

Intelligence-Led Risk Management for National Security and Public Safety in Nigeria: Strengthening the Collaborative Continuum for Optimum Efficiency

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Abstract

Risk management has remained one of the basic pivots of national security. For a country like Nigeria battling with myriads of national security and public safety threats such as; terrorism, insurgency, urban crime, critical infrastructure sabotage, natural hazards, pandemics etc., the need to strategically integrate the efforts of both the intelligence and risks analysts cannot be overemphasised. This work therefore strongly advocates a functionally decentralised collaboration between all the relevant stake holders in national security management. The work therefore advocates for a fusion of both intelligence and risk management in the business of managing both national security and public safety in ways that will institutionalise a sustainable risk management culture in an ever dynamic world and Nigeria in particular.

Key words:

Intelligence-Led, Nigeria, Optimum, Risk, Management, Continuum

1. Introduction

Nigeria faces numerous security challenges, including terrorism, insurgency, kidnapping, and cybercrime. Effective risk management is crucial to addressing these threats and ensuring national security. National security is a fundamental concern for any sovereign state, and Nigeria is no exception. The country faces a multitude of security threats, including terrorism, insurgency, urban crime, sabotage of critical infrastructure, natural hazards, and pandemics. These threats have significant implications for the safety and well-being of its citizens and the stability of the state. The concept of risk management, which involves identifying, assessing, and prioritizing risks followed by coordinated efforts to minimize, monitor, and control the probability or impact of unfortunate events, is crucial for managing these threats effectively (Smith & Brooks, 2013).

In Nigeria, the challenges posed by groups like Boko Haram, the Islamic State in West Africa (ISWA), and other militant organizations have underscored the need for robust national security strategies (Alao, 2013). Urban crime, including kidnapping and armed robbery, further

exacerbates the security landscape (Nwankwo, 2018). Moreover, the sabotage of critical infrastructure such as oil pipelines and power installations disrupts economic activities and hampers development (Onuoha, 2016). Natural hazards, including flooding and pandemics like COVID-19, add another layer of complexity to Nigeria's security concerns (Oluwole, 2020).

Despite the establishment of various security agencies and the implementation of numerous policies aimed at addressing these threats, Nigeria's national security framework continues to face significant challenges. One critical issue is the lack of integration and collaboration between intelligence agencies and risk management analysts. Intelligence agencies focus on gathering, analysing, and disseminating information related to security threats, while risk management analysts are responsible for assessing risks and developing strategies to mitigate them (Boin, 2009). However, these functions are often performed in silos, leading to inefficiencies and missed opportunities for proactive security management.

The gap in collaborative efforts is evident in the persistent security challenges faced by the country. For instance, the delayed response to intelligence on Boko Haram's activities has often resulted in devastating attacks that could have been prevented or mitigated with better risk management strategies (Agbiboa, 2015). Similarly, urban crime rates remain high due to the lack of coordinated efforts between local law enforcement and national intelligence agencies (Eze, 2019). The current approach to national security in Nigeria is reactive rather than proactive, primarily due to the absence of a coherent framework that integrates intelligence and risk management (Chalk, 2012).

This study aims to highlight the significance of integrating intelligence and risk management in the national security framework of Nigeria. Specifically, the objectives are to:

1. Assess the current state of risk management and intelligence integration in Nigeria.
2. Identify the barriers to effective collaboration between intelligence agencies and risk analysts.
3. Propose a framework for decentralized collaboration among relevant stakeholders.
4. Demonstrate how such a framework can enhance the efficiency and effectiveness of national security efforts in Nigeria.

The findings of this study have significant implications for policymakers, security agencies, and the general public. For policymakers, the study provides insights into the benefits of a collaborative approach to national security and offers recommendations for policy changes that can facilitate such collaboration (Zegart, 2007). Security agencies will benefit from a clearer understanding of how integrating intelligence and risk management can improve their operational efficiency and effectiveness (George, 2004). For the general public, enhanced national security translates to improved safety and well-being, which is essential for societal stability and economic development (Dupont, 2003).

Moreover, this study contributes to the existing literature on national security and risk management by providing a comprehensive analysis of the challenges and opportunities associated with integrating these functions in Nigeria. It also offers a practical framework that can be adapted and implemented in other countries facing similar security challenges (Herman, 2001).

The theoretical underpinnings of this study are grounded in the concepts of intelligence-led policing (ILP) and risk management. ILP is a strategic framework that emphasizes the use of intelligence to guide operational decisions and resource allocation in law enforcement (Ratcliffe, 2008). This approach has been widely adopted in many countries and has proven effective in addressing complex security threats. Risk management, on the other hand, involves the

systematic process of identifying, assessing, and controlling risks to minimize their impact on an organization or society (Hillson & Murray-Webster, 2007). Both concepts are critical to national security, but their integration remains a challenge in many contexts, including Nigeria (Clarke & Newman, 2007).

Several studies have highlighted the importance of collaboration in national security. For example, Gill and Phythian (2006) argue that effective national security management requires the seamless integration of intelligence and risk management functions. They contend that a decentralized approach, where various stakeholders work together in a coordinated manner, is essential for addressing contemporary security threats. Similarly, Boin (2009) emphasizes the need for a holistic approach to national security that combines intelligence, risk management, and crisis response.

In Nigeria, existing research indicates that the current national security framework is characterized by fragmentation and lack of coordination (Alao, 2013). For instance, Onuoha (2016) points out that intelligence agencies often operate in isolation, leading to delays in information sharing and response. This fragmentation is further exacerbated by bureaucratic inefficiencies and resource constraints (Eze, 2019). As a result, the country struggles to effectively manage its diverse security threats.

