernumerary Constables were graduated in 1969. The total number of recruit graduates for 1969 is 1,536.

NCOs Promotion Training

The NCOs promotion course is four weeks in length. Since 1967, 141 Corporals and 64 Sergeants have been trained. During 1969, 36 Corporals were graduated and 11 Sergeants completed training.

Inspectorate Promotion Training

This course extends over a period of 12 weeks. Since 1957, a total of 818 Inspectors have been trained. During 1969, a total of 36 Inspectors completed training.

Cadet Sub-Inspectors Training

The duration of this course is 52 weeks. Since 1956, 397 Cadet Sub-Inspectors have completed training, and 48 were trained during 1969.

Cadet Assistant Superintendents Training

This course covers a period of 52 weeks. To date, ten Cadet Assistant Superintendents have been trained.

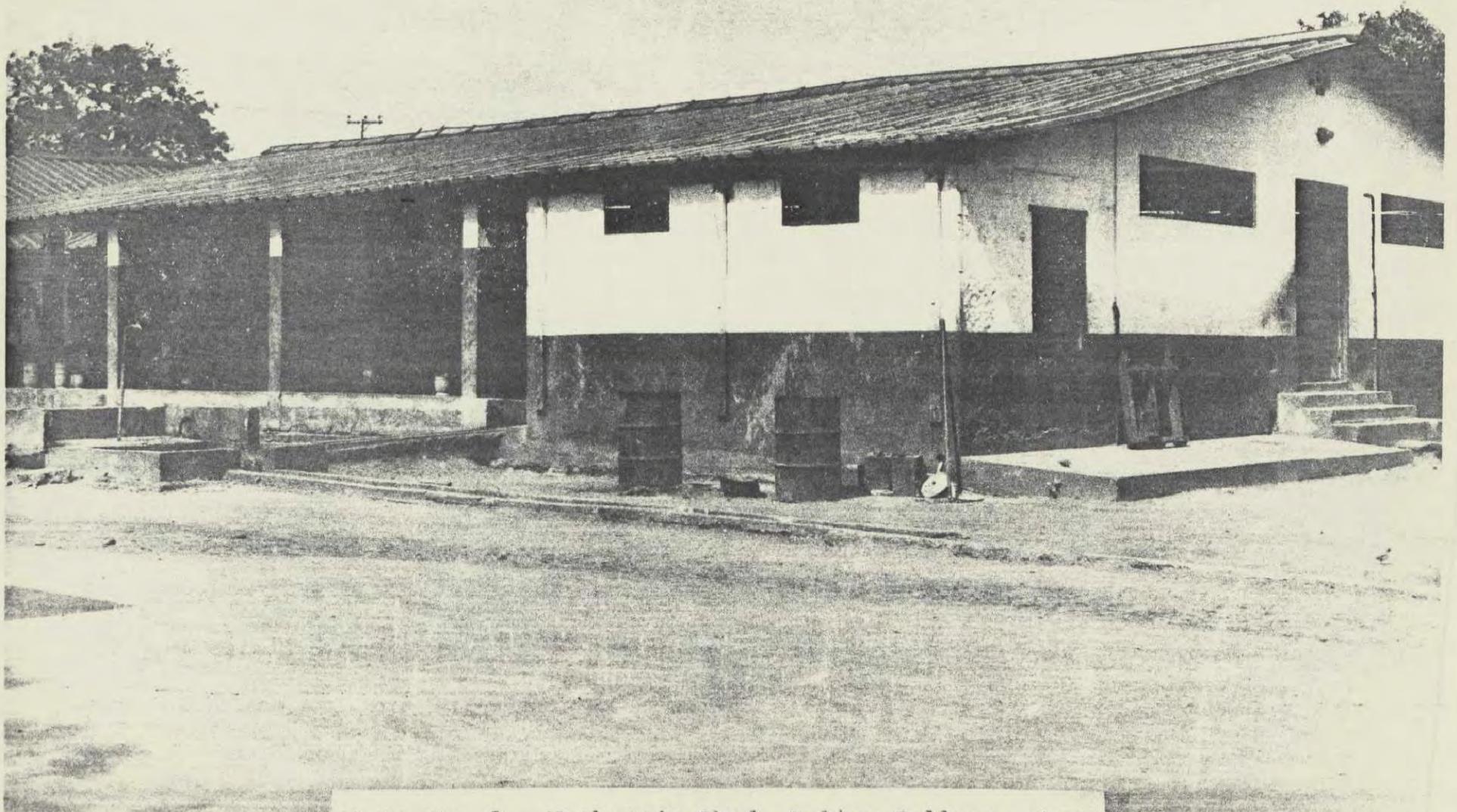


Photo No. 9 - Washmen's Shed, Police College, Ikeja

SPOS Conversion Training

Courses are of 12 weeks duration. Between 1960 and 1964, a total of 179 Superior Police Officers received conversion training. Conversion training has not been conducted since the latter date:

Customs Training

The Customs Preventive Service training course covers a period of 12 weeks. Fourteen were trained during 1969.

Immigration Training

This training course is scheduled for 12 weeks and, to date, seven have been graduated.

Band and Pipes Training

Since its inception in 1963, over 1,050 students have passed through this training course which is of 24 weeks duration.

Wireless Operators Training

The course for police wireless operators covers a period of 12 weeks. A total of 319 Constables have completed this training since 1961.

Driver Training

This course prepares drivers for transport and motorcycle duty. The total number trained and provided with refresher training amounts to 1,215 since 1962. The Driving Wing is equipped with six Lorries, seven Land-Rovers, two mini-buses, one mini-bus van, one car, one mini-car, two Leyland buses, two tractors, and four motorcycles.

Instructional Staff

Recruits are instructed by lectures, supported by visual aids, in the principles of police duties and in Nigerian laws pertaining to law enforcement work. Due to their low basic education, they receive occasional lectures in English and are taken on field trips.

Students in promotion courses, Cadet Inspectors and Superior Police Officer trainees, in addition to the recruit type training, engage in students lectures, discussion groups on police and liberal education subjects, and listen to guest lecturers talk about various specialized fields of police work. The latter comprises lectures concerning forensic science laboratory work, public relations, administration of criminal justice, social welfare, protocol and the diplomatic corps.

In addition, promotion course trainees visit certain police stations, the central Criminal Investigation Department, Force Headquarters, Armed Forces Bases, Government technical departments, and undertake a police leadership course in the Citizenship and Leadership Training School at Apapa for four weeks. About one-half of the course content in the school at Apapa is devoted to lectures and the other half to outdoor physical endurance activities.

For all students, irrespective of rank, physical instruction is required. A long distance race, once each week, is compulsory for all students and members of the staff below 40 years of age.

Almost all of the regular staff of instructors at the College are from the ranks of the Force and are considered as specialists in their subjects. Additional instructors are recruited as needed for various courses and may come from the Force, various Governmental agencies, and the local University. Regular instructors are selected on the basis of their experience, training and aptitude in a particular field of police work. Only the Advanced Training Wing uses guest lecturers.

Social Activities

At the College, there is a Mess for Superior Police Officers and another for Cadet Inspectors. Also, there is a recreation room for the junior staff, and another for recruits and other trainees. The College canteen caters soft drinks and other merchandise for members of the College staff, recruits and other trainees.

There is a weekly open-air cinema on Saturday evenings. Films are procured from the U. K. Information Service, U. S. Information Agency, German Embassy, and the Federal Ministry of Information Film Unit.

Overseas Training

Annex "G" contains the number of officers and other ranks who have attended courses in Great Britain, Australia, India, Canada, Japan, and the United States since 1964.

Northern Police College

The Police College at Kaduna is engaged essentially in the training of Recruit Constables and constantly operates at full capacity, training approximately 900 annually.

The facilities are similar to those of the College at Ikeja, except that it has neither the physical capacity nor the instructors to teach the following courses:

- NCOs Promotion
- Inspectorate Promotion
- Cadet Sub-Inspectors
- Cadet Assistant Superintendents
- SPOs Conversion
- Customs
- Immigration
- Wireless Operators
- Drivers

CHAPTER VII
PROPOSED POLICE STAFF COLLEGE

Education and training of Nigeria Police Force (NPF) personnel are major problems. Police training has not been neglected over the years, but, on the other hand, the effort has been seriously handicapped by lack of facilities for training Superior Police Officers (SPO). ^{1/}

Training is one of the most important means for upgrading the services of a police force. The history of the NPF reflects the need for expanding the police training program far beyond the efforts made toward improvement of police operations by such means.

The requirement for improving the training of SPO personnel has been recognized for several years. In 1968, Assistant Commissioner K. Fletcher, Commandant of the Police College at Ikeja, wrote of the need for SPO courses to be conducted in a proposed Nigeria Police Staff College to be constructed at Ikeja. He mentioned SPO training in Nigeria has been almost wholly conducted at the Police Colleges in Bramshill and Tulliallan in the United Kingdom. In support of his views, Inspector-General Kam Selem emphasized a long standing need for facilities in Nigeria for advanced police training, particularly for junior officers of the Force.

While overseas training has been conducted for the most part in the U. K., a few participant training opportunities have been provided in certain Commonwealth countries, such as Australia and India, and in the United States. Since the U. K. training institutions cater to the Commonwealth as a whole, police officers from Nigeria have been subjected to the number of vacancies made available. Although the number of training slots allocated to Nigeria have been generous, the Force has always had many more candidates than vacancies.

^{1/} SPOs are Force members with ranks of Assistant Superintendent, Superintendent, Deputy Superintendent, Chief Superintendent, Assistant Commissioner, Deputy Commissioner, Commissioner, Deputy Inspector-General and Inspector-General.

~~TOP SECRET~~

The present dependency upon overseas institutions for training SPOs is very unsatisfactory. The authorized strength of the Force has now reached 30,172 as the result of the recent merger of all Local Government Police Forces in the Western, Lagos, and the six Northern States, with the Nigeria Police Force. The number of SPOs is nearly 1,000 -- of these, a maximum of 45 receive any form training annually. This training consists of foreign participant courses for various ranks from Assistant Superintendent to Commissioner.

Inspector-General Kam Selem concluded that the ultimate solution to providing advanced police training in Nigeria would be to evolve training facilities for officers of the Force and, perhaps eventually, for other forces in neighboring African territories. Consequently, in July 1968, a plan was prepared for a phased construction of advanced police training facilities under the aegis of the Police College at Ikeja. It was decided in May 1970 to move the proposed Staff College to a site near Jos in Benue-Plateau State. The master plan for the proposed Nigeria Police Staff College at Jos (as consolidated by the OPS Team)^{2/} is contained in Annex "H".

The relocation of the proposed Staff College from Ikeja to Jos was accomplished for the following reasons:

1. Total construction would be more economical as a single project.
2. All facilities would be of identical type, standard, and age.

^{2/} Information contained in Annex "H" was consolidated by the OPS Survey Team from the following documents: Master Plan for Proposed Nigeria Police College, July 1968; Addendum to Section 3 of Master Plan, September 1969; Report on Inspection of Alternative Sites for Proposed Police College Near Jos, May 1970; Draft Schedule of Accommodations for Section 2 of Revised Report of Master Plan, May 1970; Approximate Estimate Based On Schedule of Accommodations Dated May 22, 1970, June 1970; and from discussions with Commissioner C. D. M. LeClair on July 18, 19, and 21, 1970.

3. The site is climatically the best in the country.

4. Jos is geographically ideal, being in the central part of Nigeria.

5. Economies could be effected in several respects -- by eliminating the need for air-conditioning, permitting a wider scope of building design due to the cooler climate, and by deleting the parade ground from the project. When the project was originally planned for Ikeja, the parade ground was included mainly for the benefit of the Recruit Training Wing of the Police College at Ikeja.

According to the Master Plan (as consolidated), the following courses would be conducted in the proposed Police Staff College at Jos:

"C" Course (Intermediate Command - broad and developmental course to equip middle-ranking Officers [Deputy Superintendents, Superintendents] for higher command). Length of course: 3 months

"B" Course (Junior Officers - general police practices for Assistant Superintendents). Length of course: 4 months

"A" Course (Potential Officers - training for Inspectors suitable for Officer ranks). Length of course: 6 months

Cadet Assistant Superintendents Course
Length of course: 12 months

Cadet Sub-Inspectors Course
Length of course: 12 months

The latter two courses would be shifted from the Police College at Ikejo to the Police Staff College at Jos in order to make space available for additional lower-rank trainees at the Police College at Ikejo. Since the authorized strength

of the Force is 30,172, with actual strength being 25,234, every available training facility is essential to train an additional 4,930 personnel (figure includes Local Government Authority Police under transfer to the Nigeria Police Force). The three months "crash training" recruit courses have now been restored to the normal six months on the cessation of hostilities, and with the return of several thousand policemen from the former secessionist area. With such six month courses, manpower output from the two existing basic training colleges is less than 2,000 annually. This is barely adequate to close the existing gap between authorized and actual strengths, and meet simultaneously the demands of normal expansion.

The NPF has calculated that the minimum training requirement yearly for ten years, excluding any failures in the course, will be:

<u>Name of Course</u>	<u>No. of Students Per Course</u>	<u>No. of Students Per Year</u>
"C" Course	12 (3 months)	48
"B" Course	20 (4 months)	60
"A" Course	60 (6 months)	120
Cadet Asst. Supts.	12 (12 months)	12
Cadet Sub-Inspectors	50 (12 months)	50
Maximum Daily	154	Annual Total 290
		Ten Year Total 2,900

Provision will be made for limited participant training slots for officers from other African Police Forces. The number of foreign students at any one time would not exceed 29, or approximately 58 per year. The foreign participants would be allocated by courses as follows:

- "C" Course - 4 participants
- "B" Course - 8 participants
- "A" Course - 17 participants
- Total 29 participants

The 58 foreign participants are included in the total of 290 that would be graduated from the Staff College each year.

[REDACTED]

The revised cost estimates of September 1969 for the Ikeja project amounted to 707,936 pounds (US \$1,982,221) for buildings, 99,285 pounds (US \$277,998) for furniture and equipment, and 40,361 pounds (US \$113,011) for contingent expenses. The overall cost totaled 847,582 pounds (US \$2,373,230). A list of the furniture and equipment proposed for the Ikeja project is shown in Annex "I".

By removing the project to Jos, which is a rural area, the equipment for living accommodations for staff personnel had to be increased. The decision to transfer the Cadet Assistant Superintendents and Cadet Sub-Inspectors Courses to Jos necessitated an increase in facilities to accommodate an additional 62 students. While the number of syndicate rooms were reduced from 12 to eight, two lecture halls were added, each seating 60 students. The latter were added because a study of the average syllabus indicated a larger proportion of time would need to be devoted to instructional periods than had been previously allocated. The two lecture rooms now planned would enable at least two courses to simultaneously attend instructional periods, while the eight syndicate rooms, with a total capacity of 96, would provide adequate alternative facilities for the maximum possible number of students. The net result of these changes is that the estimated building cost for the proposed Staff College at Jos, as of June 1970, would be 864,820 pounds (US \$2,421,495), excluding furniture and equipment. It is estimated the cost for furniture and equipment would be 42,500 pounds (US \$119,000).

Recreational facilities at the Jos location would consist of:

- Sports field - including a small pavilion
- Swimming pool, 100' x 42' - including changing kiosk and showers
- Football pitch and a one-quarter mile running track
- Tennis courts - six in number
- Fives courts - two in number

The following external works are included in the building cost estimate:

- Stand-by generator and cover building

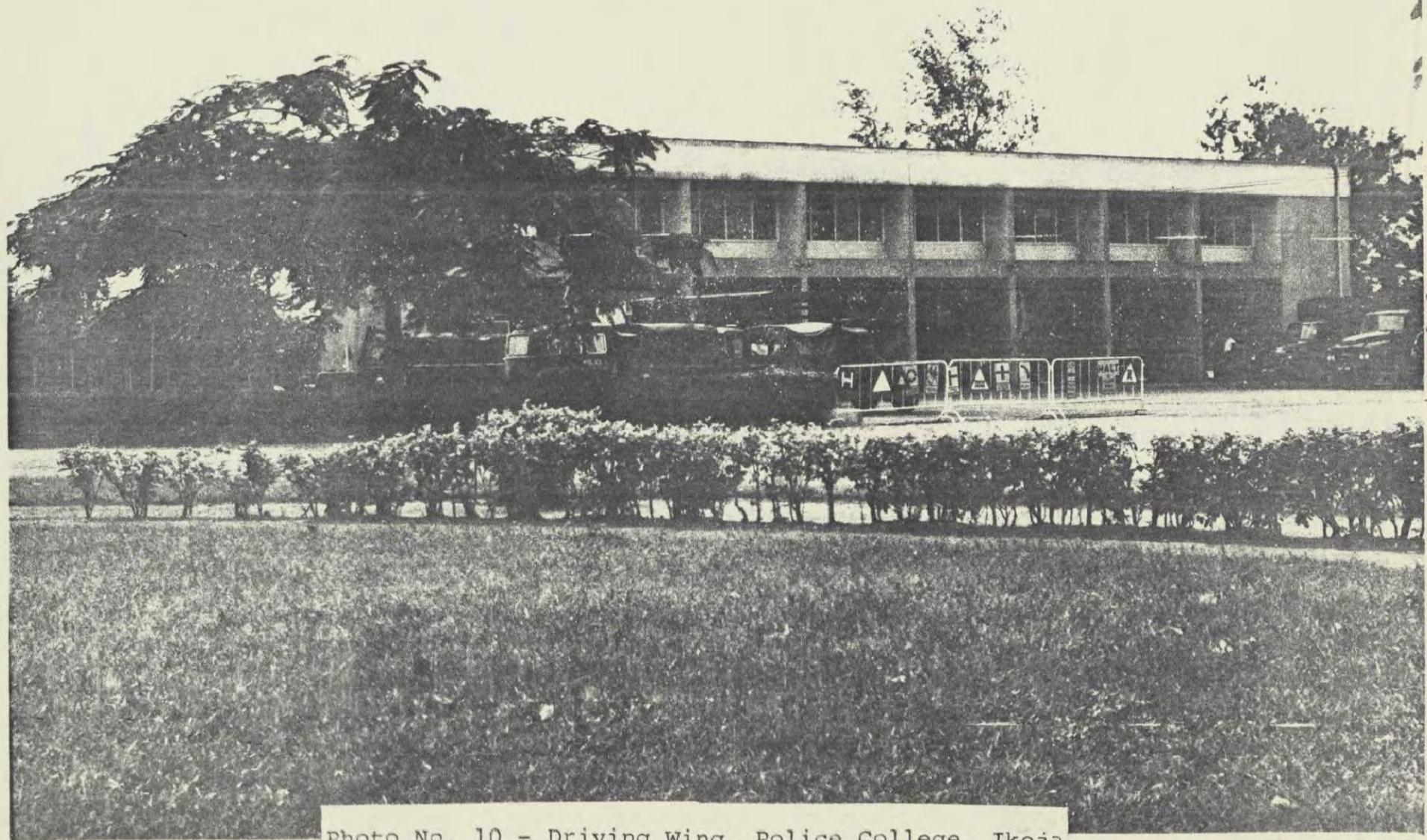


Photo No. 10 - Driving Wing, Police College, Ikeja.