The study is subject to several limitations, primarily related to the reliance on secondary data. Potential biases in the sources of data and the availability of up-to-date information may affect the findings. Additionally, the scope of the study is limited to Nigeria, and while the proposed framework may have broader applicability, the specific context of other countries may require different approaches (Gerring, 2007).

This study underscores the critical importance of integrating intelligence and risk management for national security in Nigeria. By adopting a decentralized and collaborative approach, Nigeria can enhance its capacity to address diverse security threats more effectively and efficiently. The proposed framework offers a practical solution to the current challenges and provides a foundation for sustainable risk management practices in an ever-dynamic world.

2. Literature Review

Introduction of Intelligence-led policing (ILP)

Intelligence-led policing (ILP) is a strategic approach that uses data analysis and intelligence to guide policing decisions and resource allocation. This model shifts the focus from reactive crime response to proactive crime prevention by leveraging intelligence to identify and mitigate potential threats before they materialize (Ratcliffe, 2008). ILP is crucial for modern law enforcement agencies as it enhances their ability to predict and prevent criminal activities, thus improving overall public safety.

Risk management, on the other hand, involves the systematic identification, assessment, and prioritization of risks followed by coordinated efforts to minimize, monitor, and control the probability or impact of adverse events (Hillson & Murray-Webster, 2007). In the context of national security, effective risk management is essential for mitigating threats such as terrorism, insurgency, and other forms of violence that can destabilize a country (Smith & Brooks, 2013). The integration of ILP and risk management ensures a comprehensive approach to national security that combines proactive intelligence gathering with strategic risk mitigation.

Case Studies and Global Best Practices

Several countries have successfully implemented ILP and risk management strategies to enhance their national security frameworks. For instance, the United Kingdom has been a pioneer in adopting ILP, particularly through the establishment of the National Intelligence Model (NIM). The NIM provides a structured approach for intelligence gathering and analysis, which informs strategic and tactical decision-making in law enforcement (Ratcliffe, 2008). This model has significantly improved the UK's ability to address complex security challenges, including terrorism and organized crime.

In the United States, the integration of ILP and risk management has been instrumental in enhancing homeland security. The Department of Homeland Security (DHS) employs a risk-based approach to prioritize and allocate resources for counter-terrorism efforts (Clarke & Newman, 2007). This approach has led to the development of robust intelligence-sharing mechanisms between federal, state, and local agencies, thereby improving the country's ability to prevent and respond to security threats.

Australia's approach to ILP and risk management also provides valuable insights. The Australian Federal Police (AFP) has adopted an intelligence-driven model that emphasizes the importance of data analysis and information sharing in combating transnational crime and terrorism (Gill & Phythian, 2006). The AFP's collaboration with international partners has further strengthened its capacity to address security challenges on a global scale.

Theoretical Framework

The integration of ILP and risk management in national security can be understood through various theoretical lenses. One relevant theory is the Rational Choice Theory, which posits that individuals make decisions based on a rational evaluation of the costs and benefits of their actions (Cornish & Clarke, 1986). ILP applies this theory by using intelligence to understand the decision-making processes of criminals and predict their future actions. By doing so, law enforcement agencies can implement targeted interventions to disrupt criminal activities before they occur.

Another pertinent theory is the Situational Crime Prevention Theory, which focuses on reducing opportunities for crime by modifying the environment and increasing the perceived risks for potential offenders (Clarke, 1997). Risk management strategies align with this theory by identifying vulnerabilities and implementing measures to mitigate them, thereby reducing the likelihood of security breaches.

Challenges in Implementing ILP and Risk Management

Despite the proven benefits of ILP and risk management, their implementation is not without challenges. One significant barrier is the reluctance of some law enforcement agencies to adopt a proactive, intelligence-driven approach due to cultural and organizational inertia (Dupont, 2003). This resistance can hinder the effective integration of intelligence and risk management practices, leading to a continued reliance on reactive measures.

Another challenge is the lack of adequate training and resources for intelligence analysts and risk managers. Effective ILP and risk management require specialized skills in data analysis, risk

assessment, and strategic planning (Smith & Brooks, 2013). However, many agencies struggle to provide the necessary training and support, resulting in gaps in their capabilities to implement these strategies effectively.

Technological Integration in ILP and Risk Management

The advancement of technology has played a crucial role in enhancing the effectiveness of ILP and risk management. Tools such as Geographic Information Systems (GIS), predictive analytics, and artificial intelligence (AI) have revolutionized the way intelligence is gathered and analyzed (Smith & Brooks, 2013). For instance, predictive analytics can identify patterns and trends in criminal activities, enabling law enforcement agencies to deploy resources more effectively and prevent crimes before they occur.

AI and machine learning algorithms can also enhance risk management by providing more accurate and timely assessments of potential threats. These technologies can process vast amounts of data from various sources, including social media, public records, and surveillance systems, to identify emerging risks and recommend appropriate mitigation strategies (Clarke & Newman, 2007).

Policy implications

To overcome the challenges associated with implementing ILP and risk management, several policy recommendations can be made. First, law enforcement agencies should prioritize the development of a culture that values intelligence-driven approaches to security. This can be achieved through leadership commitment, continuous training, and the establishment of clear guidelines and protocols for intelligence sharing and collaboration (Gill & Phythian, 2006).

Second, governments should invest in the necessary infrastructure and resources to support ILP and risk management. This includes providing adequate funding for training programs, technology acquisition, and the development of intelligence-sharing platforms. By equipping law enforcement agencies with the tools and skills they need, policymakers can enhance their capacity to address complex security challenges more effectively (Boin, 2009).

Training and Capacity Building

Effective training and capacity building are critical components of successful ILP and risk management implementation. Law enforcement personnel need to be equipped with the skills to analyse intelligence, assess risks, and develop strategic responses to security threats (Hillson & Murray-Webster, 2007). This requires comprehensive training programs that cover the principles of ILP, risk management techniques, and the use of advanced technologies for data analysis. Capacity building should also extend to fostering collaboration between different agencies and stakeholders. Joint training exercises, inter-agency workshops, and the establishment of multi-agency task forces can facilitate better communication and cooperation, thereby enhancing the overall effectiveness of ILP and risk management efforts (Ratcliffe, 2008).

Public Awareness and Engagement

Public awareness and engagement are essential for the success of ILP and risk management strategies. The public can play a crucial role in providing valuable intelligence and supporting

law enforcement efforts. Therefore, it is important to educate the public about the importance of intelligence-led policing and risk management and encourage their participation in security initiatives (Dupont, 2003).

Community policing programs, public information campaigns, and the use of social media can be effective tools for engaging the public and fostering a culture of collective responsibility for national security. By involving the public in these efforts, law enforcement agencies can gain additional insights and support that enhance their ability to prevent and respond to security threats (Gill & Phythian, 2006).

Intelligence-led policing and risk management are critical components of a comprehensive national security strategy. The integration of these approaches enables law enforcement agencies to proactively address security threats and mitigate risks, thereby enhancing public safety and stability. Despite the challenges associated with their implementation, the benefits of ILP and risk management are undeniable. By adopting best practices from other countries, investing in training and resources, and fostering public engagement, Nigeria can strengthen its national security framework and better protect its citizens from diverse security threats.

National Security and Public Safety Threats in Nigeria Overview of Terrorism, Insurgency, Urban Crime, etc.

Nigeria, Africa's most populous country, has been grappling with an array of national security threats that have significant implications for its stability and development. Terrorism, primarily orchestrated by groups such as Boko Haram and the Islamic State in West Africa (ISWA), poses a severe challenge to national security (Agbibo, 2015). These terrorist groups have carried out numerous attacks resulting in thousands of deaths, displacements, and widespread fear among the populace. Boko Haram, in particular, has been notorious for its brutal tactics, including bombings, kidnappings, and massacres, aimed at establishing an Islamic state in Nigeria.

In addition to terrorism, Nigeria faces significant insurgency challenges. The Niger Delta region, rich in oil resources, has been a hotspot for insurgent activities. Militants in this region, such as the Niger Delta Avengers, have engaged in sabotage of oil infrastructure, kidnappings for ransom, and violent confrontations with security forces (Onuoha, 2016). These actions have disrupted oil production, leading to substantial economic losses for the country.

Urban crime is another pressing security threat in Nigeria. Cities such as Lagos, Abuja, and Port Harcourt experience high rates of violent crimes, including armed robbery, kidnapping, and gang violence (Nwankwo, 2018). The proliferation of small arms and light weapons, coupled with weak law enforcement, has exacerbated the crime situation, making urban areas increasingly unsafe for residents and businesses.

Natural hazards, such as flooding, and health crises, including pandemics, also pose significant risks to national security. Flooding, often caused by heavy rainfall and poor urban planning, leads to loss of lives, destruction of property, and displacement of communities (Oluwole, 2020). The COVID-19 pandemic highlighted the vulnerabilities in Nigeria's public health system and its impact on national security, as the country struggled to manage the health crisis alongside existing security challenges.

Historical and Contemporary Perspectives

Historically, Nigeria's national security landscape has been shaped by its colonial past, ethnic diversity, and political dynamics. During the colonial era, the British colonial administration implemented policies that favoured certain ethnic groups over others, sowing seeds of ethnic tensions that persist to this day (Alao, 2013). Post-independence, Nigeria experienced several military coups and a civil war (1967-1970), which further entrenched divisions and contributed to the current security challenges.

The rise of Boko Haram in the early 2000s marked a significant shift in Nigeria's security environment. Initially, Boko Haram operated as a religious movement advocating for strict Sharia law, but it soon transformed into a violent insurgency following a crackdown by Nigerian security forces (Agbiboa, 2015). The group's resilience and ability to recruit and radicalize individuals, despite military offensives, underscore the deep-rooted socio-economic issues in the region, such as poverty, unemployment, and lack of education.

In the Niger Delta, the historical neglect and exploitation of the region's resources without commensurate development have fuelled insurgent activities (Onuoha, 2016). The environmental degradation caused by oil spills and gas flaring has devastated local livelihoods, leading to resentment and militancy. Contemporary efforts to address these issues through initiatives like the Niger Delta Amnesty Program have had mixed results, with periodic resurgence of violence.

Urban crime has been exacerbated by rapid urbanization and population growth in Nigeria. Cities have expanded faster than infrastructure and services can keep up, leading to overcrowded slums, high unemployment, and social discontent (Nwankwo, 2018). The economic downturn and widespread corruption have further strained the capacity of law enforcement agencies to maintain order and protect citizens.

Natural hazards and pandemics have added to Nigeria's security challenges. The country's inadequate infrastructure and emergency response capabilities make it vulnerable to natural disasters. The COVID-19 pandemic exposed significant gaps in the health system and emergency preparedness, highlighting the need for comprehensive risk management strategies (Oluwole, 2020).

Current Security Framework in Nigeria

Nigeria's current security framework involves a multi-agency approach, with the military, police, and various paramilitary organizations playing critical roles. The Nigerian Armed Forces are primarily responsible for countering terrorism and insurgency, particularly in the north-eastern and Niger Delta regions. The Nigerian Police Force handles urban crime and general law enforcement duties (Eze, 2019). Additionally, agencies like the Department of State Services (DSS) and the Nigerian Security and Civil Defence Corps (NSCDC) provide intelligence and support in maintaining national security.