Water supply installation - including two wells, ground tank, and a high level tank

Incinerator

Electrical distribution and street lighting

Fencing of entire site

Roads

Drainage - including septic tanks, storm water drainage and sewage disposal

Landscaping

Detailed information concerning the Administration, Teaching, Mess, Staff Quarters and Service facilities is provided in Annex "H".

Conclusions

A comprehensive advanced training program that will provide regular courses designed to give essential instruction for the career development of all Superior Police Officers is a matter of urgency.

Superior Officer training is one of the most important means of upgrading the services of the Nigeria Police Force. It is a major instrument in developing superior personnel necessary to provide the requisite leadership and direction of the Force, and to cope with today's burgeoning law enforcement and internal security problems. It is axiomatic that advanced training will provide the superior officers of the Force with the techniques for effective and well-disciplined action and increase their capability for working with people.

With the Police Colleges at Ikeja and Kaduna operating at full capacity, and with no where else to turn for superior officer training except foreign sources, the need to implement a new Staff College is readily apparent. Possibly no other step is more important in the future development of the Nigeria Police Force.



Photo No. 11 - Signals School, Police College, Ikeja

The NPF plans to train a maximum of 253 Superintendents and Deputy Superintendents; 512 Assistant Superintendents; and 585 Chief Inspectors and Inspectors, based on its current authorized strength. This excludes an estimated 300 ten-year attrition, and 685 new personnel to bring the authorized strength to that estimated for 1980. It provides a requirement to train 2,335 men (Inspectors - Superintendents), during the next ten years. The Staff College could train a maximum 211 students annually (excluding 29 foreign participants), requiring a minimum of 11 years to complete the projected program. By 1983, when the first training cycle is completed, there will undoubtedly exist a requirement to train officer replacements, and re-train officers previously trained.

The Consolidated Master plan for the proposed Police Staff College at Jos has been carefully examined from the standpoint of producing an effective training institution. The considered conclusion is it is well conceived and its functional capability should be adequate to serve the intended purpose. However, there appears to be a major oversight inasmuch as a Firearms Range was not included. The Team considers firearms training an essential element of the curriculum. Since an outdoor range is impractical due to frequent wind and rain storms, an indoor range with 15 positions should be constructed beneath the Assembly Hall. In addition, a Parade Ground should be included in the Master Plan.

Consideration should be given to reducing the size of the dining room from a seating capacity of 240 to 200. Also, the cost of student living accommodations could be reduced approximately 10 per cent if three-story buildings are constructed, with two persons assigned to each bedroom.

Recommendations

1. The Master Plan (as consolidated) for the proposed Nigeria Police Staff College at Jos be implemented as soon as possible, including an indoor Firearms Range, and a Parade Ground.
2. The dining room size be reduced from a seating capacity of 240 to 200 persons.
3. Three-story buildings be constructed for student living accommodations with two persons to each bedroom.

CHAPTER VIII
STAFF COLLEGE CURRICULA

The planning and development of an effective curricula for the Staff College is a necessary requirement if the Superior Police Officers are to be adequately trained. In planning the curricula, the courses of study must be analyzed and developed in terms of need and definite and necessary objectives.

The need for training exists from the time Cadet Officers enter the police service, or the Assistant Superintendents begin their gazetted officer careers, until they retire. Therefore, an overall plan for training should revolve around two types of curricula:

1. Supervisory and Command
2. Executive Development

Supervisory and Command Officers' Training

The supervisory and command positions require a special category of training applicable to these levels of the Nigeria Police Force hierarchy. This program must provide instruction in the principles and techniques of command and supervision. The content of the program should be based upon the qualifications, duties, and responsibilities of the Superior Police Officers of various ranks.

Specific subject matter content of the curricula should include thorough study of the duties and responsibilities of supervisory and command positions, the nature of leadership, the psychology and conditions of effective leadership, the functions and techniques of leadership and supervision, and the basic elements of personnel administration -- each presented in the light of its relationship to the principal problems of police organization and administration. It is noteworthy that all students at the Police College at Ikeja undertaking promotion courses (non-commissioned officers), Cadet Assistant Superintendents and Cadet Sub-Inspectors, must complete the leadership course at the Citizenship and Leadership Training School at Apapa. It was reported that the Leadership School headquarters is in Jos. Therefore,

[REDACTED]

the same course could be offered to the trainees of the Staff College. The current curricula used for the Cadet Sub-Inspectors and Cadet Assistant Superintendents courses are shown in Annexes "J" and "K".

Executive Development

Formal training is equally as important for top administrators in the Nigeria Police Force (Superintendents, Chief Superintendents and Commissioners) as it is for Assistant Superintendents and Deputy Superintendents. It is false to assume previous police experience and training will thoroughly prepare a newly appointed Superintendent, Chief Superintendent or Commissioner to perform effectively. There is a wide gap between leadership ability and administrative expertise that must be bridged. It is hardly possible that the police executive can expect to measure up to his responsibilities without some mastery of known principles that have been developed in the field of organization and administration.

Police administrators at the executive level must formally study the theory and practice of police organization and management. Their training must include the processes of policy formation and reformation, budgeting, staffing, operating, reporting, leading, directing, and controlling. Knowledge of organization and management must be supplemented with formal study of the principles of strategy, tactics, command, communications, and intelligence.

Curriculum Development

The ultimate goal in planning and developing each individual course curriculum is arriving at appropriate subject matter which will accomplish the objectives of the training program. Subject matter should not be premised on custom, imagination, or tradition. Such techniques may result in programs of some value, but they will fall short of fulfilling the jobs for which the superior officers are to be trained in order to provide a proper base for each curriculum. The only logical technique to be used in arriving at appropriate subject matter involves performing an analysis of the various kinds of jobs that superior officers are expected to perform.

By analyzing jobs, duties can be ascertained which the superior officers perform and the skills and knowledge they must possess in order to perform their duties. For purposes of curriculum development, the most significant element of a job analysis is the job description. Appropriate subject matter may be found for the classroom phase of superior officer training, for example, through selection of knowledge and skills necessary to perform each task set out in a complete description of the duties and responsibilities of the Assistant Superintendent. The same technique can be utilized in determining the subject matter for each curriculum presented in the overall training program of the Staff College.

Conclusions

At the present time, the authorized strength of the Force for the Superior Officer ranks is as follows (excluding the Deputy Inspector-General and Inspector-General):

<u>Rank</u>	<u>Authorized Strength</u>
Commissioner	15
Deputy Commissioner	8
Assistant Commissioner	32
Chief Superintendent	101
Superintendent	106
Deputy Superintendent	147
Assistant Superintendent	512
TOTAL	921

In addition, there are 63 Chief Inspectors and 522 Inspectors, not including craftsman inspectors. Excluding the total number of vacancies annually in the Superior Officer ranks, which average about two per cent, the total number of participants eligible for initial, refresher, and promotional training in the Staff College is 1,506.

The Force has not yet developed a curricula for the Staff College but it is keenly aware of the necessity of beginning soon to develop the curriculums for the various courses. It was reported that a Curriculum Committee will be appointed in the near future for this purpose, and that the curricula would be finalized prior to the opening of the Staff College.



Photo No. 12 - School of Music, Police College, Ikeja

[REDACTED]

The Advanced Training curricula for Cadet Sub-Inspectors and Cadet Assistant Superintendents courses presently in use at the Police College in Ikeja could be incorporated into the Staff College curricula after being reviewed and amended by the Curricula Committee. The cadet training program at Ikeja consists of six months of Recruit Training followed by six months of Advanced Training. It is suggested that the Advanced Training curriculum proposed for the Cadet Assistant Superintendents be used also for the "A" course (Inspectors to Cadet Assistant Superintendents).

The Staff College plan provides that annually 48 Superintendents of Police will be trained for advancement in "C" course (3 months) and 60 Assistant Superintendents for advancement in "B" course (4 months). The total combined number of trainees to be graduated annually from these two courses is 108. The prerequisites for participants appears to be too restrictive for both the "C" and "B" courses. It is suggested the participant prerequisites for the "C" course (Senior Officers) be changed to exclude Deputy Superintendents and broadened to include Superintendents, Chief Superintendents and Commissioners of all ranks. The prerequisites for the "B" course (Junior Officers) should be amended to include Assistant Superintendents and Deputy Superintendents. The curricular proposed for Senior and Junior Officer Courses ("C" and "B") are listed in Annexes "L" and "M".

Recommendations

1. A Curriculum Committee be appointed soon to analyze and develop courses of study for the Staff College in terms of need and necessary objectives.
2. The overall plan for training be developed around two types of curricula: supervisory and command, and executive development.
3. The curricula for the Cadet Sub-Inspectors and Cadet Assistant Superintendents courses presently in use at the Police College at Ikeja, be incorporated into the Staff College curricula after being reviewed and amended by the Curricula Committee.

4. Curricula be established to institute a program of training for command officers and the development of executives (Junior and Senior Officers Courses), by excluding Deputy Superintendents and including Superintendents, Chief Superintendents and Commissioners of all ranks in the "C" course, and including Assistant Superintendents and Deputy Superintendents in the "B" course.

CHAPTER IX
COLLEGE ORGANIZATION AND INSTRUCTOR STAFFING

The Nigeria Police Force has determined it will be necessary to accommodate a total of 154 full-time students at the Staff College daily in order to meet its own requirements for training Superior Police Officers and Cadet Sub-Inspectors, and to function as a regional training school by accepting a limited number of participants from other African nations.

College Organization

There is a definite need for the Force to begin developing the organizational structure and staffing pattern of the Staff College, and to provide an effective allocation of functional duties and responsibilities, and a clear separation between faculty, administrative, and service functions.

The College should be organized into three major Departments, each with a Superintendent in charge and reporting directly to the Deputy Commandant. These Departments should be known as:

Administration Department

Faculty Department

Services Department

A suggested organization chart is depicted in Figure 3.

All functions concerned with the overall administration of the College should be grouped within the Administration Department, and include the Registry, Personnel, Welfare, Financial Control, Library, and Training Aids.

The Faculty Department should have responsibility for all teaching activities, including Instructors and Training Operations.

All service functions should be grouped together in a Services Department and include Works, Stores, Supplies, Transport, Provisions, and Buildings and Grounds.

The responsibilities and duties of each Department should be spelled out in detail with sufficient authority delegated to each Department head to effectively carry out the specified duties.

It is estimated that to provide adequate personnel strength for the Staff College, there will need to be one Commandant, one Deputy Commandant, three Department heads, 14 full-time instructors, and a complement of 41 persons to fill all of the various positions in the Administrative, Faculty, and Services Departments. The total actual strength of the College should be 60 employees.

Salaries for these personnel will be the largest recurring expenditure. The Team was assured the Government of Nigeria will provide ample funds for salaries, operating expenses, and other costs associated with the sustained operation of the College. In addition, the Team was informed the Ministry of Establishments will authorize the necessary positions to provide civilian faculty requirements, and that the Police Force has a sufficient number of suitable officers to fill the remaining staff requirements, including administrative, faculty, and services positions.

Instructor Staffing

In selecting the faculty for the Staff College, first consideration should be given to the participants who have been trained in the United Kingdom, United States, and other countries. Following the selection of qualified and available members of this group to teach at the College, there may be additional instructor vacancies to fill. Therefore, it is important to observe certain criteria for selecting and training police instructors.

Even though the Staff College facilities may be ideal, and the instructional program well planned, organized and directed, training may still fall short of its objectives when the selection and training of instructors is neglected or misunderstood.

Selection of Police Instructors

Competent instructors should be recruited when and where they can be found throughout the Nigeria Police Force. The ability to instruct others is a prime characteristic of a qualified leader. Therefore, persons in authority who have demonstrated ability to function informally as instructors on the job, should be recruited to perform in the formal aspects of the Staff College training program.

The essential qualification of an instructor can be classified into three categories in order of relative importance: adequate knowledge of the subject in which instruction is to be given; ability to teach what he knows and can do; and a well balanced personality.

The knowledge necessary to teach can be determined through an examination of personnel files of those officers who appear to be qualified. Following the preliminary screening by the Commandant (designate) of the Staff College, the files of those considered eligible should be given to the Curriculum Committee, mentioned previously in this Report. The Committee should conduct oral interviews of these people for the purpose of checking the knowledge factor and obtaining some certainty in selecting those who have the personal qualities to teach. Following the interviews, the Committee should certify those individuals who, in its collective judgment, should be assigned to the full-time and part-time teaching positions. Ultimate authority for final advisory selection of successful candidates should rest with the College Commandant.

Candidates who were not selected for full-time teaching positions, but who were certified by the Curriculum Committee, should be placed in an instructor's pool to be temporarily utilized as part-time instructors, or selected later, as the need arises, for full-time teaching assignments. This pool would furnish a wealth of reserve talent to be used interchangeably between the Police Staff College and the Police Colleges at Ikeja and Kaduna for overall efficient and successful operation of the Nigeria Police Force training program. Those selected outright or placed in an instructor's pool should be required to complete an instructor methods course before performing as an instructor at the Staff College.

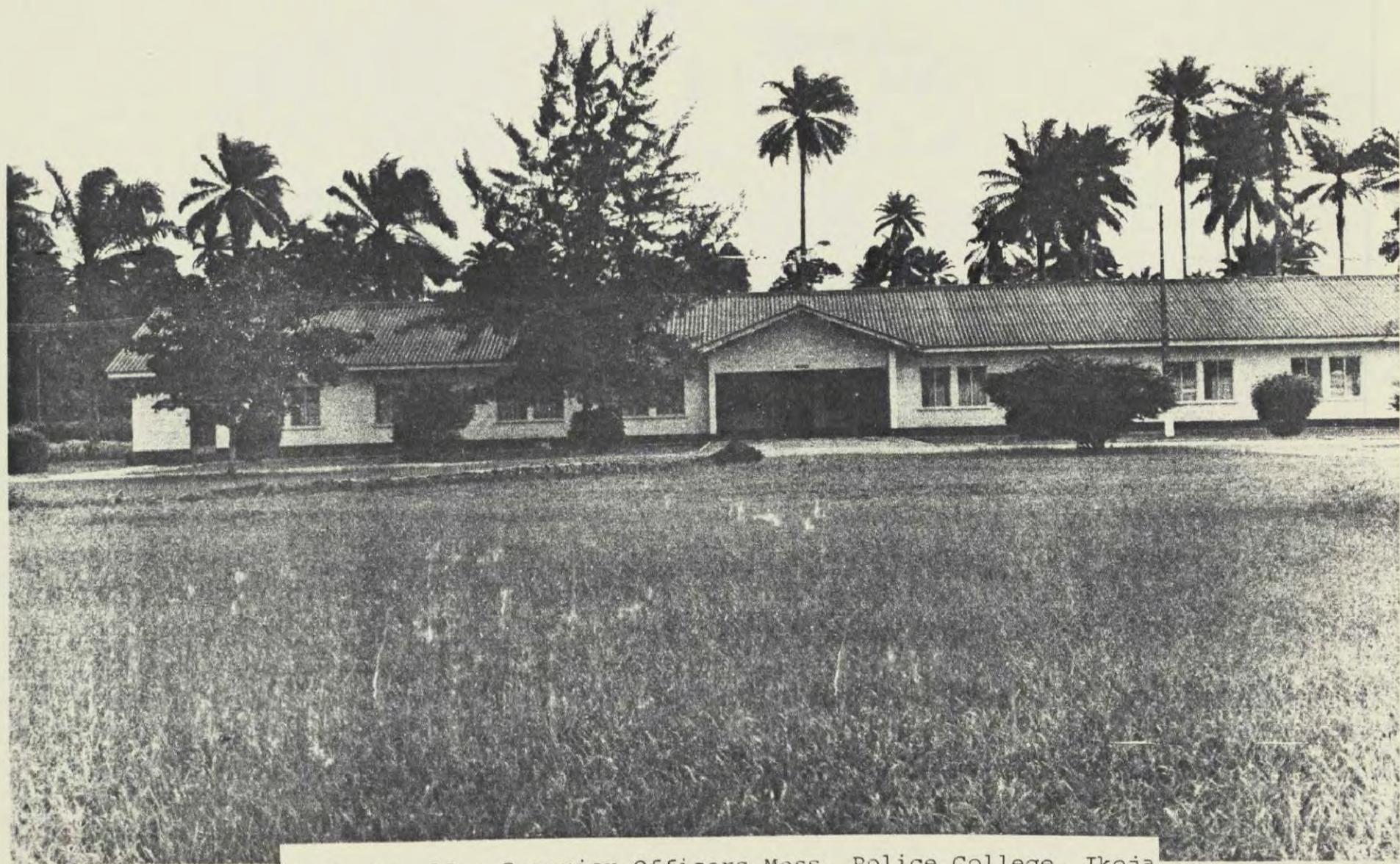


Photo No. 13 - Superior Officers Mess, Police College, Ikeja

Instructor Training

The ability to teach can be developed through training. An occupationally competent member of the Force can be sufficiently trained, in approximately 140 periods (clock hours), to do an adequate job of instructing others in the law enforcement field. This doesn't mean all competent and well-balanced persons can, in 140 hours, develop a passable degree of ability to teach police subjects. A prospective instructor may lack sufficient patience or possess personality traits which may heavily discount his ability to teach, even though he is a master of his subject and an outstanding police officer.

The major objective of the instructional methods course is to teach prospective police instructors the fundamental professional knowledge and skills necessary to police instruction. The course should include instruction and demonstration in the learning process, teaching process, teaching methods, audio-visual aids, lesson planning, course planning, organizing instructional material, testing and rating, comparative analysis of conference leadership and classroom teaching, conference leadership techniques, practice in teaching and conference leadership, planning a series of conferences, and the preparation of conference materials.

The police instructor who has met all essential qualifications, has been recruited through the use of acceptable selection procedures, and has satisfactorily completed the basic instructor methods course, should be able to offer quality instruction to those whom he teaches.

Recommendations

1. The organizational structure and staffing pattern of the Staff College be developed, and provision made for an effective allocation of functional duties and responsibilities and a clear separation between faculty, administrative, and service functions.

2. The College be organized into three major Departments with a Superintendent in charge of each who would report directly to the Deputy Commandant. The Departments

would be known as:

Administrative Department

Faculty Department

Services Department

3. All functions concerned with the overall administration of the College be grouped within the Administrative Department and include the Registry, Personnel, Welfare, Financial Control, Library, and Training Aids.

4. A Faculty Department to have responsibility for all teaching activities at the College, including Instructors and Training Operations.

5. All service functions be grouped together in a Services Department and include Works, Stores, Supplies, Transport, Provisions, and Buildings and Grounds.

6. Responsibilities and duties of each Department be spelled out in detail with sufficient authority delegated to each Department head to effectively carry out the specified duties.

7. First consideration be given to participants trained in the United Kingdom, United States and other countries, in selecting faculty members for the Staff College.

8. Instructors be selected on the basis of subject knowledge, potential teaching ability, and satisfactory personal qualities, following oral interviews before the Curriculum Committee.

9. Faculty personnel selected for full-time and part-time teaching assignments be required to complete an instructor methods course of 140 hours before performing as an instructor in the training program of the Staff College.

[REDACTED]

CHAPTER X
SITUATION SUMMARY IN NIGERIA

Officer Training and Security Situation

The bulk of the officers of the Nigeria Police Force (NPF), while potentially capable of handling major problems of management, direction, and administration of the Force along with Internal Security and Public Safety operational matters in an effective manner, should be greatly improved over and above their present level of incipient professional skill if their potential is to be realized. This requirement is increasing greatly in magnification as the NPF continues with a projected expansion that should increase its actual strength by nearly 44 per cent over the next ten years. Less than two years after the 1960 Independence, Nigerianization of the Officer Corps, which proceeded slowly prior to 1960, had provided only 87 officers; in 1970 there are approximately 1000 officers; in 1980 the Force is projected to have about 1800 officers.

When independence was achieved and British colonial rule ended, the police were called upon to handle major Public Safety responsibilities without sufficient tutelage and adequate advance preparation. Expatriate administrative and technical advisory and operational assistance was in the nature of a minimum effort. Over the past few years the Nigerian Government has been unable to furnish priority attention to the vital matter of training for its police officer corps and thereby developing the proper capability to discharge the police mission in an acceptable manner. A few of the senior officers received training outside the country each year, but this does not alter the requirement for an institution to provide training for the officer corps as a whole.

The Civil War and its serious after effects on the social and economic well being of the nation and people, has not only greatly increased the demands on the police, but for some time to come, constitutes the basis for a major threat to the nation's internal security.

[REDACTED]

Throughout the almost three years of Civil War, the Police have necessarily been secondary to the Army, both in terms of performing their own role and in being allocated money for new equipment and further training. Shortly after the War ended (January 1970), high officials of the Federal Military Government (FMG), including General Gowon, came to the realization that the Police are a crucial factor in postwar Nigeria.

The Army has reached a strength of over 200,000 men, and it is planned to reduce this number significantly over the next few years. The increased danger to security which could arise if large numbers of poorly trained ex-soldiers were to descend upon their home districts is obvious to all. The government is aware of this fact, and is taking two steps to try to contain it. The FMG plans to phase releases from the Army over a longer period of time than originally thought, and wants to expand the Police Force and improve officer training. Already, the Police have been provided money for new equipment, particularly trucks and Land-Rovers, and the senior officers in the Force have been promoted one rank within the civil service. It was reported that General Gowon is personally convinced of the need for a strong and effective Police Force. At the Annual Police Sports Day in May 1970, he gave a very inspiring speech about the need for a strong Police Force and for good relations between the Police and the Military.

At the present time, the Police Force is one of the few federal or national bodies extending throughout the whole country. With its present 25,234 members, it has units throughout the country.

Relations with the Army have not always been the best. This is particularly true in some areas where the Army has been undisciplined and attempted to take over the responsibility for law and order from the Police. The military authorities are aware of this problem, and have dealt with the undisciplined severely. In addition, while the Army has repositioned itself throughout the country, the Police hope to establish a Police Mobile Force unit in each of the 12 states. There are nine such units at present. This will mean that there will be a disciplined unit of 200 police

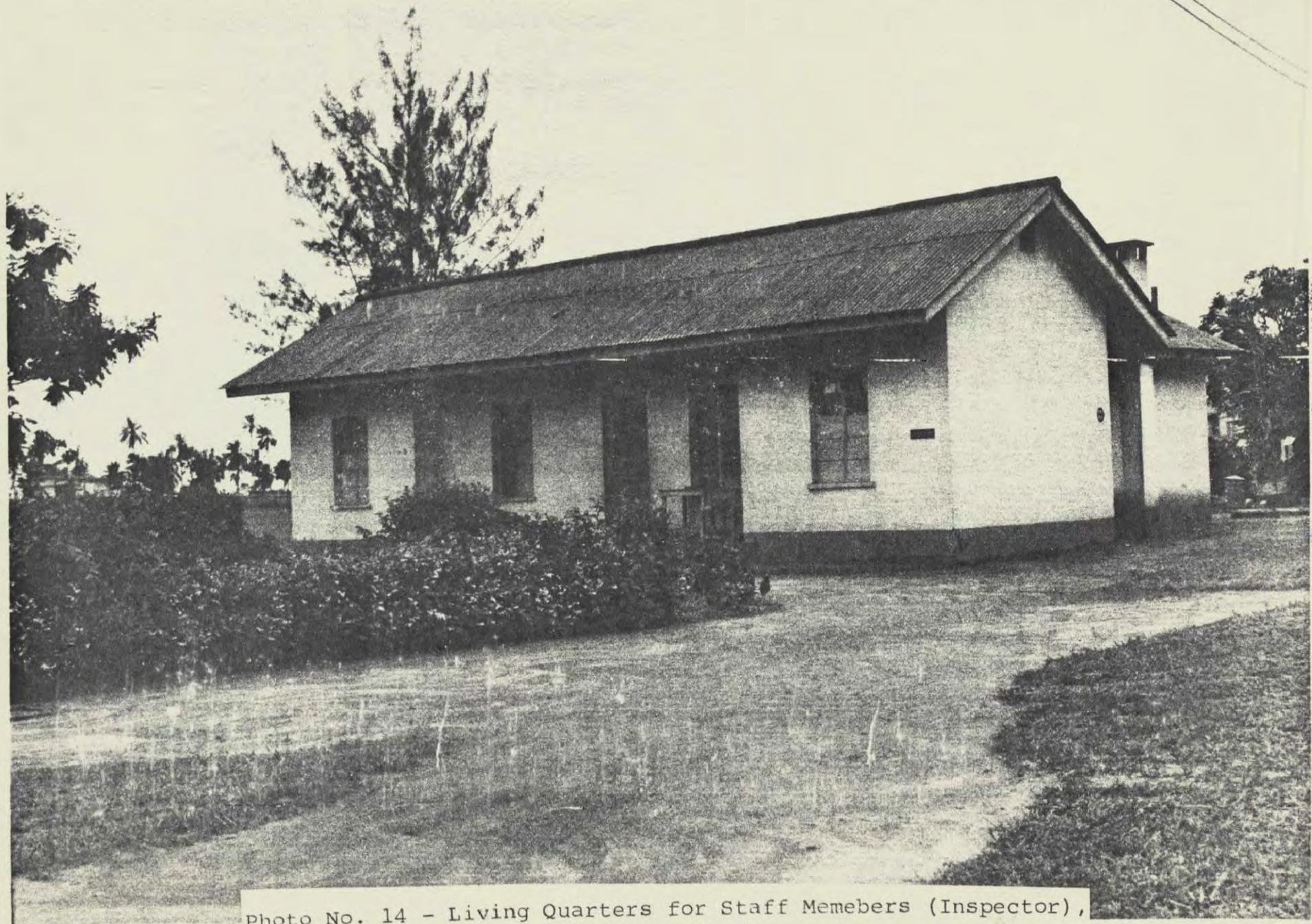


Photo No. 14 - Living Quarters for Staff Memebers (Inspector),
Police College at Ikeja

trained along paramilitary lines stationed in each of the 12 states. As the Army becomes more accustomed to its peacetime role, it is hoped the Police will be able to moderate any Army undiscipline in the future.

Nigeria is a volatile country, and there are local difficulties and uprisings regularly. For example, during the past year there have been tribal conflicts in Benue-Plateau State and fairly constant rural agitation within the Western State. This kind of local difficulty can be expected to continue as Nigeria changes from a wartime to a peacetime economy. In this situation, the Police are obviously the first line of defense. It is their responsibility to intercede and put down civil disturbances with a minimum loss of life. To that end, and in addition to upgrading their Mobile Force units, the Police have been receiving training in strike and riot control techniques. In sum, as the roles of the Army and Military recede in Nigeria, the role of the Police naturally becomes more important. It was reported that this is generally recognized by senior FMG officials, and both the prestige and efficiency of the Police should improve in the coming months. Certainly the Police play a key role in maintaining a peaceful society while Nigeria begins the reconstruction following the War, and the great growth in development which is fully expected in the years ahead.

A major barrier to the development of police effectiveness and professionalism is the virtual absence of a fundamental police officer corps training system and training facility within the country of Nigeria.

Crime Situation

Crime statistical reporting for the nation as a whole was interrupted by the Civil War. Of the federal area and secessionist area, the latter was the more densely populated of the two. It is estimated that of the 60 million population, about 15 million were living in the secessionist area during the War. The Team was informed that valid documented crime statistics for Nigeria simply are not available for the period of the War. Documentation of crime data has

been reinstated for the entire country, and it is expected that figures will be published again at the close of calendar year 1970. The Team was informed that in the best judgment of the Police, crime data at the close of 1970 will reflect a substantial rise in virtually all types of crime.

Interestingly, a comparison of figures available for the years 1962 and 1965 (shown below), reflect a rise in the four-year period of about 37 per cent in offenses against the person, 20 per cent against property, 22 per cent in other offenses, and a decrease of 35 per cent in violations of local ordinances.

	1962 <u>True Cases*</u>	1965 <u>True Cases*</u>
Offenses Against Persons:		
Murder	522	6,622
Manslaughter	358	425
Attempted Murder	80	105
Suicide	133	109
Grievous Harm, Wounding	1,780	3,017
Assaults	12,119	19,538
Child Stealing	77	90
Slave Dealing	57	38
Rape and Indecent Assault	801	1,055
Unnatural Offenses	24	36
Other Offenses	<u>2,374</u>	<u>3,766</u>
Total	18,325	28,801
Offenses Against Property:		
Thefts and Other Stealings	33,476	40,522
Robbery and Extortion	751	1,291
Burglary	6,822	7,104
House Breaking	1,989	2,513
Store Breaking	1,607	2,021
False Pretenses, Cheating	1,535	1,590
Forgery	736	572
Receiving Stolen Property	84	136
Unlawful Possession	2,444	3,228
Arson	296	860
Other Offenses	<u>2,979</u>	<u>4,702</u>
Total	52,719	64,539
Grand Total	118,475	130,000

*Resulting in charges.

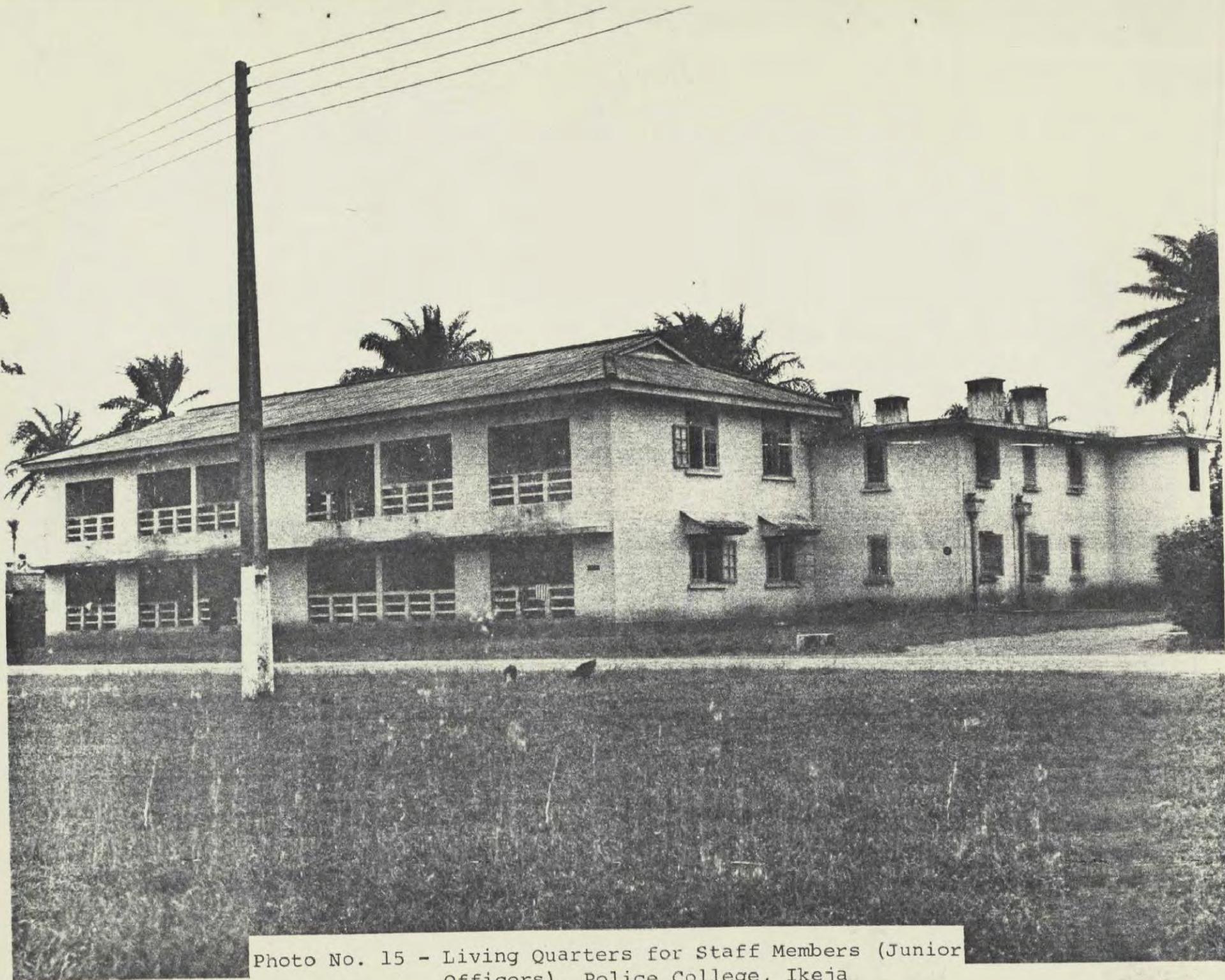


Photo No. 15 - Living Quarters for Staff Members (Junior Officers), Police College, Ikeja

	1962 <u>True Cases*</u>	1965 <u>True Cases*</u>
Against Local Ordinances:		
Against Traffic Ordinance	25,570	12,816
Against Township Ordinance	7,130	3,751
Against Liquor Ordinance	315	282
Against Dog Ordinance	24	9
Other Offenses	<u>5,043</u>	<u>7,783</u>
Total	38,082	24,686
Other Offenses:		
Forgery of Central Bank Notes	137	235
Coining Offenses	71	26
Gambling	496	490
Against Public Order	2,315	3,749
Perjury	53	39
Bribery and Corruption	494	402
Escape and Rescue	567	671
Other Offenses	<u>5,216</u>	<u>6,362</u>
Total	9,349	11,974

*Resulting in charges.