However, the effectiveness of this framework is hampered by several factors, including inadequate funding, poor coordination among agencies, and corruption. For instance, despite substantial budget allocations, the Nigerian military has often been criticized for lack of adequate equipment and low morale among troops (Alao, 2013). Similarly, the police force faces issues

such as underfunding, inadequate training, and corruption, which undermine their ability to effectively combat urban crime (Nwankwo, 2018).

Intelligence and Risk Management

Effective national security requires robust intelligence gathering and risk management mechanisms. In Nigeria, intelligence agencies like the DSS are tasked with gathering and analysing information related to security threats. However, the integration of intelligence and risk management is often lacking, leading to reactive rather than proactive security measures (George, 2004).

Risk management involves identifying, assessing, and mitigating risks to national security. This process requires a coordinated approach among various stakeholders, including intelligence agencies, law enforcement, and emergency response organizations (Smith & Brooks, 2013). In Nigeria, the lack of a centralized risk management framework has resulted in fragmented efforts and inefficiencies in addressing security threats.

Challenges in Integrating Intelligence and Risk Management

Integrating intelligence and risk management in Nigeria faces several challenges. First, there is a lack of inter-agency cooperation and information sharing. Intelligence agencies and risk management entities often operate in silos, leading to delays in response and missed opportunities for preventing security incidents (Chalk, 2012). Additionally, bureaucratic inefficiencies and political interference further complicate coordination efforts.

Second, inadequate funding and resources hinder the capacity of intelligence and risk management agencies to perform their duties effectively. Many agencies lack the necessary technology and infrastructure to gather, analyse, and disseminate information in a timely manner (Zegart, 2007). Furthermore, training and capacity-building programs are often insufficient, leaving personnel ill-equipped to handle complex security challenges (Gill & Phythian, 2006).

Proposed Framework for Collaborative Risk Management

To enhance national security in Nigeria, a decentralized and collaborative risk management framework is proposed. This framework involves the establishment of Regional Security Councils (RSCs) comprising representatives from intelligence agencies, law enforcement, emergency services, and relevant stakeholders. The RSCs would be responsible for coordinating intelligence gathering, risk assessment, and response efforts within their respective regions (Boin, 2009).

The use of advanced technology, such as data analytics and artificial intelligence, can significantly enhance the capabilities of intelligence and risk management agencies. These technologies enable real-time data analysis and predictive modelling, allowing for more proactive security measures (Hillson & Murray-Webster, 2007). Additionally, continuous training and capacity-building programs are essential to ensure that personnel are equipped with the skills and knowledge needed to address evolving security threats.

Case Studies: Lessons from Other Countries

Examining case studies from other countries can provide valuable insights into effective integration of intelligence and risk management. For instance, the United States' National Counterterrorism Centre (NCTC) serves as a model for inter-agency collaboration and intelligence sharing. The NCTC integrates information from various intelligence agencies and provides comprehensive threat assessments to guide national security policies and actions (George, 2004).

Similarly, the United Kingdom's Joint Terrorism Analysis Centre (JTAC) exemplifies effective coordination between intelligence and law enforcement agencies. JTAC analyses intelligence related to terrorism and provides threat assessments to support decision-making by security agencies and policymakers (Clarke & Newman, 2007). These examples highlight the importance of centralized coordination and information sharing in enhancing national security.

Based on the findings of this study, several policy recommendations are proposed to enhance national security in Nigeria. First, there is a need to establish a centralized intelligence and risk management framework that facilitates inter-agency cooperation and information sharing. This framework should include mechanisms for regular communication, joint training programs, and coordinated response strategies (Gill & Phythian, 2006).

Second, increased funding and resources are essential to support the operations of intelligence and risk management agencies. This includes investing in advanced technology, infrastructure, and capacity-building programs (Zegart, 2007). Additionally, efforts should be made to reduce corruption and improve accountability within these agencies to ensure effective use of resources.

Third, public awareness and engagement are critical components of national security. Educating the public about security threats and encouraging their participation in reporting suspicious activities can enhance community-based security efforts (Dupont, 2003). Collaborative efforts between security agencies and community leaders can also help build trust and improve cooperation in addressing security challenges.

Continuous training and capacity-building programs are essential to equip security personnel with the skills and knowledge needed to address evolving security threats. These programs should focus on areas such as intelligence analysis, risk assessment, crisis management, and the use of advanced technology (Hillson & Murray-Webster, 2007). Additionally, training programs should be designed to foster a culture of collaboration and information sharing among various security agencies.

Technological Integration

The adoption of advanced technologies, such as data analytics, artificial intelligence, and surveillance systems, can significantly enhance the capabilities of intelligence and risk management agencies. These technologies enable real-time data analysis, predictive modelling, and automated decision-making, allowing for more proactive and efficient security measures (Smith & Brooks, 2013). Investment in technology infrastructure and training for personnel is crucial to leverage these advancements effectively.

Collaboration in National Security and Public Safety Importance of Inter-Agency Collaboration

Inter-agency collaboration in national security is crucial for effectively addressing the complex and multifaceted threats faced by modern states. In the context of Nigeria, where threats range from terrorism and insurgency to urban crime and natural disasters, the need for a cohesive and integrated approach cannot be overstated (Boin, 2009). Collaborative efforts among various security agencies, including intelligence services, law enforcement, military, and emergency response units, are essential for the timely exchange of information, efficient resource utilization, and coordinated action plans.

One of the primary benefits of inter-agency collaboration is the enhancement of situational awareness. By sharing intelligence and operational data, agencies can develop a comprehensive understanding of threats and their potential impacts. This shared knowledge enables better decision-making and more effective response strategies (Gill & Phythian, 2006). For instance, the integration of intelligence gathered by the Department of State Services (DSS) with the tactical operations of the Nigerian Police Force (NPF) can significantly improve the detection and prevention of urban crimes and terrorist activities (Alao, 2013).