Summary

The stress and strain in the wake of the Civil War and the serious social and economic problems associated with reconstruction; an oversize army, the members of which must be demobilized and usefully absorbed in the community and the dangers it poses in the interim; recurring violence, civil unrest and tribal conflict in certain states, reflects the tension under which law and order is maintained. This, coupled with an anticipated large growth in the economic life of the nation, and a planned and projected substantial increase in the police in the immediate future and over the next ten years, throws a tremendous burden on the operational elements of the police, and places a heavy demand on potential administrative and command capability of the police officer corps. The fact there is no officer corps training system or facility simply adds to these pressures and threats to the nation's internal security.

[REDACTED]

It is clearly evident that an urgent and valid requirement exists for establishing an officer corps training system and institution, in order to develop the knowledge, and exploit the existing officer potential to assure that officers may be competent to provide professional leadership, management and operational direction required by the Force to effectively maintain the internal security of Nigeria and her people, now and in the future.

CHAPTER XI
PROJECT RECOMMENDATIONS TO THE U. S. GOVERNMENT

The recently conducted Survey of the proposed Police Staff College of the Nigeria Police Force pointed out the problems and needs in constructing and operating this institution if it is to render effective service to the Police Force and the people of Nigeria. The Survey also proposed a number of specific recommendations for the solution of these problems. In addition, the Team believes the Survey will prove useful as a guide in the development and implementation of the Staff College.

It appears obvious, in order to construct and operate the Staff College, some help from the United States Government will be necessary, particularly in financing construction and teaching aids commodities on a loan basis, and in the training assistance necessary to assure the most effective use of the College and associated U. S.-provided equipment.

The Survey Team believes that if it is agreed to assist the Nigeria Police Force in the implementation of the Survey recommendations, such assistance should consist of:

1. Capital improvements loan
2. Technical advice
3. Training assistance
4. Basic equipment for police training

The Team also believes that none of these elements will prove effective unless all are utilized in the total implementation of the Survey recommendations.

It is suggested that U. S. assistance with police training be planned to extend over a three-year period, with the possibility of further assistance, depending on the situation at that time.

Capital Improvements Loan

The United States Government should lend the Government of Nigeria funds in the amount of approximately \$2,455,000, at a low interest rate, to construct the Police Staff College described in the Master Plan (Annex H), plus an indoor firearms range and associated equipment, and for obtaining teaching aids commodities; but excluding certain features of the College with respect to recreational and religious facilities. The following should be provided by the Government of Nigeria:

<u>Description</u>	<u>Estimated Cost</u>
Small pavilion for sports field	\$ 19,600
Swimming pool	53,200
Tennis courts	19,600
Fives courts	16,800
Mosque	7,840
Chapel	7,840
Parade ground	22,400
Loose furniture and equipment*	<u>119,000</u>
Total	\$ 266,280

*Excluding firearms equipment and teaching aids commodities

Following is a breakdown of the recommended total loan figure of \$2,455,000:

Building Costs (Note: These figures include consultants' fees and expenses, built-in furniture and fittings; but do not include loose furniture and equipment.)

<u>Building</u>	<u>Estimated Cost</u>
Administration	\$ 91,196
Teaching Facilities	296,940
Mess Facilities	627,620
Staff Quarters	567,184
Recreational Facilities	36,960
Service Facilities	116,480
External Works	452,760
Firearms Range	56,545
Contingencies	<u>115,315</u>
Total	\$2,361,000

Equipment Costs:

<u>Item</u>	<u>Estimated Cost</u>
Range Equipment	\$ 27,000
Firearms and Supplies	16,000
Teaching Aids	50,000
Total	\$ 93,000
Grand Total	\$2,454,000

Technical Assistance

When construction begins, and until the Staff College becomes operational, U. S. Training Advisors on TDY will be required to implement the Survey recommendations by ascertaining that the curriculum is being developed, instructors selected and trained, insure that the college will be functional as an effective training institution, and to assist with the procurement of range and firearms equipment, and teaching aids commodities.

The estimated cost of these advisors is: \$6,000.

Participant Training

Training of Nigeria Police officers in the United States is a useful aspect in preparing for, implementing, and assuring the continued success of the Police Staff College. In addition, graduates of these training courses return with new ideas applicable to their work, a heightened sense of professional pride, and an improved understanding of the proper role of the police in a democratic society. Their experience in the United States would tend to make them more interested in working closely with U. S. Public Safety Advisors.

The Survey Team recommends the number of police officers programmed for participant training in the U. S. be increased substantially in order to assist the Nigeria Police Force in improving their operational capabilities, and in preparing a cadre of instructors for the Police Staff College.

During FY 1971, the following training needs are indicated:

Three Police Executives (Commissioner-Headquarters, Commandant and Deputy Commandant of Police Staff College) to observe and study administration and operation of modern police academies in the U. S.

(4 weeks)

One Superior Officer and one non-commissioned officer to study modern instructional methods and use of audio-visual aids at the International Police Academy (IPA). This would enable them to function adequately in operating the Training Aids Section of the Staff College.

(17 weeks)

Thirteen Junior Officers to attend the IPA General Course with specializations as follows:

Police Patrol Operations	-	2	participants
Riot Control	-	2	" "
Criminal/Security Investigation	-	2	" "
Instructor Methods	-	5	" "
Traffic	-	2	" "

(17 weeks)

Two non-commissioned officers to take the specialized course in Firearms Training at the IPA.

(7 weeks)

Two senior officers to attend the Senior Officers Course at the IPA.

(14 weeks)

One officer to attend the Traffic Administration Course at Northwestern University Traffic Institute.

(9 months)

The estimated cost to the U. S. Government for such training (excluding international travel) is \$52,450.00.

During FY 1972, the following training needs are indicated:

Two officers to study Police Records Management in Washington, D. C. (9½ weeks)

Twelve Junior Officers to attend General Course at the IPA with specializations as follows:

- Narcotics Law Enforcement - 2 participants
- Border Patrol and Customs - 2 " "
- Instructor Methods - 6 " "
- Riot Control - 2 " "

(17 weeks)

Two Senior Officers to attend the Senior Officers Course at IPA.

(14 weeks)

The estimated cost for FY 1972 training needs is \$35,800.

During FY 1973, the following training needs are indicated:

Two non-commissioned officers to study modern instructional methods and use of audio-visual aids at the IPA.

(17 weeks)

Fourteen junior officers to attend the IPA General Course with specializations as follows:

- Police Patrol Operations - 3 participants
- Criminal/Security Investigations - 3 " "
- Instructor Methods - 6 " "
- Traffic - 2 " "

(17 weeks)

Two non-commissioned officers to take the specialized course in Firearms Training at the IPA.

(7 weeks)

Two Senior Officers to attend the Senior Officers Course at IPA.

(14 weeks)

One officer to attend the Traffic Administration Course at Northwestern University Traffic Institute.

(9 months)

Two officers to study Police Records Management in Washington, D. C.

(9½ weeks)

Cost of FY 1973 training needs is estimated to be \$52,650.00.

While it should be possible to reduce the quantity of participant training slots after three years, it is recommended a small participant training program in the United States be continued, to deal with new operational problems and prepare police instructors.

Commodity Assistance

Commodity aid to the Nigeria Police Force for training should be limited to sufficient inputs designed to equip the Staff College. The range equipment, and firearms and supplies are necessary for operating the Firearms Range. Teaching aids commodities are required for the Staff College classrooms, Audio-Visual Laboratory, Library, and to assist the faculty members in developing training materials and teaching aids. The equipment cost figures are included in the capital improvements loan.

Cost figures for training equipment are shown below.

Range Equipment - Motorized Target, transport equipment, shooting stalls, soundproofing, ventilation, bullet trap, and turning systems, for 25 yard range with 15 targets.

\$ 27,000

Range Firearms and Supplies - Revolvers, shotguns, rifles, spare parts, ammunition, range supplies, reloading equipment

\$ 16,000

Teaching Aids - Audio-visual aids equipment, films, books, and teaching materials

\$ 50,000

Recapitulation of Cost Estimates

The total cost recommended for funding by the U. S. Government are as follows:

Capital Improvements Loan (includes equipment costs)	\$ 2,454,000
TDY Technicians (US A.I.D. budget)	\$ 6,000
Training (US A.I.D. budget)	\$ 140,900
Equipment (\$93,000 included in Capital Improvements Loan)	-----
Total for Loan -----	\$ 2,454,000
Total for US A.I.D. budget	\$ 146,900

Other than the loan, the major cost item consists of participant training. Technical competence of potential instructors for the Staff College needs to be upgraded, and considerable training will be required for those to be added to the faculty in the future.

This training assistance program is recommended as the minimum necessary for building and helping to insure the continued success of the Nigeria Police Staff College. Its effectiveness will depend in a large measure, on the additional actions taken by the Government of Nigeria in strongly supporting the project by providing capable manpower, adequate materiel, and sufficient operating funds for this institution.

CHAPTER XII
POTENTIAL PUBLIC SAFETY PROGRAM

As was mentioned in the Preface of this Report, during informal discussions with the Survey Team, Commissioner C. D. M. LeClair, Nigeria Police Headquarters, requested that the U. S. Government provide three Public Safety technicians for the faculty of the Police Staff College at its inception. The Team believes Commissioner LeClair will present his proposal to Inspector General Kam Selem when the latter returns to Lagos in August 1970. The function of the U. S. technicians would be to teach curricula subjects in which American police science and administration techniques are unique and particularly appropriate to the training needs of the Nigeria Police Force. The subjects would include:

- Civil Disturbance Control
- Patrol Management
- Firearms Training
- Records Organization
- Traffic Management
- Instructor Methods
- Internal Security
- Administrative Planning
- Research and Development
- Criminal Investigation
- Police Organization and Administration

If a formal request for Public Safety assistance is received from the Government of Nigeria, the Team recommends that a joint USG-GON program be established to assist the Nigeria Police Force with the training functions of the Police Staff College. Such assistance should consist of:

- Technical Advice
- Participant Training
- Equipment for Training Operations

It is suggested that any such program be planned to extend over a minimum period of two years with the possibility of further assistance, depending on the situation at the time. Major program emphasis should be devoted to the training activities at the Police Staff College.

Basic Elements and Estimated Cost

Rather than provide three full-time advisors initially, the Team believes a more feasible plan would be to furnish two advisors, supplemented as necessary by short-term TDY personnel. To insure the most effective teaching results, two full-time advisors would be needed in the following areas of specialization:

Chief Training Advisor who is a police generalist with experience in police administration and law enforcement training. He should have a broad knowledge of police personnel problems and basic police operations, including internal security problems. He should also have a good knowledge of techniques of instruction, use of audio-visual aids, curriculum development, instructor selection and teacher training methods, and modern police procedures and operating tactics, including internal defense and riot control training activities.

Training Advisor who has a wide knowledge of police training, including methods of instruction and use of audio-visual aids. He also should have a good knowledge of modern police procedures and operating techniques, including internal defense and riot control training activities.

TDY Training Advisors should be utilized for short-term technical training needs requiring specialist capabilities.

The estimated cost of these advisors is:

	<u>FY 1972</u>	<u>FY 1973</u>
TDY Advisors	\$ 5,000	\$ 5,000
Chief Advisor	30,000	30,000
Training Advisor	30,000	30,000
	<hr/>	<hr/>
Total	\$65,000	\$65,000

Commodity Assistance

While the basic training equipment for the Staff College would be provided under the Capital Loan, additional limited commodity inputs would be required to further equip the College and to strengthen the effectiveness of the teaching effort of the technicians.

The total cost figures for training equipment are shown below:

	<u>FY 1972</u>	<u>FY 1973</u>
Training equipment, including firearms and range supplies, visual aids, books, and teaching materials	\$ 8,000	\$ 7,000

Participant Training

The participant training element of the U. S. police assistance program would be the same as detailed in Chapter XI of this Survey Report.

ANNEX "A"
MESSAGE FROM OPS TEAM TO AID/W



Department of State

TELEGRAM

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AIDAC

C O R R E C T I E D I D C O P L Y (CAPTION)

FOR ENGLE OPS FROM LINDQUIST AND MABARDY

SUBJ: POLICE STAFF COLLEGE

1. OPS TEAM VERY WELL RECEIVED BY NIGERIA POLICE AND MAKING GOOD HEADWAY. TEAM EXPECTS COMPLETE DRAFT REPORT EARLY NEXT WEEK. PRELIMINARY FINDINGS INDICATE PROPOSED POLICE COLLEGE FEASIBLE AND JUSTIFIABLE. URGE BYRON ENGLE COME LAGOS PARTICIPATE IN FINALIZING STUDY. HIS PRESENCE HERE HIGHLY IMPORTANT FOR BEST INTEREST OF EVERYONE CONCERNED. ADVISE ETC.

2. DURING COURSE CONVERSATIONS COMMISSIDNER LECLAIR INFORMALLY EXPRESSED HIS VIEW NEED FOR US ASSISTANCE WITH CIRUCULA, COLLEGE ORGANIZATION AND ADMINISTRATION, TRAINING AIDS, COMMODITIES, AND THREE OPS TECHNICIANS FOR FACULTY. DECON: 1/24/71
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ANNEX "B"
MESSAGE FROM AID/W TO OPS TEAM



Department of State TELEGRAM

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APPROVED BY: AF/AFR/N: KONTOS
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C O N F I D E N T I A L STATE: 120289

AIDAC

SUBJ: POLICE STAFF COLLEGE

REF: LAGOS 6963

1. RE PARA 2 REFTEL, MISSION AND OPS TEAM SHOULD GIVE NIGERIANS NO EXPECTATION OF AID ASSISTANCE BEYOND PRESENT COMMITMENT CONTRIBUTE TOWARD CONSTRUCTION POLICE ACADEMY PENDING OVERALL REVIEW THIS FALL-WINTER OF OUR FUTURE PROGRAM DIRECTIONS IN NIGERIA.

2. SEPTTEL FOLLOWS ON MISSION REQUEST FOR BYRON ENGLE ROGERS

ANNEX "C"

MISSION OF THE NIGERIA POLICE FORCE

The police shall be employed for the prevention and detection of crime, the apprehension of offenders, the preservation of law and order, the protection of property and the due enforcement of all laws and regulations with which they are directly charged, and shall perform such military duties within and without Nigeria as may be required by them by, or under the authority of, established law.

Powers of the Police

Under the Police Act, as amended, the police are vested with authority and power to: conduct prosecutions; arrest without warrant; arrest without having warrant in possession; serve summonses; in certain cases release on bail persons arrested without warrant; enter any house, shop, warehouse, or other premises in search of stolen property; detain and search suspected persons; and take fingerprints. The Police Act spells out the vested powers in some detail. For example, on the matter of power to arrest without a warrant, the Act provides that:

In addition to the powers of arrest without warrant conferred upon a police officer by the Criminal Procedure Act, it shall be lawful for any police officer and any person whom he may call to his assistance, to arrest without warrant in the following cases:

(a) any person whom he finds committing any felony, misdemeanor or simple offense, or whom he reasonably suspects of having committed or of being about to commit any felony, misdemeanor or breach of the peace;

(b) any person whom any other person charges with having committed a felony or misdemeanor;

(c) any person whom any other person -

(1) suspects of having committed a felony or misdemeanor, or

(2) charges with having committed a simple offense, if such person is willing to accompany the police officer to the police station and to enter into recognizance to prosecute such charge.

The above provisions shall not apply to any offense with respect to which it is provided that any offender may not be arrested without warrant.