Furthermore, collaboration facilitates the pooling of resources and expertise, which is particularly important in resource-constrained environments like Nigeria. Different agencies often possess unique capabilities and specialized knowledge that, when combined, can lead to more robust and adaptive security measures (Zegart, 2007). For example, the military's logistical capabilities can complement the police's local knowledge and community engagement efforts, creating a synergistic effect that enhances overall security operations (George, 2004).

Inter-agency collaboration also fosters innovation and the development of best practices. By working together, agencies can learn from each other's experiences and adopt new techniques and technologies that have proven effective in various contexts (Dupont, 2003). This continuous exchange of ideas and methodologies can lead to the creation of innovative solutions to emerging security challenges. In Nigeria, where the security landscape is constantly evolving, such innovation is vital for staying ahead of threats and ensuring the safety of citizens (Eze, 2019).

Existing Models and Their Effectiveness

Several models of inter-agency collaboration in national security have been implemented globally, each with varying degrees of success. These models provide valuable insights into how Nigeria can enhance its collaborative efforts to address its unique security challenges.

One notable model is the Joint Terrorism Task Forces (JTTFs) in the United States, which bring together personnel from various federal, state, and local agencies to investigate and respond to terrorist threats. The JTTFs facilitate real-time information sharing, coordinated operations, and the integration of diverse skills and resources (Smith & Brooks, 2013). The effectiveness of this model is evident in the numerous thwarted terrorist plots and the improved capability to respond to attacks. Adopting a similar framework in Nigeria could enhance the country's ability to combat terrorism and insurgency by ensuring that all relevant agencies work together seamlessly (Ratcliffe, 2008).

Another effective model is the fusion centres established across several countries, including the United States and the United Kingdom. These centres act as central hubs for gathering, analysing, and disseminating intelligence related to national security threats. They are designed to promote collaboration between intelligence agencies, law enforcement, and other stakeholders (Clarke & Newman, 2007). The success of fusion centres lies in their ability to integrate information from various sources, provide timely and actionable intelligence, and support coordinated responses. Implementing fusion centres in Nigeria could improve the efficiency of intelligence operations and enhance the overall security framework (Boin, 2009).

The United Kingdom's approach to counter-terrorism through the CONTEST strategy is another example of effective inter-agency collaboration. The CONTEST strategy consists of four components: Pursue, Prevent, Protect, and Prepare. This comprehensive approach involves multiple agencies working together to identify and mitigate threats, prevent radicalization, protect critical infrastructure, and prepare for potential attacks (Chalk, 2012). The emphasis on collaboration across all levels of government and with private sector partners has made the CONTEST strategy a model of best practice in counter-terrorism. Adopting a similar holistic approach in Nigeria could enhance the effectiveness of its national security efforts (Herman, 2001).

In Australia, the establishment of the Australian Criminal Intelligence Commission (ACIC) has strengthened inter-agency collaboration by consolidating various intelligence and law enforcement functions under a single entity. The ACIC facilitates the sharing of intelligence and resources, coordinates national operations, and supports state and territory law enforcement agencies (Zegart, 2007). The integration of intelligence and operational capabilities within the ACIC has led to significant improvements in the detection and disruption of organized crime and other security threats. A comparable structure in Nigeria could streamline operations and enhance the overall effectiveness of national security efforts (Dupont, 2003).

Despite the successes of these models, there are challenges associated with inter-agency collaboration that need to be addressed to maximize their effectiveness. One common issue is the bureaucratic barriers and inter-agency rivalry that can hinder information sharing and cooperation (Gill & Phythian, 2006). In Nigeria, the historical distrust between different security agencies, coupled with the competition for limited resources, often leads to fragmentation and inefficiencies (Onuoha, 2016). Addressing these challenges requires strong leadership, clear communication channels, and a commitment to a shared vision of national security (George, 2004).

Another challenge is the need for standardized procedures and protocols to facilitate collaboration. Differences in organizational cultures, operating procedures, and technological systems can create obstacles to effective cooperation (Herman, 2001). Developing common standards and ensuring interoperability between agencies are essential steps towards overcoming these barriers. In Nigeria, investing in joint training programs and integrated communication systems can help bridge the gaps and promote a more cohesive security framework (Eze, 2019).

Additionally, the importance of legal and regulatory frameworks in supporting inter-agency collaboration cannot be overlooked. Clear policies and legal guidelines are necessary to define the roles and responsibilities of different agencies, establish mechanisms for information sharing, and protect the rights and privacy of individuals (Clarke & Newman, 2007). In Nigeria, updating

existing laws and regulations to reflect the need for collaboration and ensuring their consistent enforcement can provide a solid foundation for integrated national security efforts (Alao, 2013).

Inter-agency collaboration is vital for addressing the complex security challenges faced by Nigeria. The successful models from other countries provide valuable lessons that can be adapted to the Nigerian context. However, overcoming the inherent challenges of collaboration requires strong leadership, standardized procedures, and supportive legal frameworks. By fostering a culture of cooperation and integrating the efforts of various security agencies, Nigeria can enhance its capacity to protect its citizens and ensure national stability.

3. Methodology of Research

This study employs a qualitative research design, primarily relying on secondary data sources to explore the integration of intelligence and risk management in Nigeria's national security framework. Qualitative research is particularly suited for this study as it allows for an in-depth understanding of the complex and multifaceted issues surrounding national security and risk management (Creswell & Creswell, 2018). By examining existing literature, government reports, policy documents, and case studies, this research aims to identify patterns, themes, and insights that can inform the proposed collaborative framework.

Data Collection

The data for this study were collected from a variety of secondary sources. These sources include academic journals, books, government publications, policy briefs, and reputable online resources. Academic databases such as JSTOR, Google Scholar, and PubMed were extensively used to gather relevant literature on national security, risk management, and intelligence integration. Government reports and policy documents from Nigerian security agencies provided valuable insights into the current state of national security efforts and the challenges faced (National Bureau of Statistics, 2020; Nigeria Police Force, 2021).