ANNEX "D"

AUTHORIZED STRENGTH OF NIGERIA POLICE FORCE - 1970/71

<u>RANK</u>	<u>NUMBER</u>
<u>Force Headquarters, Lagos</u>	
Inspector-General	1
Deputy Inspector-General	1
Commissioners	3
Deputy Commissioners	3
Assistant Commissioners	9
Chief Superintendents	24
Superintendents	20
Deputy Superintendents	35
Assistant Superintendents	110
Director of Music	1
Chief of Inspectors	16
Inspectors	106
Sub-Inspectors	179
Cadet Sub-Inspectors	24
Sergeants	260
Corporals	377
Constables	1451
Civilian Lecturers	2
Recruits	280
Drivers: Sub-Inspectors	9
Sergeants	7
Corporals	15
Constables	64
Confidential Secretaries, Grade 2	11
Stenographers	8
Artisans/Craftsmen: Inspectors and Sub-Inspectors	52
Sergeants and Constables	649
<u>Accounts/Audit Branches:</u>	
Chief Finance Accountant	1
Chief Accountant	1
Principal Accountant	2
Senior Economic Officers	3
Higher Economic Officers	3
Accountants, Grade 1	2
Economic Officers	11
Asst. Economic Officers	20
Accountants	2
Accountants' Assistants, Grades 2, 3	2

<u>RANK</u>	<u>NUMBER</u>
<u>Force Headquarters, Lagos, cont'd.</u>	
Chief Clerk	1
Assistant Chief Clerk	1
Clerks, First, Second, Third Class	70
Clerical Assistants	12
Typists, Grades 1, 2, and 3	10
Data Processing Assistant	1
Messengers	4
Senior Stores Examiner	1
Stores Examiners	3
Stock Verifier	1
Stocks Examiners, Grades 2, 3	2
Temporary Secretaries, Clerical Assistants	9
Head Stewards	3
Stewards	11
Cooks	5
Caretakers	2
House Servants	9
Laborers	28
TOTAL	3937

Headquarters - Kaduna

Assistant Commissioner	1
Chief Superintendents	3
Superintendents	4
Deputy Superintendents	7
Assistant Superintendents	21
Confidential Secretary, Grade 2	1
Chief Inspectors	3
Inspectors	29
Sub-Inspectors	30
Sergeants	94
Corporals	157
Constables	966
Recruits	120
Drivers: Corporals	4
Constables	20
Artisans/Craftsmen:	
Sergeants, Constables	8
Accounts/Audit Branches:	
Principal Accountant	1
Higher Economic Officer	1
Clerk, First Class	1

<u>RANK</u>	<u>NUMBER</u>
<u>Headquarters - Kaduna, cont'd.</u>	
Temporary Secretary and Clerical Asst.	1
Laborers	10
Grooms	4
	<hr/>
TOTAL	11486

<u>Headquarters - Lagos State</u>	
Commissioner	1
Deputy Commissioner	1
Assistant Commissioners	2
Chief Superintendents	9
Superintendents	13
Deputy Superintendents	11
Assistant Superintendents	56
Confidential Secretaries, Grade 2	2
Chief Inspectors	6
Inspectors	66
Sub-Inspectors	95
Sergeants	254
Corporals	363
Constables	2800
Drivers: Sub-Inspectors	4
Sergeants	10
Corporals	24
Constables	278
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	10
Sergeants, Corporals	83
Temporary Secretary, Clerical Asst.	1
Bailiffs	2
Laborers	21
Grooms	4
	<hr/>
TOTAL	4116

<u>North-Western State</u>	
Commissioner	1
Assistant Commissioner	1
Chief Superintendents	5
Superintendents	2
Deputy Superintendents	4
Assistant Superintendents	22
Inspectors	14
Sub-Inspectors	29
Sergeants	59

<u>RANK</u>	<u>NUMBER</u>
<u>North-Western State, cont'd.</u>	
Corporals	75
Constables	491
Drivers: Sub-Inspectors	1
Sergeants	2
Corporals	11
Constables	61
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	4
Sergeants, Corporals	30
Economic Officer	1
Temporary Secretaries/Clerical Assts.	2
TOTAL	815

<u>Headquarters - North Central State</u>	
Commissioner	1
Deputy Commissioner	1
Assistant Commissioners	3
Chief Superintendents	4
Superintendents	7
Deputy Superintendents	6
Assistant Superintendents	20
Confidential Secretaries, Grade 2	3
Chief Inspectors	2
Inspectors	23
Sub-Inspectors	32
Sergeants	88
Corporals	120
Constables	835
Drivers: Sub-Inspectors	3
Sergeants	3
Corporals	8
Constables	80
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	4
Sergeants, Corporals	23
Temporary Secretaries/Clerical Assts.	2
Bailiffs	2
Laborers	5
TOTAL	1275

<u>Headquarters - Kano State</u>	
Commissioner	1
Assisant Commissioner	1
Chief Superintendents	4
Superintendents	2
Deputy Superintendents	4

<u>RANK</u>	<u>NUMBER</u>
<u>Kano State, cont'd.</u>	
Assistant Superintendents	23
Confidential Secretaries, Grade 2	2
Chief Inspectors	1
Inspectors	20
Sub-Inspectors	33
Sergeants	64
Corporals	95
Constables	664
Drivers: Sub-Inspectors	1
Sergeants	2
Corporals	9
Constables	73
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	4
Sergeants, Corporals	19
Economic Officer	1
Temporary Secretaries/Clerical Assts.	2
Bailiffs	2
TOTAL	1027

North-Eastern State

Commissioner	1
Assistant Commissioner	1
Chief Superintendents	7
Superintendents	2
Deputy Superintendents	11
Assistant Superintendents	30
Chief Inspectors	1
Inspectors	23
Sub-Inspectors	59
Sergeants	98
Corporals	158
Constables	988
Drivers: Sub-Inspectors	2
Sergeants	4
Corporals	12
Constables	97
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	3
Sergeants, Corporals	24
Temporary Secretaries/Clerical Assts.	2
TOTAL	1523

<u>RANK</u>	<u>NUMBER</u>
<u>Benue-Plateau State</u>	
Commissioner	1
Assistant Commissioner	1
Chief Superintendents	5
Superintendents	5
Deputy Superintendents	5
Assistant Superintendents	24
Confidential Secretary, Grade 2	1
Chief Inspectors	1
Inspectors	30
Sub-Inspectors	39
Sergeants	92
Corporals	143
Constables	918
Drivers: Sub-Inspectors	2
Sergeants	3
Corporals	11
Constables	93
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	3
Sergeants, Corporals	27
Economic Officer	1
Temporary Secretaries/Clerical Assts.	2
Bailiffs	2
	<hr/>
TOTAL	1409

<u>Kwara State</u>	
Commissioner	1
Assistant Commissioner	1
Chief Superintendents	4
Superintendents	2
Deputy Superintendents	5
Assistant Superintendents	20
Confidential Secretary, Grade 2	1
Chief Inspectors	1
Inspectors	17
Sub-Inspectors	24
Sergeants	57
Corporals	82
Constables	529
Drivers: Sub-Inspectors	1
Sergeants	2
Corporals	8
Constables	68

<u>RANK</u>	<u>NUMBER</u>
<u>Kwara State, cont'd.</u>	
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	3
Sergeants, Corporals	27
Economic Officer	1
Temporary Secretaries/Clerical Assts.	2
TOTAL	856
 <u>Western State</u>	
Commissioner	1
Deputy Commissioner	1
Assistant Commissioners	4
Chief Superintendents	11
Superintendents	19
Deputy Superintendents	25
Assistant Superintendents	63
Confidential Secretaries, Grade 2	3
Chief Inspectors	17
Inspectors	76
Sub-Inspectors	143
Sergeants	347
Corporals	586
Constables	3574
Drivers: Sub-Inspectors	4
Sergeants	10
Corporals	28
Constables	252
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	5
Sergeants, Corporals	36
Senior Accountant	1
Senior Economic Officer	1
Economic Officer	1
Assistant Economic Officer	1
Clerks, First, Second, Third Class	9
Clerical Assistants	8
Accounting Assistants, Grades 2, 3	1
Typists, Grades 1, 2, 3	2
Temporary Secretaries/Clerical Assts.	4
Bailiffs	10
Laborers	10
TOTAL	5253

<u>RANK</u>	<u>NUMBER</u>
<u>Mid-Western State</u>	
Commissioner	1
Deputy Commissioner	1
Assistant Commissioner	3
Chief Superintendents	7
Superintendents	10
Deputy Superintendents	10
Assistant Superintendents	36
Confidential Secretary, Grade 2	1
Chief Inspectors	7
Inspectors	37
Sub-Inspectors	65
Sergeants	153
Corporals	277
Constables	1768
Drivers: Sub-Inspectors	3
Sergeants	5
Corporals	18
Constables	117
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	3
Sergeants, Corporals	28
Higher Economic Officer	1
Temporary Secretaries/Clerical Assts.	3
Bailiffs	6
TOTAL	2560

<u>Central-Eastern State</u>	
Commissioner	1
Deputy Commissioner	1
Assistant Commissioners	2
Chief Superintendents	9
Superintendents	9
Deputy Superintendents	16
Assistant Superintendents	34
Confidential Secretaries, Grade 2	4
Chief Inspectors	4
Inspectors	40
Sub-Inspectors	62
Sergeants	164
Corporals	273
Constables	2050
Drivers: Sub-Inspectors	2
Sergeants	4
Corporals	18
Constables	155

<u>RANK</u>	<u>NUMBER</u>
<u>Central-Eastern State, cont'd.</u>	
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	4
Sergeants, Corporals	30
Principal Accountant	1
Higher Economic Officer	1
Clerks, First Class	1
Temporary Secretary/Clerical Assts.	2
Bailiffs	7
Laborers	8
	<hr/>
TOTAL	2902

<u>South-Eastern State</u>	
Commissioner	1
Assistant Commissioners	2
Chief Superintendents	5
Superintendents	6
Deputy Superintendents	6
Assistant Superintendents	31
Confidential Secretaries, Grade 2	2
Chief Inspectors	3
Inspectors	22
Sub-Inspectors	49
Sergeants	108
Corporals	181
Constables	1320
Drivers: Sub-Inspectors	1
Sergeants	4
Corporals	9
Constables	89
Artisans/Craftsmen:	
Sergeants	4
Sergeants, Corporals	28
Economic Officer	1
Temporary Secretaries/Clerical Assts.	2
Bailiffs	5
Laborers	1
	<hr/>
TOTAL	1880

<u>Rivers State</u>	
Commissioner	1
Assistant Commissioner	1
Chief Superintendents	3
Superintendents	4
Deputy Superintendents	2
Assistant Superintendents	19
Confidential Secretary, Grade 2	1

<u>RANK</u>	<u>NUMBER</u>
<u>Rivers State, cont'd:</u>	
Chief Inspectors	1
Inspectors	14
Sub-Inspectors	21
Sergeants	55
Corporals	81
Constables	575
Drivers: Sub-Inspectors	1
Sergeants	4
Corporals	10
Constables	95
Artisans/Craftsmen:	
Inspectors, Sub-Inspectors	4
Sergeants, Corporals	33
Economic Officer	1
Temporary Secretaries/Clerical Assts.	2
Bailiffs	3
Laborers	1
	<hr/>
TOTAL	932

<u>Force Mobile Squadron</u>	
Chief Superintendents	1
Superintendent	1
Assistant Superintendents	3
Inspectors	5
Sergeants	14
Corporals	13
Constables	140
Drivers: Corporals	4
Constables	20
	<hr/>
TOTAL	201

GRAND TOTAL 30,172

ANNEX "E"
APPOINTMENTS AND ENLISTMENTS

Appointments

Appointments may be made in the pensionable establishments of superior police officers (above Chief Inspector) in both the general and technical duties of the NPF. Appointment qualification standards for both the general and technical duties are essentially the same for physical fitness. Candidates for technical duties are permitted to be a few years older than their counterpart in general duties and must meet certain standards of technical and educational achievement. Appointments to the rank of assistant superintendent, which is the lowest rank in the superior officer category, fall in the following types:

General duties appointment on a trial basis of a member of the Force Inspectorate

General duties appointment in a probation status of a cadet assistant superintendent who has successfully completed a training course.

Technical duties appointment is made on a probationary basis of:

a member of the Force Inspectorate;
or a direct entry appointment.

In addition, general duty or technical duty appointments may be made in a rank and on terms of service, as specified by the Police Service Commission, of an officer transferred from the public service of the Federation or the public service of a State.

The qualifications for appointment to cadet assistant superintendent are the same for male and female candidates, and are as follows:

Age - not below 23 years or above 28 years

Physical Fitness - must be certified by a Government Medical Officer as being physically and mentally fit for service in the Force

Education - must be in possession of a degree from a university recognized by the Federal Ministry of Education

Character - must be exemplary

Financial Status - must be free from pecuniary embarrassment

A male candidate must be 5'6" in height and have an expanded chest measurement of not less than 34".

A female candidate must be unmarried, and be 5'4" in height.

The appointments of cadet assistant superintendents is restricted to trainees destined for general duties appointments in the Force.

The general qualifications required of a male or female candidate for appointment as a cadet sub-inspector are:

Physical Fitness - must be certified by a Government Medical Officer as being physically and mentally fit for service in the Force

Education - Must be in possession of: A General Certificate of Education with passing grades at the Ordinary Level in at least four subjects, including English language and mathematics, or the West African School Certificate, with credits in at least four subjects, including English language and mathematics.

Character - must be exemplary

Financial Status - must be free from pecuniary embarrassment.

A male candidate shall not be less than 5'6" in height, and shall have an expanded chest measurement of not less than 34".

A female candidate shall be unmarried, and shall be not less than 5'4" in height.

Cadet sub-inspectors who have successfully concluded the prescribed training course may be appointed by the Police Service Commission to the rank of sub-inspector.

Cadet sub-inspectors who, during training, display qualities of a superior officer may, at the conclusion of the training course, be appointed by the Police Service Commission to the rank of Acting Assistant Superintendent. Personnel appointed in this category are required to undergo additional training and demonstrate their exceptional qualifications over a six months period in order to become eligible for consideration for appointment to the rank of assistant superintendent.

General service conditions attached to the appointment of cadet police officers provide that the cadet shall:

Be amenable to Force discipline and to the provisions of all rules, regulations and orders governing the Force,

Be required, during the period of training, to take up residence in one of the Police Officer's Messes of the College.

Not be entitled in regard to members of his family, to any traveling or subsistence allowances, or any government accommodation, during the training period.

Personnel policies pertaining to cadet officers contain a considerable amount of flexibility for both the cadets and the NPF with regard to options on termination and reclassification. A cadet assistant superintendent who has completed training but has failed to be appointed

in the rank of assistant superintendent may be offered the alternative post of sub-inspector. The services of a cadet officer may be terminated by grounds deemed sufficient by the Police Service Commission. This condition also applies to assistant superintendents in a probationary status. Cadet officers may resign their appointment at any time during the training period, and assistant superintendents in a probationary status may also exercise this option. Overall, the policy contained in the police regulations takes into consideration the interests of both the individual and the NPF. Cadet officers who successfully graduate the training course go through a period in which they hold rank in a probationary status.

On completion of a probationary period an officer may be confirmed in rank by the Police Service Commission if his service and conduct has been satisfactory in every way, and he has obtained the required grades in the prescribed examinations unless specifically exempted from the latter requirement.

Enlistments

Only citizens of Nigeria are accepted for enlistment. The qualification for a male candidate seeking enlistment in the Force as a recruit constable are:

Age - not less than 19 nor more than 25 years

Height - not less than 5'6" tall

Chest Measurement - not less than 34" when fully expanded and having an expansion of not less than 2".

Physical fitness - must be certified by a Government Medical Officer as being physically and mentally fit for the service in the Force

Education - must be in possession of a Secondary School Leaving Certificate (Middle IV) (completion of about 11 years of schooling in Nigeria)

Character - must be of good character and not have been convicted of any criminal offense (other than what the Inspector-General may consider a minor offense)

Financial status - must be free from any pecuniary embarrassment

Prescribed qualification may be waived by the Inspector-General only if there is an acute shortage of suitable candidates. Physical deformities and abnormalities are a bar to enlistment.

Unless exempted, an entrance examination is given in the following subjects:

English
Simple Arithmetic
Dictation
General Knowledge

Any member of the Force who entered under a waiver of the prescribed entrance standards is classified as a sub-standard entrant and his scope of assignment is accordingly limited.

Initial application from prospective recruits are received at the police province area command. Actual formal recruitment takes place at either the police College at Ikeja or Kaduna. The College Commandants are also officially designated as Recruitment Officers. Candidates from the south go to Ikeja and those from the north to Kaduna.

The procedure is comprehensively defined in the basic police regulations. The initial screening and documentation is accomplished by the Provincial Police Officer with examinations held by him once each month. He also arranges for physical examinations and reviews documents submitted by character references. Acceptable candidates are referred to one of the Recruitment Officers who conducts a final review and interview, and briefs the candidates on the terms of service. Successful candidates have administered to them the Police Declaration and receive approval by the Recruitment Officer for service as recruit constables.

The following are the qualifications for a woman candidate seeking enlistment in the Force:

Age - not less than 19 nor more than 25 years

Height - not less than 5'4"

Physical Fitness - must be certified by a Government Medical Officer in the prescribed form as not being pregnant, as being physically and mentally fit for service in the Police Force.

Education - must be in possession of a Secondary School Leaving Certificate (Middle IV) (about 11 years of schooling in the Nigeria school system)

Character - must be of good character and must not have been found guilty of any criminal offense (except what is considered by the Inspector-General as being a minor offense)

Financial Status - must be free from any pecuniary embarrassment.

Marital Status - must be unmarried

The same provisions governing the enlistment procedure for male recruit constables apply to enlistment procedures for recruit female police constables except: medical examinations are accomplished at the Police College immediately prior to enlistment; and the Senior Woman Police Officer of the appropriate area command is present at all interviews.

ANNEX "F"
RANKS AND INSIGNIA

<u>Ranks</u>	<u>Description of Insignia</u>
Inspector-General	The device of the Federation, a star and crossed tipstaves surrounded by a laurel wreath
Deputy Inspector-General, Asst. Inspector-General	The device of the Federation and crossed tipstaves surrounded by a laurel wreath
Commissioner	The device of the Federation and crossed tipstaves surrounded by a laurel wreath
Deputy Commissioner	A star and crossed tipstaves surrounded by a laurel wreath
Asst. Commissioner	Crossed tipstaves surrounded by a laurel wreath
Chief Superintendent	The device of the Federation and a star
Superintendent	The device of the Federation
Deputy Superintendent	Three stars arranged vertically
Asst. Superintendent (substantive rank)	Two stars arranged vertically
Asst. Superintendent (on probation or trial)	One star
Cadet Asst. Superintendent	One star surmounting a white band
Chief Inspector	Four horizontal bars arranged vertically
Inspector	Three horizontal bars arranged vertically

<u>Ranks</u>	<u>Description of Insignia</u>
Sub-Inspector (substantive rank)	Two horizontal bars arranged vertically
Sub-Inspector (on probation)	One horizontal bar
Cadet Sub-Inspector	One horizontal bar surmounting a white band on the shoulder strap

Commissioned Officers

Sergeant	Three chevrons, worn points down
Corporal	Two chevrons, worn points down

In the case of members of the Criminal Investigation Branch and the Special Branch, to denote their duties, inspectors, non-commissioned officers and constables have "Detective" prefixed to their rank. In the case of the Signals Branch, the word "Signals"; a Police Band or Corps of Drums, the word "Band".

For the different ranks of police artisans employed in workshop duties, the precedence, and the insignia of each such rank is as follows:

Asst. Workshops Officer Grade I	Four horizontal bars arranged vertically
Asst. Workshops Officer Grade II	Three horizontal bars arranged vertically
Asst. Workshops Officer Grade III	Two horizontal bars arranged vertically
Asst. Workshops Officer Grade IV	One horizontal bar
Police Artisan, 1st Class	Three metal chevrons, worn points up
Police Artisan, 2nd Class	Two metal chevrons, worn points up
Police Artisan, 3rd Class	One metal chevron, worn point up

Ranks

Description of Insignia

Launch Quartermaster/Launch Engineers

Senior Launch Quarter- master	Four horizontal bars arranged vertically
Senior Launch Quarter- master, Launch Engineer Grade II	Three horizontal bars arranged vertically
Senior Launch Quarter- master, Launch Engineer Grade III	Two horizontal bars arranged vertically
Senior Launch Quarter- master, Launch Engineer Grade IV	One horizontal bar
Launch Quartermaster Launch Engineer, Class I	Three metal chevrons, worn points up
Launch Quartermaster Launch Engineer, Class II	Two metal chevrons, worn points up
Launch Quartermaster Launch Engineer, Class III	One metal chevron, worn point up

A badge or emblem indicative of craft or trade followed is worn beneath the metal chevrons.

For pension purposes, and unless otherwise expressly provided, Assistant Workshops Officer, Senior Launch Quartermaster, or Senior Launch Engineer, of:

- Grade I - shall be deemed to hold rank of Chief Inspector
- Grade II - shall be deemed to hold rank of Inspector
- Grade III - shall be deemed to hold rank of Sub-Inspector
- Grade IV - shall be deemed to hold rank of Sub-Inspector on probation

A police artisan - if salary does not exceed maximum of salary scale provided for a Constable, shall be deemed to hold rank of Constable; if salary is equivalent to that of a Corporal, or a Sergeant, shall be deemed to hold rank of Corporal or Sergeant, as the case may be.

ANNEX "G"
 NUMBER OF OFFICERS WHO ATTENDED COURSES
 IN OTHER COUNTRIES SINCE 1965

<u>Name of Course</u>	<u>Length of Course</u>	<u>Number Attended FY 1965 - 1970</u>
<u>GREAT BRITAIN</u>		
Ballistics	1 year	2
Handwriting Analysis	6 months	2
Senior Staff	3 months	-
Equitation	6 months	8
Dog Handling	6 months	16
"A" Course	6 months	41
"B" Course	3 months	11
Intermediate Command	3 months	5
Non-Gazetted Officers	5 months	35
Color Separation		
Photography	--	1
Photography/Fingerprint	3 months	39
Special Wakefield	4 months	169
Stores Control	6 weeks	2
Public Relations	3 months	1
Narcotics	6 weeks	2
Frogman	4 weeks	2
Bandmaster	3 years	4
Physical Instructors	4 months	7
Signal/Telecommunications	4 weeks	14
Vehicle Maintenance	--	9
Launch Crews	--	1
Special Branch	--	68
Recruits	2 weeks	1
Standard Driving	--	3
Traffic Control	--	1
Armorers	6 months	5
<u>AUSTRALIA</u>		
Detective	3 months	2
<u>INDIA</u>		
Detective	14 weeks	1

<u>Name of Course</u>	<u>Length of Course</u>	<u>Number Attended</u> <u>FY 1965 - 1970</u>
<u>CANADA</u>		
Mounted Training	6 months	1
Forensic Science	3 months	1
<u>JAPAN</u>		
Judo	2 years	3
Traffic Control	3 months	-
<u>UNITED STATES</u>		
Police Executive	4 weeks	5
Senior Course	14 weeks	3
General Course	17 weeks	6
Criminalistics	12 weeks	5

ANNEX "H"

MASTER PLAN FOR PROPOSED NIGERIA POLICE STAFF COLLEGE
(As Consolidated by the Office of Public Safety Survey Team)
July 22, 1970

Foreword

There has been a long standing need for facilities in Nigeria for advanced police training, particularly for junior officers of the Force. Hitherto, we have been largely dependent for this on the good offices of the United Kingdom's Commonwealth Office, and vacancies made available to us at the Police Colleges at Bramshill and Tulliallan. Since these institutions cater to the Commonwealth as a whole, Nigerian Police Officers have been restricted to the number of vacancies that could be made available. Generous though these quotas have been, the Force has always had more candidates than vacancies, and the ultimate solution is to evolve our own training facilities for officers of the Force and, perhaps eventually, for other forces in neighboring African territories.

To this end, a plan has been prepared for construction of advanced police training facilities near Jos. Two-hundred and twenty-five acres are available and the requirement is for funds to implement the scheme.

Apart from the obvious need in Nigeria for such a vital ingredient to our overall internal police problem and its solution, the setting-up of a comprehensive advanced training establishment for Nigerian Police Officers, and those of other forces that care to avail themselves of the facilities, would considerably ease the strain on the police colleges in Great Britain upon which we have hitherto been so dependent.

KAM SELEM N.P.M.; Q.P.M.;
Inspector-General of Police
Force Headquarters
July 1968, as amended to June 15, 1970

MASTER PLAN FOR PROPOSED
NIGERIA POLICE STAFF COLLEGE

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Section 1 Proposed Courses and Staff Requirements

1.1 Existing Courses in Nigeria

Police training in Nigeria currently consists of the following courses:

- Recruit
- Refresher
- NCOs Promotion
- Inspectorate Promotion
- Cadet Entry Sub-Inspector
- Conversion
- Artisan, Technical and Specialist Training
- Customs
- Immigration
- Driving

There are, as yet, no properly conducted training courses for Superior Police Officers (SPOs).

1.2 SPO Courses

Hitherto SPO training has been almost wholly conducted at the Police Colleges in Bramshill and Tulliallan. It is now felt the time is approaching when Nigeria should have its own Police Staff College for Officer training and, although the Force is of a paramilitary origin, it seems likely the British Police pattern would have a strong bearing on the establishment of Nigeria's Police Staff College, even if only to the extent of continuity. In fact, it may be necessary to have some assistance from overseas agencies to start the College and set the pattern of the courses.

1.3 Basic Assumptions

In attempting to calculate the size of the Nigerian Police Staff College, the following assumptions have been accepted:

A practical, although not ideal, ratio of police to public is 1:1,500 or 37,250 all ranks.

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Three Senior "B" Courses, each of four months' duration, each consisting of two syndicates of 10 officers per syndicate.

Two Junior "A" Courses, each of six months' duration, each consisting of 60 students in six syndicates of 10.

One Cadet Assistant Superintendents Course of 12 months' duration consisting of 12 participants.

One Cadet Sub-Inspectors Course of 12 months' duration consisting of 50 participants.

The numbers proposed for each course exclude vacancies for students from other African territories which would amount to 29 at any one time, or approximately 58 per annum (PA). The vacancies for such students in the Courses would be allocated as follows:

"C" Course	-	4
"B" Course	-	8
"A" Course	-	17
Total		<u>29</u>

Both home and abroad courses would be integrated to avoid duplication of instruction. In general, foreign students will be invited from English speaking territories. This step is considered necessary to avoid duplication of typewriters and printing in respect of course notes, together with additional bi-lingual staff required in all sections. Furthermore, most former British territories use laws based on English law, whereas former French territories adjacent to Nigeria do not follow the English pattern.

The total number of students, both foreign and Nigerian, would therefore be a maximum of 154 — all of whom must be residential in order that certain aspects of their training can be properly integrated into the syllabi.

1.5 Staff

Instructional Staff - The minimum requirement will be 15 lecturers (police and civilian).

Administrative Staff - The minimum requirement will be:

<u>Post</u>	<u>Police</u>
Commandant	1
Deputy Commandant	1
Bursar/Admin. Manager	1
Staff Officer	1

All the above posts are in respect to senior staff and will be residential. Other staff members in the executive grade will "live in".

All figures concerning senior staff (residential) requirements will be strictly scrutinized before financial approval is forthcoming. It will be easier to justify additional expenditure in the light of experience gained in running the College rather than over estimating at the outset. Although the staff establishment of the Police College at Bramshill, England has been studied as a basis for Nigeria's Police Staff College, it has by no means been duplicated. Their senior staff establishment totals 32 and this is greater than it was some years ago, because of the increase in requirements and capabilities during the intervening years. Furthermore, they run more and larger courses than the three proposed for the Nigeria Police Staff College.

No suggested breakdown of executive grade personnel is included in this report, as it is not considered necessary at this stage. Personnel in this grade, together with clerical staff, artisans, laborers, etc., would be available from within the Force, or other government departments, in the early stages. The final staff establishment for the whole College cannot really be fixed until the institution is in operation.

1.6 Site and Buildings

The site selected for the proposed Police College is near Jos. The possibility of using some of the existing police training facilities for the new course has been considered, but these are hardly adequate for their present need and are not appropriate for the purpose.

In view of this, I have recommended that new buildings be constructed commensurate with the status and objectives of the College without being too ostentatious.

The detailed planning and estimates based upon these requirements are covered in the main body of the report prepared by our Consulting Architects.

K. Fletcher N.P.M.
Deputy Commissioner of Police

Commandant
Ekeja Police College

July 1968, as amended
to June 15, 1970

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Section 2 Planning and Layout of Buildings

2.0 Introduction

The consultant architects were appointed by the Federal Ministry of Works and Housing to prepare a master plan for the development of the Ikeja Police College and the proposed Nigeria Police Staff College. Subsequently, they were instructed to deal with the latter project only.

At the request of the architects a briefing committee was formed, comprising their representative and representatives from the Federal Ministry of Works and Housing, the Police and the Lands Department.

After developing a Master Plan for the proposed Nigeria Police Staff College at Ikeja, the consulting architects were asked to consider changing the location to Jos. Under existing plans, the Staff College would be located approximately 13 miles from Jos and about 3½ miles from the center of Bukuru town.

The accommodation requirements have been drawn up by the Police in consultation with the Committee. In addition, the architects wish to acknowledge the assistance given them by the Commandant and Staff of the Police College at Bramshill, England, when they visited it in 1965.

Plans and estimates have been prepared for the buildings, but schedules of furniture and equipment are not included in the estimates.

2.1 The Site

Part of this plot is leased to the Government for use as a rifle range, which has fallen into disuse. The area available is approximately 200 - 250 acres along the foot of the Kuru Hills, which are among the highest in the locality. We understand there are no other claims on the area.

The site slopes gently northwards down to a reclaimed mining area which has been planted with eucalyptus trees and, apart from two wet weather water courses, the ground is uniform, permitting buildings to be orientated north-south with a minimum of cut and fill.

The main road to Barakin Ladi passes along the east side of the site, the other boundaries being the plantation to the north, Juru village to the west, and the Kuru Hills to the south.

Apart from the telephone cables along the main road, there are no services available on the site. In any event, all water supplies in the area are private and, therefore, this site would be no exception -- provision would be made by an independent supply. The Trade Center nearby has its own supply from shallow boreholes.

There is a high tension electricity distribution system between Bukuru and Vom, which passes by and feeds the Trade Center. Indications are a feeder could be taken from this line across the railway for a distance of $\frac{1}{2}$ mile to a transformer on the proposed site, involving a minimal capital cost.

The site is attractive and conspicuous from the road out of Bukuru, and lying as it does, between the hills and a mine reclamation area, its natural amenities are unimpaired.

Inspection of ground holes indicate a good sub-soil structure, but further investigations will be necessary before buildings can be sited.

Before making a final recommendation of the site, the following information is required:

(a) Sub-soil conditions related to the construction of buildings to a maximum of three stories.

(b) A recommendation on the location and adequacy of water supply, assuming a minimum requirement of 375 men and families living in.

(c) Confirmation from the Survey Division on granting a Certificate of Occupancy.

(d) Preliminary agreement with the Electricity Supply Authority.

Assuming satisfactory results in respect to the above, before planning can begin the following information will be required:

(a) Cadastral survey on the basis of the area agreed upon with the Police and Godwin and Hopwood.

(b) Contoured map at intervals of 2'0" with spot levels.

2.2 Schedule of Accommodation

The accommodation has been sub-divided as follows:

- Administration
- Teaching Facilities
- Mess Facilities
- Staff Quarters
- Recreational Facilities
- Service Facilities

<u>Administration</u>	<u>Area Square Feet</u>
Commandant of College	300
Deputy Commandant	300
Secretary/Typists	200
Administration/Bursar	300
Staff Officer	300
General Office	550
General Staff/Committee Room	500
Interview/Committee/Meeting Room	200
Storage (stationary, archives, etc.)	300
Pantry and Cleaner	50

<u>Administration</u>	<u>Area Square Feet</u>
Entrance Hall and Reception	750
P.A.B.X. Room	50
W.C. - Male/Female Staff (J&C)	150
Carports, 4 (each 200')	800
 <u>Teaching Facilities</u>	
Lecture/amphitheatre to seat 100/120, including stage and stores	2,520
Syndicate rooms - 8, 315' each; to seat 12 students with S/F doors between pairs	2,520
Teaching aids storage	100
Lecture Halls, 2 each seating 50/60	2,700
Library, including librarian's office and cataloguing room	1,200
Assembly Hall used for gym and badminton, including stage and visitors' cloakrooms	4,950
Projection Room, etc.	240
Mosque	400
 <u>Mess Facilities</u>	
Dining Room to seat 200, including top table	3,150
Visitors Ante-room, including W.C.	600
Kitchen and Stores (Gas Cooking), including Supervisor's office, kitchen staff room	1,350
w.c. and lockers, Male/Female	
Lounge, including Television Room, Games Room, Shop and Barber, W.C.	
Male/Female	4,100
Bedroom study for men - 144 each at 94', with bed, wardrobe, writing desk, chair, was basin (flyscreened)	10,340
Bedroom study as above for women - 10 each	940
Bathrooms (showers/wash basins)	
Drying/Ironing Rooms	4,500
Clinic and Dispensary	200

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Area Square Feet

Staff Quarters

Commandant's House - 3 bedrooms, 2 baths, living/dining room, study, garage, 3 servants' quarters

D/Commandant's House - As above but no study and 2 servants' quarters

Admin/Bursar's House - As above but no study and 2 servants' quarters

Staff Officer's House - As above but no study and 2 servants' quarters

Teaching Staff Flats - 6 each with 3 bedrooms, 2 baths, living/dining room, carport, 2 servants' quarters

Flats - 6 each with 2 bedrooms, 1 bath, living/dining room, carport, 2 servants' quarters

Guests - Flats - 2 bedrooms, 1 bath, living/dining room, carport, 2 servants' quarters

11,520

College labor, Junior Staff - 48 double-room quarters with cooking, 12 W.Cs:

1,500

Recreational Facilities

Sports field, including small pavilion

Swimming pool, small Olympic size, including changing kiosk and showers

Tennis courts (fives)

Service Facilities

Laundry 600

Printing Room and Store 600

Transport Depot-including pit, oilstore/workshop, store, covered vehicle ports (5 each) for 2 busses 3 cars, and office of I/C and petrol pump with hand standing 1,700

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Area Square Feet

Stores - bedding, general store	500
Tailor, leather-worker and storage	200
Office for Warden	150.
Carpenter, electrician, storage	200
Quarter guard, comprising sergeant major's office, guard room, lock-up, W.C., sentry box	580
Standby Generator, 200 KVA	
Sewage System	
Storm Water Disposal	
Roads	
Water Supply, two 100' wells, ground tank, high level tank with 15,000 gallon capacity	
Street Lighting	
Fencing of Whole Site	
Incinerator	
Air Conditioning - not necessary	

2.3 Functioning Requirements of Accommodations

Administration

Commandant's Suite - This accommodates all four senior administrative offices, each large enough for conferences, secretaries, and waiting area. Attached to this area is a general office; storage and W.Cs.