Data Analysis

Data analysis was conducted using content analysis, a method suitable for systematically interpreting textual information from the collected secondary sources (Krippendorff, 2018). This involved coding the data to identify recurring themes and patterns related to the integration of intelligence and risk management. The analysis focused on understanding the current practices, challenges, and potential areas for improvement in Nigeria's national security framework. By comparing findings from different sources, the study aimed to provide a comprehensive overview of the subject matter and to propose a viable framework for enhancing collaborative efforts.

Limitations of the Study

This study acknowledges several limitations. First, the reliance on secondary data means that the findings are dependent on the accuracy and reliability of the sources used. Secondary data may also be subject to biases inherent in the original sources. Additionally, the scope of this study is limited to available literature and reports, which may not cover all aspects of the complex national security landscape in Nigeria. Despite these limitations, the study provides valuable insights and a foundation for future research on the integration of intelligence and risk management.

4. Result and Discussion

Current State of National Security and Risk Management in Nigeria Analysis of Existing Frameworks and Their Effectiveness

Nigeria faces a multifaceted array of national security threats, including terrorism, insurgency, urban crime, critical infrastructure sabotage, and natural disasters. The Nigerian security framework is primarily structured around several key institutions, including the Nigerian Police Force (NPF), the Department of State Services (DSS), the Nigerian Army, and the Nigerian Security and Civil Defence Corps (NSCDC). Each of these agencies has distinct mandates but often operates in silos without sufficient coordination.

The National Security Strategy (NSS) of Nigeria, revised periodically, outlines the government's approach to managing these threats. The NSS emphasizes a multi-agency approach, highlighting the importance of inter-agency collaboration (National Security Strategy, 2019). However, despite these frameworks, there is considerable debate about their effectiveness. For instance, the Counter-Terrorism Act, which provides a legal basis for combating terrorism, has been criticized for its limited implementation and lack of clarity regarding the roles and responsibilities of various security agencies (Adeniran, 2021).

A key element of the existing framework is the integration of risk management principles into national security planning. The National Risk Reduction Action Plan (NRRAP) aims to address risks associated with both natural and man-made disasters. However, the effectiveness of the NRRAP has been hampered by inadequate funding and poor implementation (Ogunyemi, 2020). Table 1 below summarizes the main security frameworks and their effectiveness based on recent evaluations.

Table 1: Evaluation of Nigerian National Security Frameworks

Framework	Key Features	Effectiveness	Challenges
National Security Strategy (NSS)	Multi-agency approach, policy guidelines	Moderate; lacks coordination	Poor inter-agency collaboration
Counter-Terrorism Act	Legal framework for counter-terrorism	Limited; inconsistent implementation	Ambiguous roles, weak enforcement
National Risk Reduction Action Plan (NRRAP)	Risk management for disasters	Low; underfunded and poorly implemented	Insufficient resources, lack of clear metrics

Challenges in Integrating Intelligence and Risk Management Identification of Barriers to Effective Collaboration

One of the primary challenges in integrating intelligence and risk management in Nigeria is the lack of coordination among various security agencies. Each agency operates with its own mandate and objectives, often leading to fragmented responses to national security threats (Eze, 2022). The absence of a unified command structure exacerbates this issue, making it difficult to achieve a cohesive security strategy.

Another significant barrier is the insufficient sharing of intelligence across agencies. The intelligence community in Nigeria suffers from a lack of standardization and interoperability, which impedes effective collaboration (Nigerian Intelligence Agency, 2023). For instance, while the DSS and NPF have their own intelligence-gathering mechanisms, there is often a lack of timely and

accurate information exchange between them. This results in duplicated efforts and missed opportunities for early intervention (Abubakar & Ali, 2021).

The legal and bureaucratic hurdles further complicate collaboration. Security agencies are governed by different statutes and regulations, which can create conflicting priorities and operational challenges. For example, the legal framework governing the DSS is different from that of the NPF, leading to discrepancies in operational procedures and data handling (Udeh, 2022).

Additionally, there is a significant issue related to capacity building and training. Many security personnel lack the necessary skills to effectively engage in risk management and intelligence integration. Training programs are often inadequate or non-existent, resulting in a workforce that is not fully prepared to handle the complexities of modern security threats (Nwachukwu, 2021).

Finally, political interference and corruption further undermine the effectiveness of security frameworks. Political leaders and officials sometimes use security agencies for personal or political gain, which can lead to misallocation of resources and compromised security operations (Ibrahim, 2020). This political influence can prevent agencies from working together effectively and undermine trust among stakeholders.

Table 2: Barriers to Effective Intelligence and Risk Management Integration

Barrier	Description	Impact
Lack of Coordination	Fragmented responses due to non-unified command structure	Inefficiency, missed opportunities
Insufficient Intelligence Sharing	Poor exchange of information between agencies	Duplication, delayed interventions
Legal and Bureaucratic Hurdles	Conflicting regulations and statutes	Operational discrepancies, inefficiency
Capacity Building Issues	Inadequate training and skills development	Unprepared workforce, reduced effectiveness
Political Interference and Corruption	Misallocation of resources, compromised operations	Undermined trust, ineffective collaboration

Proposed Framework for Collaborative Risk Management Detailed Description of the Proposed Decentralized Collaboration Model

The proposed framework for collaborative risk management in Nigeria involves a decentralized model designed to enhance the synergy between intelligence agencies and risk management entities. This model aims to bridge existing gaps in coordination and streamline efforts to address national security threats effectively.

i. Decentralized Command Centres

At the core of the proposed framework is the establishment of decentralized command centres across various regions of Nigeria. These command centres will operate as hubs for local intelligence gathering and risk management activities. Each centre will be staffed by representatives from relevant agencies, including the Nigerian Police Force (NPF), Department of State Services (DSS), Nigerian Army, and other stakeholders. This decentralization allows for

more localized and timely responses to security threats, as regional centres can better understand and address specific local issues (Eze, 2022).

ii. Integrated Information Sharing Platforms

To facilitate effective collaboration, the framework includes the development of integrated information sharing platforms. These platforms will allow for real-time data exchange among security agencies and risk management entities. The platforms will utilize advanced encryption and data protection technologies to ensure the security and confidentiality of sensitive information (Abubakar & Ali, 2021). By providing a centralized database accessible to all participating agencies, these platforms will enable more accurate and timely intelligence analysis and risk assessment.

iii. Joint Task Forces

The framework proposes the formation of joint task forces composed of personnel from different agencies. These task forces will be responsible for executing specific security operations and risk management initiatives. By integrating diverse expertise and resources, joint task forces can address complex security challenges more effectively. Task forces will operate under a unified command structure, with clear lines of authority and accountability (Nwachukwu, 2021).

iv. Regular Training and Simulation Exercises

To ensure the effectiveness of the decentralized model, regular training and simulation exercises will be conducted. These exercises will involve all participating agencies and focus on enhancing coordination, communication, and operational skills. Training programs will include scenarios that reflect real-world security challenges, allowing agencies to practice collaborative response strategies and identify areas for improvement (Ogunyemi, 2020).

Role of Technology in Enhancing Collaboration

a. Advanced Surveillance Systems

Technology plays a crucial role in enhancing collaboration within the proposed framework. Advanced surveillance systems, such as drones and satellite imagery, will be integrated into the command centres to provide comprehensive situational awareness. These systems will enable real-time monitoring of potential threats and support decision-making processes (Nigerian Intelligence Agency, 2023). By leveraging cutting-edge technology, agencies can improve their ability to detect and respond to security incidents.

b. Data Analytics and Artificial Intelligence

Data analytics and artificial intelligence (AI) will be utilized to analyse large volumes of data collected from various sources. AI algorithms can identify patterns and trends that may indicate emerging security threats, providing valuable insights for risk management and intelligence operations (Ibrahim, 2020). Predictive analytics can also assist in anticipating potential threats and enabling proactive measures to mitigate risks.

c. Communication Technologies

Effective communication is essential for successful collaboration. The framework will incorporate secure communication technologies, including encrypted messaging systems and video conferencing tools, to facilitate seamless interaction between agencies. These technologies will ensure that information is shared quickly and securely, reducing the likelihood of miscommunication and enhancing operational efficiency (Eze, 2022).

Case Studies

Examples of Successful Integration of Intelligence and Risk Management from Other Countries

i. United States

In the United States, the integration of intelligence and risk management is exemplified by the establishment of the Department of Homeland Security (DHS) and the National Counterterrorism Centre (NCTC). The DHS coordinates efforts across various federal, state, and local agencies to manage risks associated with terrorism and other threats. The NCTC serves as a central hub for intelligence analysis and information sharing, enhancing coordination among different agencies (Kraska, 2021).

b. United Kingdom

The United Kingdom's approach to intelligence-led risk management is demonstrated by the creation of the UK's National Security Council (NSC) and the Joint Terrorism Analysis Centre (JTAC). The NSC provides strategic oversight and coordination of national security efforts, while JTAC focuses on analysing and assessing terrorism-related intelligence. This integrated approach has improved the UK's ability to respond to security threats and manage risks effectively (Davies, 2019).

c. Israel

Israel's intelligence and risk management strategies are well-regarded for their effectiveness in addressing security threats. The Israeli Security Agency (Shin Bet) and the Israel Defence Forces (IDF) work closely together to integrate intelligence and operational capabilities. The use of advanced surveillance technology, intelligence analysis, and coordinated response strategies has enabled Israel to effectively manage security risks and respond to threats (Harel, 2020).

Lessons Learned and Applicability to Nigeria

i. Importance of Centralized Coordination

The case studies highlight the significance of centralized coordination in managing national security risks. For Nigeria, adopting a similar approach with decentralized command centres and integrated information platforms can enhance collaboration among security agencies and improve overall effectiveness (Kraska, 2021).

ii. Value of Advanced Technology

The use of advanced technology, such as surveillance systems and data analytics, has proven to be instrumental in enhancing security operations. Nigeria can benefit from investing in modern technology to support its intelligence and risk management efforts, enabling more accurate threat detection and response (Harel, 2020).

iii. Need for Regular Training

Regular training and simulation exercises are essential for ensuring that security personnel are well-prepared to handle complex security challenges. By implementing comprehensive training programs, Nigeria can improve the skills and coordination of its security agencies, leading to more effective risk management (Davies, 2019).

iv. Collaborative Framework Implementation

Implementing a collaborative framework that includes joint task forces and integrated information platforms can address existing challenges in Nigeria's security management. By fostering collaboration and leveraging technology, Nigeria can create a more cohesive and efficient approach to managing national security risks (Nwachukwu, 2021).

Discussions

The integration of intelligence and risk management is crucial for effective national security, especially in a complex and multifaceted security environment like Nigeria's. Despite the existence of various frameworks aimed at addressing national security challenges, significant gaps remain that hinder optimal efficiency. This discussion delves into the effectiveness of these frameworks, explores the barriers to effective collaboration, and proposes potential solutions to enhance the overall security strategy.

i. Effectiveness of Current Frameworks

The Nigerian National Security Strategy (NSS) emphasizes a multi-agency approach to national security, aiming to unify efforts across different security institutions (National Security Strategy, 2019). However, while the NSS provides a comprehensive policy guideline, its implementation has been inconsistent. This inconsistency is partly due to the fragmented nature of Nigeria's security apparatus, where agencies operate with varying levels of coordination and cooperation. Adeniran (2021) notes that the Counter-Terrorism Act, despite its legislative backing, has struggled with effective enforcement, highlighting a gap between policy and practice. This gap is exacerbated by the limited operational synergy among agencies, leading to suboptimal responses to security threats.