Staff Rooms - The larger room is to be used as a base for the teaching staff, particularly those "living out", and will be used for staff conferences and committees. The small room is provided for interviews.

Entrance Hall and Reception - This is the main entrance to the administration and teaching area and visitors' entrance. Car access is for alighting passengers only, a car park being provided elsewhere.

Teaching Facilities

Syndicate Rooms - Essentially, the syndicate room is a teaching area for small groups where exercises in writing and speaking enables students to gain confidence by developing their thought processes and powers of expression. There are to be eight rooms, each seating a maximum of 12 students at tables which may be used individually or pushed together for group projects. The rooms should be planned in pairs, sub-divided by sound proofed sliding or folding doors so that on occasion they may be used as one space. Storage for teaching aids will be provided in a central store adjacent to the rooms. These rooms will also be used for tutorials since, as most teaching staff "live in" and have their own quarters, it is not considered necessary for them to have separate studies.

Lecture/Amphitheatre - This is to be designed with raked seating to accommodate 120 students around an open floor space used for large maps and models for large scale projects involving several syndicates. Also, there is a stage for the purpose of acting-out mock situations or lecturing, with storage and changing rooms.

Assembly Hall - This is for general purpose use, including lecture hall. It will be equipped as a gym and games room and provided with a cinema screen and projection room. It will cater to activities to which the public may be invited and as such, should be provided with visitors' cloakroom. A similar hall, rather larger than proposed, was built by the architects for the Kaduna Police College and has proved successful.

Library - This is a reference library only, capable of housing about 10,000 volumes, with a librarian and a small cataloguing room. This room will be furnished with comfortable chairs and tables, with good artificial lighting.

Mess Facilities

Dining Room - This room is to be large enough, not only for informal meals for residential students, but to seat up to 200 people, including a top table for formal affairs. The service will normally be "cafeteria" type, with waiter service for the top table.

Kitchen - This will cater to Nigerian and European cuisine, and cooking will be by gas. Storage should be provided for deep-freeze items, dry goods, vegetables and other stocks. In addition, there will be a supervisor's office, kitchen staff room and cloakroom/W.C. The kitchen will be flyscreened. A kitchen yard will be required with a flyscreened area for temporary storage of kitchen waste.

Visitors' Ante-room - Basically this will be used for entertaining visitors for mid-morning snacks. It will have a cloakroom for men and women.

Lounge - This room is an ante-room to the dining room and the two should be close together. It will be the social center of the College where students can relax, mix and exchange views. The lounge will be comfortably furnished and include television, game room, and spaces for the display of mess silver, course plaques, pictures, etc. Attached to this area will be the College shop and barber.

Bedroom Studies - These are students' private quarters which they will occupy for the duration of their course. Bearing in mind the facilities provided elsewhere in the College, the rooms need be only a minimum size, compatible with use as bedrooms and studies for short periods. In view of the proportion of residential to teaching area and cost implications, a detailed study has been made of the dimensions of a typical room, and a layout is illustrated in Figure 4.

These rooms have been planned along similar lines of those at Bramshill, each block being served by a common W.C. and bath facilities, and include clothes drying and ironing. Rooms will be flyscreened and naturally ventilated.

Clinic and Dispensary - This will deal with minor injuries and ailments, including medical inspection facilities.

Staff Quarters

Houses - These are family type with three bedrooms and two baths. The Commandant's house will have a study.

Flats - There will be two-bedroom flats for bachelors and/or small families, and three-bedroom flats for those with additional children.

Guest Flat - This will accommodate up to two guests, and be attended by College stewards. Kitchen facilities will be small as it is expected guests will dine in the Mess.

Labor and Junior Staff - These quarters are provided for approximately 60% of the total strength -- the remainder will "live out". Some of the junior staff may be single women and, therefore, will be segregated. Also included in this section are the servants quarters (20 in all).

Recreational Facilities

These require no further explanation. The swimming pool will no doubt be used for teaching swimming and life-saving to officers who will ultimately take up posts in areas where marine sections operate.

Service Facilities

Laundry, Bedding, General Store, Warden - This will service the Mess and Mess quarters; the laundry will contain some mechanized equipment.

Tailor, Leather Worker, and Storage - There will be some uniform and shoe repairing done for students.

Carpenter, Electrician and Storage - This is a maintenance workshop for the buildings, and for erecting models for class exercises.

Transport Depot - This will provide garaging, repairs and servicing facilities for College transport, and include a petrol pump, storage facilities for spare parts, lubricants, gardener's tools, and a covered park for a light tractor with rotary grass cutter.

Printing Room and Storage - This will house printing facilities for the College, and requires space for offset printing, ordinary duplication, photographic darkroom, work and collating tables, and storage for printing materials.

2.4 Proposed Plan

General Arrangement

The scheme has been conceived with the teaching, administrative and dining rooms in a block forming a focal point for the layout. Linked to this are the transport and other service facilities.

On one side are planned the Mess and staff quarters; the other side of the site is layed out for recreation and quarters for junior staff and College labor.

The road to the main block is straight; visitors on "open days" will turn left at the quarter guard to reach the main car parks, recreational area and Assembly Hall, thereby providing a degree of control.

Roads are intended to be all-weather with a tarred carriageway 12 feet wide. The entire site will be fenced-in and only one entrance provided.

The Main Building

It is proposed to integrate into one block the individual functions of teaching, Administration and Dining.

The syndicate rooms and Administration have been placed on first and second floor levels in a three story block; the ground floor houses the Main Entrance, Reception, Visitors Ante-Room, Library and Assembly Hall. This building is linked, on the ground floor, to the Lounge, Dining Room, Amphitheatre and Assembly Hall by means of screened courts or covered area-ways. Due to its function, the Assembly Hall can also be entered from the public car park.

The Amphitheatre and Assembly Hall have been planned back-to-back in order that the stage, changing facilities and storage can be shared, thus providing more useful space at no additional cost.

The kitchen is on the leeward side of the block, with service links to the Lounge and Visitors Ante-Room, and has direct access to the service road and service block.

Service Block

This is planned on one side of the main building and includes all accommodations listed in the Schedule in a single story block, including a laundry drying area (drying in wet weather can be done in the drying rooms in the Mess Quarters).

Mess Quarters

Of the total required rooms, 144 are for men, 10 for women. These have been planned for the men in five two-story blocks with common W.C., bath and drying and ironing facilities. The women students will be housed in one block (surrounded by a screen wall for privacy) and include a small private lounge. On the end of this block, but with a separate entry, will be the Dispensary and Clinic.

Staff Quarters

Senior Staff Houses - Single story houses similar to the Godwin and Hopwood Standard House Type 3 are proposed. Each house will have about $\frac{1}{2}$ acre of land around it.

Staff Flats - Two blocks of flats, each containing 3 two-bedroom and 3 three-bedroom flats on stilts, similar to the Godwin and Hopwood Standard Block Type 3FA/B are proposed. Each block will occupy about $\frac{3}{4}$ of an acre of land. One block will have a guest flat on the ground floor.

Labor and Junior Staff - These have been planned in two-story blocks with shared W.C., shower and kitchen facilities. A total of 20 single-rooms for staff servants, and 48 double-rooms for labor and junior staff personnel will be provided.

2.5 Construction and Finishes

It is not within the scope of this Report to discuss construction and finishes in detail. For costing purposes, however, a reasonable standard of finish has been assumed. The construction of working and living spaces should be designed to the following criteria:

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Inlet/Outlet Wall Design (Percentage of window wall areas to a room)

	<u>Minimum</u>	<u>Maximum</u>
Solid Wall Area	0%	50%
Glass	25%	100%
Opening Area	50%	100%

Disposition of Openings

Window Sill Height	3'0" maximum
Opening Height	4'0" minimum
Size of Outlet on Leeward Side	Not less than 60% of inlet openings

Ceiling Height

8'0" minimum; 10'0" if ceiling fans are installed

Section 3 Estimates of Cost

3.0 Basis of Cost

In preparing these budget figures, the architects acknowledge the assistance of Messrs W.J.F. Tillyard and Partners, Quantity Surveyors, who provided information from previous Police contracts, and prepared the estimates for the buildings.

Estimates are for the buildings only and do not include furniture and equipment. Only overall costs are given, but a breakdown is available from the architects if required.

3.1 Total Budget

	<u>Pounds</u>	<u>US Dollars</u>
Administration	32,570	91,196
Teaching Facilities	106,050	296,940
Mess Facilities	224,150	627,620
Staff Quarters	202,566	567,184
Recreational Facilities	55,000	154,000
Service Facilities	41,600	116,480
External Works	161,700	452,760
Total	<u>823,636</u>	<u>2,306,180</u>

	<u>Pounds</u>	<u>US Dollars</u>
Contingencies - 5%	41,184	115,315
Est. Building Costs:	864,820	2,421,495

3.2 Approximate Fees of Consultants

	<u>Pounds</u>	<u>US Dollars</u>
Pre-Contract - 7%	62,000	173,600
Post-Contract - 4%	34,592	96,857

The above do not include:

- Resident Engineer or Supervision*
- Services Consultants
- Fees and Expenses*

* Would amount to 16,000 pounds (US \$44,800) assuming a three-year building program.

ANNEX "I"
FURNITURE AND EQUIPMENT FOR
PROPOSED POLICE COLLEGE AT IKEJA

<u>Item Description</u>	<u>Quantity Requested</u>
Air Conditioner, Room Type	46 each
Ashtrays	79 "
Baskets, Waste Paper	33 "
Bed, Frame and Mattress	125 "
Bench, Seating	2 "
Bench, Working	3 "
Board, Bulletin	16 "
Bookcase, Office	8 "
Bookcase, House	18 "
Blackboard, Duster, Pointer	12 "
Cabinet, Display	1 "
Cabinet, Drawer, Filing	10 "
Cabinet, Index Card	6 "
Cabinet, Lateral Filing	1 "
Carpets, Fitted	6 "
Carpets, Loose	19 "
Chairs, Arm	149 "
Chairs, Dining	176 "
Chairs, Plain	379 "
Chairs, Upholstered	392 "
Chairs, Desk, Swivel	7 "
Chair, Barber	1 "
Cooler, Bottle	3 "
Cooker, Domestic	17 "
Clocks, Master System	40 "
Curtins,	2 pair
Curtins, Stage	1 "
Catalogue Cabinet	1 each
Desks, Writing, 3½' x 1½'	123 "
Desks, Executive	4 "
Desks, Clerks	3 "
Desks, Secretary	6 "
Desks, Typists	3 "
Duplicator	1 "
Bar and Equipment	2 "
Laundry Equipment	1 "
Kitchen, including cutlery, crockery, glassware	1 "

<u>Item Description</u>	<u>Quantity Requested</u>
Loudspeaker	1 each
Printing Equipment	1 "
Cinema Projector	1 "
Sports Equipment	2 sets
Vehicle Servicing Equipment	2 "
Incinerator, W.C.	1 each
Lamps, Table	122 "
Lamps, Standing	17 "
Locker, 6'X 1'X 1'	10 "
Locker, 1'3" X 1'3" X 1'3"	12 "
Mats, Bedside, Small	120 "
Mats, Bedside, Large	71 "
Mirrors, 4 X 1½	16 "
Rack, Periodical	1 "
Rack, Newspaper	1 "
Refrigerators	12 "
Refrigerators, Large	1 "
Shelves, Loose	1 set
Shelves, Library	2 "
Safe, Large	2 each
Safe, Wall	8 "
Sidboards	17 "
Settees	17 "
Stools, Dressing	44 "
Stools, Bar	12 "
Stools, Kitchen	28 "
Tables, Bedside	51 "
Tables, Classroom, 2'6" X 1'9"	15 "
Tables, Committee, 7'0" X 3'0"	4 "
Tables, Dressing	44 "
Tables, Dining, 6' X 2'6"	17 "
Tables, Dining, Mess	1 "
Tables, Ironing, 4' X 1'6"	37 "
Tables, Drinks	67 "
Tables, Occassional	45 "
Tables, Top Mess	1 "
Television	1 "
Typewriter	4 "
Telephone/PABX	30 "
Bus, Seating Capacity of 52	2 "
Bus, Seating Capacity of 20	2 "
Staff Car	1 "
Landrover	1 "
Tractor/Mower	1 "
Dustbins	21 "

ANNEX "J"

CURRENT CURRICULUM FOR CADET SUB-INSPECTORS

<u>Subject</u>	<u>Number of Periods*</u>
Criminal Law	36
Criminal Procedure Act	16
Evidence	19
Penal Code and Procedure	27
Police Duties	31
Administration	20
Miscellaneous Acts	35
Liberal Studies	11
Map Reading	3
General Knowledge and Current Affairs	4
Syndicate Activities	6
Observation	1
Syndicate Discussion	3
Visits	11
Visiting Lecturers	9
Drills:	
Cane	6
Bare	5
Revolver	8
Sword	18
O/C Parade	3
Barracks Inspection	12
Self Defense	9
Physical Training	14
Cross-Country	14
Fatigue	32
Games	42
Lectures	4
Course Lectures	10
Attachment Duties	4 days
Debates	3
Essay Writing	1
Lay Lecturers Course	44
Citizenship and Leadership Course	24

* 55 minutes per period

ANNEX "K"

CURRENT CURRICULUM FOR CADET ASSISTANT SUPERINTENDENTS

<u>Subject</u>	<u>Number of Periods*</u>
Criminal Law	36
Criminal Procedure Act	16
Evidence	19
Penal Code and Procedure	28
Police Duties	30
Administration	20
Miscellaneous Acts	35
Liberal Studies	11
Map Reading	3
General Knowledge and Current Affairs	2
Syndicate Activities	6
Observation	1
Syndicate Discussion	3
Visits	7
Visiting Lecturers	8
Drills:	
Cane	8
Bare	5
Revolver	8
Sword	19
O/C Parade	4
Barracks Inspection	11
Self Defense	7
Physical Training	7
Cross-Country	11
Fatigue	14
Games	21
Course Lectures	3
Essay Writing	1
Report Writing	2

* 55 minutes per period

ANNEX "L"
PROPOSED CURRICULUM FOR "C" COURSE
(SENIOR OFFICERS) - 12 WEEKS

<u>Subject and Course Description</u>	<u>Number of Periods</u>
<u>Police Management and Organization</u> Police management and proper utilization of the various principles in police administration and operations.	49
<u>Police Leadership</u> Leadership and human factors in management, with emphasis on qualities of leadership and their impact on operations.	24
<u>Command and Staff Relationships</u> Command and staff functions and relationships inherent in administration and operation of a police organization.	17
<u>Police Public Relations</u> Social actions programs involving the police; police-community relations; formal police-public information programs.	20
<u>Fiscal Management</u> Importance of fiscal planning, including long-term capital planning; procedures in operational budgeting; supervision of expenditures.	15
<u>Traffic Management</u> Organization and operation of traffic units; specialization in enforcement of traffic law; traffic investigations and control procedures.	49
<u>Patrol Management</u> Role of police executives in patrol management; organization and operation of patrol forces; uses of crime statistics and personnel distribution.	41

<u>Subject and Course Description</u>	<u>Number of Periods</u>
<u>Detection, Suppression and Prevention of Crime</u> Crime and delinquency problems; evaluation, direction and follow-up of investigations; exchange of information respecting crime on national and international basis.	51
<u>Operational Planning</u> Purposes, methods and processes involved in planning police operations; research and development procedures.	34
<u>Administrative Planning</u> Purposes, methods and processes involved in planning for procurement of personnel, equipment and other facilities necessary to develop and maintain the operational program.	24
<u>Supply and Maintenance Management</u> Supply procurement and storage; responsibility for supplies and equipment, and for maintenance of equipment.	15
<u>National Security</u> Responsibilities of the Force to maintain public order, with emphasis on problems of internal security, e.g., protection of state sovereignty, control of movements of goods and people.	39
<u>Personnel and Training</u> Organization and management of police personnel functions; training activities and requirements for the Force, including pre-service, in-service, and specialized training.	22
<u>Civil Disturbance Control</u> Riot control planning; role of intelligence in planning; emergency contingency plans; and operational plans.	32

<u>Subject and Course Description</u>	<u>Number of Periods</u>
<u>Police Records and Statistics</u> Procedures for effective use of police reports, records, and statistics in resolving police administration and operational problems.	15
<u>Firearms</u> Instruction and practice in use of firearms; limitations and tactical use of firearms; chemical agents.	29
<u>Sports</u> Tennis, swimming and cricket.	37

NOTE: Training for this course should include numerous conferences and discussions necessary to involve considerable participation of the Officers, through the use of observational study field trips, syndicate rooms, practical demonstrations and problem-solving exercises.