The National Risk Reduction Action Plan (NRRAP) was designed to manage risks associated with both natural and man-made disasters. However, Ogunyemi (2020) identifies inadequate funding and poor implementation as major obstacles to the plan's success. The plan's effectiveness is further compromised by a lack of clear metrics for evaluating its impact, which makes it difficult to assess its true effectiveness. This underscores the need for a more robust and well-resourced framework that can adapt to the dynamic nature of security threats.

ii. Barriers to Effective Integration

One of the significant barriers to integrating intelligence and risk management is the lack of coordination among security agencies. Eze (2022) highlights that the absence of a unified command structure results in fragmented responses to security threats. This lack of cohesion not only hampers the efficiency of security operations but also creates opportunities for threats to exploit gaps in the security apparatus. The fragmentation is further compounded by insufficient intelligence sharing between agencies. Abubakar and Ali (2021) argue that poor exchange of information leads to duplicated efforts and missed opportunities for early intervention, thus undermining the effectiveness of national security measures.

Legal and bureaucratic hurdles also play a crucial role in impeding effective collaboration. The different legal frameworks governing various security agencies often lead to conflicting priorities and operational challenges (Udeh, 2022). This regulatory fragmentation creates operational discrepancies and hampers the seamless integration of intelligence and risk management efforts. The lack of standardized procedures for handling intelligence and coordinating responses further complicates these issues.

Capacity building is another critical area where challenges persist. Nwachukwu (2021) points out that inadequate training and skill development for security personnel contribute to the inefficacy of current security frameworks. Without sufficient training, personnel are ill-equipped to handle the complexities of modern security threats and to effectively engage in risk management and intelligence integration.

Political interference and corruption also undermine the effectiveness of security frameworks. Ibrahim (2020) notes that political leaders and officials sometimes use security agencies for personal or political gain, which can lead to misallocation of resources and compromised

operations. This political influence erodes trust among stakeholders and prevents effective collaboration, further weakening the national security framework.

Proposed Solutions

To address these challenges, a more integrated and collaborative approach to national security is necessary. One solution is to establish a unified command structure that facilitates better coordination among security agencies. This structure should be supported by standardized procedures for intelligence sharing and operational collaboration. Additionally, enhancing capacity building through targeted training programs can better prepare security personnel to handle modern threats effectively.

Technological advancements also offer significant opportunities for improving collaboration. Adopting advanced technologies for data sharing and analysis can help bridge the gaps between agencies and enable more timely and accurate responses to security threats. Furthermore, addressing legal and bureaucratic hurdles by harmonizing regulatory frameworks can reduce operational discrepancies and improve overall efficiency.

Public awareness and engagement are also crucial. Involving the public in national security efforts can enhance community support and cooperation, which is vital for effective risk management and intelligence gathering.

5. Conclusion

The integration of intelligence and risk management is essential for addressing Nigeria's complex and evolving security challenges. This analysis has highlighted the critical role of various national security frameworks, including the National Security Strategy (NSS), the Counter-Terrorism Act, and the National Risk Reduction Action Plan (NRRAP). While these frameworks provide a foundational structure for national security, their effectiveness is often compromised by fragmented coordination, insufficient intelligence sharing, legal and bureaucratic hurdles, capacity building issues, and political interference.

The effectiveness of the current security frameworks is hindered by the lack of a unified command structure and poor inter-agency collaboration. This fragmentation leads to inefficiencies and missed opportunities in managing security threats. The barriers to effective integration of intelligence and risk management, including inadequate coordination, insufficient intelligence sharing, and regulatory conflicts, further exacerbate these challenges. Capacity building deficiencies and political interference also contribute to the shortcomings of the current frameworks.

To address these issues, a more cohesive and collaborative approach is required. Enhancing coordination among security agencies, improving intelligence sharing mechanisms, harmonizing legal frameworks, investing in capacity building, and reducing political interference are crucial steps towards strengthening Nigeria's national security.

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a. Establish a Unified Command Structure:

Develop and implement a unified command structure that integrates various security agencies under a centralized coordination mechanism. This structure should facilitate better communication, resource allocation, and operational synergy among agencies.

b. Enhance Intelligence Sharing Mechanisms:

Implement standardized protocols for intelligence sharing and collaboration between agencies. Invest in technologies that enable real-time data sharing and analysis to improve the timeliness and accuracy of security responses.

c. Harmonize Legal and Regulatory Frameworks:

Review and harmonize legal frameworks governing different security agencies to resolve regulatory conflicts and ensure consistency in operations. This includes creating clear guidelines for inter-agency collaboration and intelligence handling.

d. Invest in Capacity Building:

Develop and implement comprehensive training programs for security personnel to enhance their skills in intelligence analysis, risk management, and operational coordination. Regular training and professional development should be prioritized to keep up with evolving security threats.

e. Reduce Political Interference and Corruption:

Implement measures to minimize political interference in security operations and ensure that resources are allocated based on need rather than political considerations. Establish independent oversight mechanisms to promote transparency and accountability in security operations.

f. Engage the Public:

Foster public awareness and involvement in national security efforts through community engagement programs. Public participation can enhance cooperation, improve information gathering, and support community-based risk management initiatives.

g. Leverage Technological Advancements:

Utilize advanced technologies such as surveillance systems, data analytics, and artificial intelligence to support intelligence and risk management efforts. Technology can play a critical role in enhancing the effectiveness and efficiency of security operations.

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