ANNEX "M"
 PROPOSED CURRICULUM FOR "B" COURSE
 (JUNIOR OFFICERS) - 16 WEEKS

<u>Subject and Course Description</u>	<u>Number of Periods</u>
<u>Criminal and Civil Law</u> Knowledge of criminal and civil laws essential to the police in the performance of their duties.	35
<u>Penal Code and Police Regulations</u> Definition of the law; acts which constitute violations thereof and liability of punishment.	41
<u>Public Relations</u> Mission and functions of the public relations activity of the Force.	16
<u>Prisoner Detention and Transportation</u> Jail operation and administration; reception, classification and transportation of prisoners.	22
<u>Riot Control</u> Riot control planning; role of intelligence in planning; emergency contingency plans; and operational plans.	54
<u>Chemical Munitions</u> Types and forms of chemical munitions and devices available for control of civil disturbances.	8
<u>Crowd and Mob Psychology</u> Psychological and sociological characteristics of human behavior contributing to disturbances; kinds and properties of crowds, mobs, and riots.	16

<u>Subject and Course Description</u>	<u>Number of Periods</u>
<u>Police Planning</u> Analysis of the planning process, types of planning and staff research.	27
<u>Reports, Records and Statistics</u> Records and identification procedures; uses of records and statistics in effective police operations.	16
<u>Fiscal, Supply and Maintenance</u> Operational budgeting; supervision of expenditures; procurement; accountability for supplies and equipment.	11
<u>Patrol Management</u> Organization and operation of patrol forces; functions of police commanders; uses of crime statistics and surveys; distribution of personnel and equipment.	54
<u>Drill Training</u> Military drill instruction and practice	33
<u>Firearms</u> Instruction and practice in use of firearms; limitations and tactical use of firearms; chemical agents.	49
<u>Sports</u> Tennis, soccer, cricket, swimming and calisthenics.	54

NOTE: Training should be conducted so as to involve the greatest amount of participation of the Officers through the use of observational study field trips, conferences, problem solving in syndicate rooms, and practical exercises.

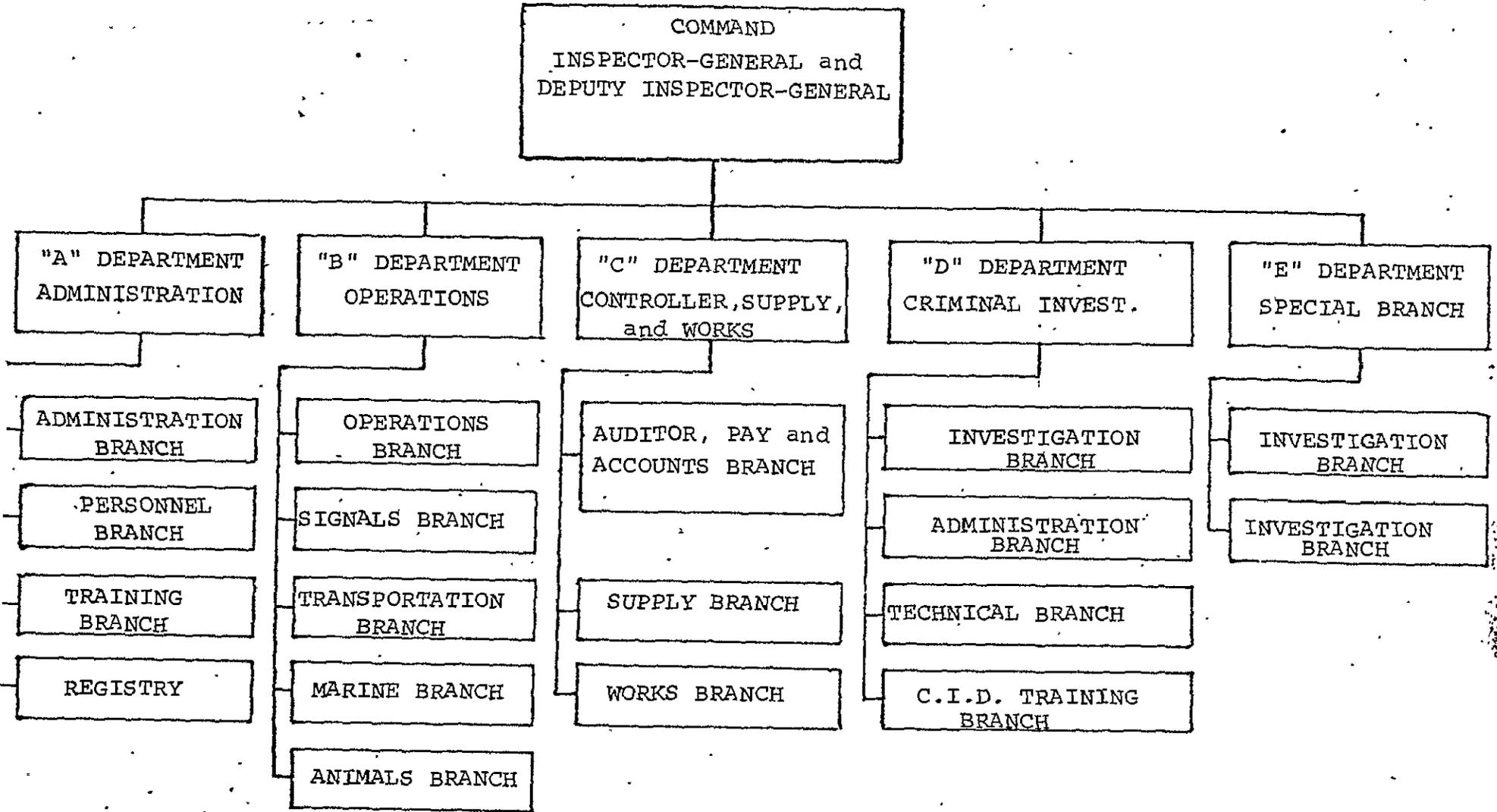


FIGURE 1 - HEADQUARTERS ORGANIZATIONAL CHART

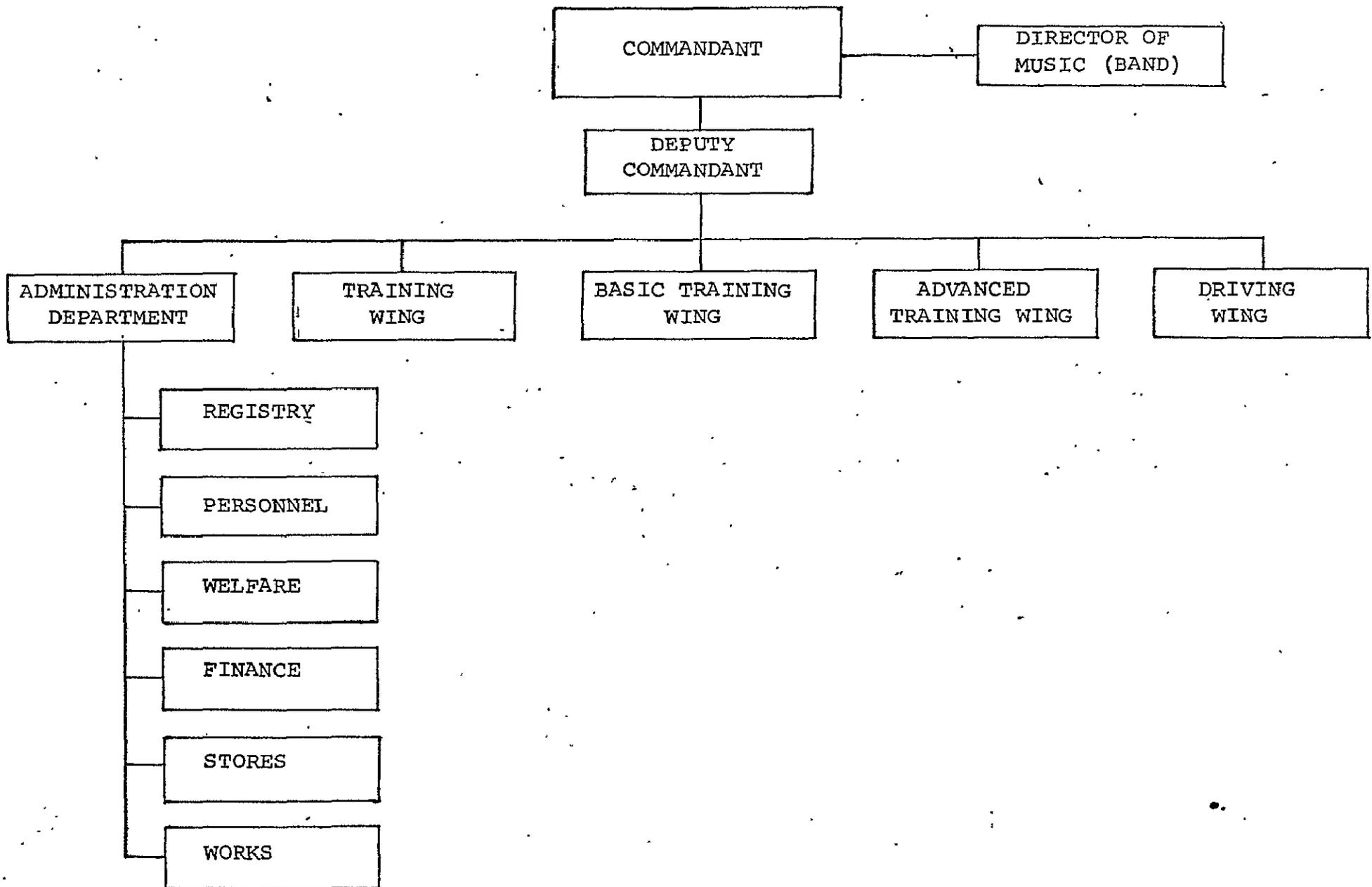


FIGURE 2 - PRESENT ORGANIZATION, POLICE COLLEGE AT IKEJA

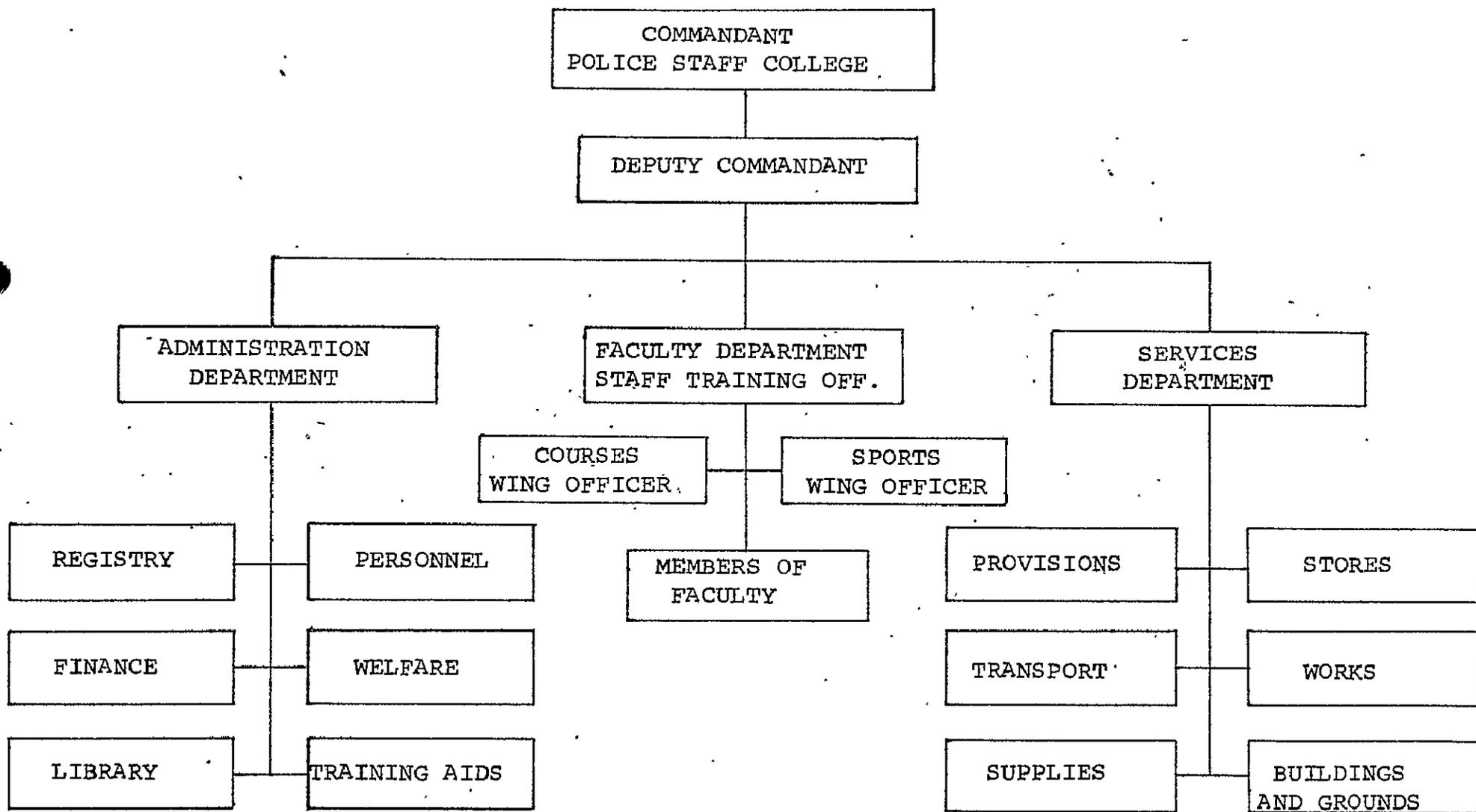


FIGURE 3 - PROPOSED ORGANIZATION, POLICE STAFF COLLEGE

SUNBREAKER

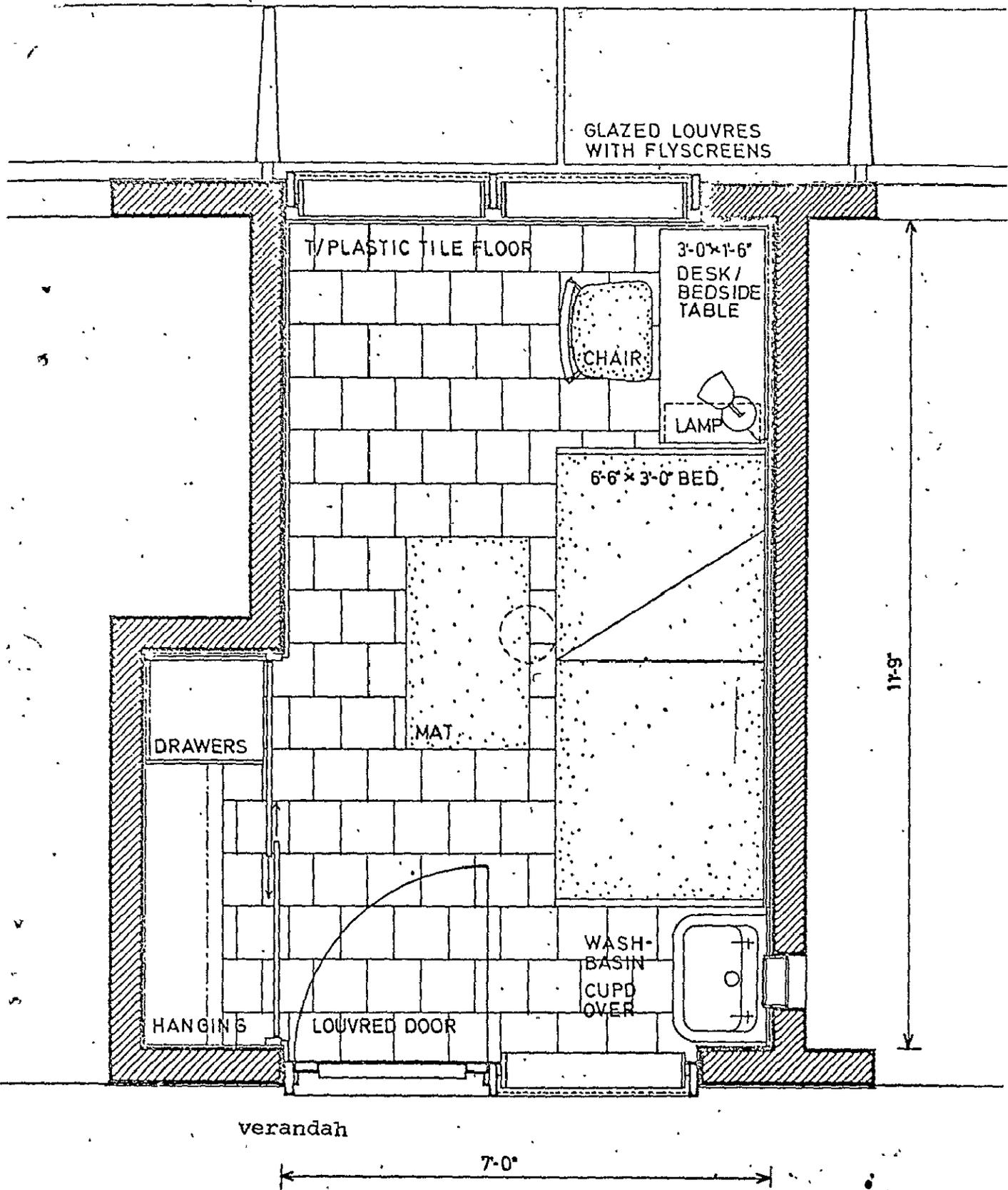
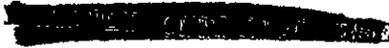


Figure 4 - Typical Student's Room



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