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CONTEMPORARY CHALLENGES IN NIGERIA'S DOMESTIC SECURITY MANAGEMENT: A DATE WITH THE NIGERIA SECURITY AND CIVIL DEFENCE CORPS

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Abstract

Security is a fundamental human need, and no nation can develop and thrive without it. Often it comes with life-threatening emergencies and conditions, which always leave in its trail badly battered human population and environment. Human actions, inactions and natural disasters continue to impact on the individual. In a fledgling heterogeneous democracy like Nigeria's, the management of domestic and national security is undoubtedly a challenging issue. A litany of domestic security organizations exists and operates in Nigeria. They include the Police, Customs, Immigration, and Prisons, among others. However, at the point when these outfits appeared overwhelmed and overburdened, the Nigerian Federal Government thought it wise to project the existence of the Nigeria Security and Civil Defence Corps (NSCDC) to national prominence. Having evolved from a mere voluntary agency to a full-fledged regimented paramilitary organization, statutorily empowered to provide security and disaster management for the nation and its citizenry, the state of Nigeria domestic security still appear very much challenged. The need to chart a new cause became expedient, in order to regain Nigerian people's confidence. To achieve this, a graduated institutionalized formation was put in place in the NSCDC to eradicate mediocrity and unprofessionalism, while employing community-based intelligence and surveillance networking to stem the tide. Re-evaluating and reinvigorating these proactive steps maybe an important referral for some other epileptic domestic security agencies to emulate. This paper is definitely an attempt at examining and evaluating NSCD's strides and contributions to national security challenges.

Key Words: Human Actions/Inactions, Crime Management and Social Unrests, Disaster Prevention and Management, Community-based Intelligence, Professionalism.

Introduction

A little hindsight into relevant historical annals shows that the Nigeria Security and Civil Defence Corps (NSCDC) is a paramilitary agency of the Federal Republic of Nigeria, legally empowered and commissioned to investigate and provide measures against any form of threat, attack or disaster facing the nation and its citizenry. Specific details about the NSCDC duties and engagements are tabulated in the Nigeria Government's Act No. 2 of 2003, and its amendment Act 6 of 4th June, 2007¹. Available information has it that the Nigeria Security and Civil Defence Corps owes its origin to a mere Lagos State Civil Defence Committee, inaugurated on May 23rd 1967, delegated to enlighten and sensitize the Civil populace on safety measures against air raids and bomb blasts, especially within the Lagos Federal Capital Territory, during the Nigerian Civil War².

At the cessation of hostilities in 1970, NSCDC evolved from a voluntary organization to a full-fledged voluntary government agency charged with the protection of life and property, under the Ministry of Internal Affairs.

Over the years, amidst the daily slaughter of Nigerians within the present security structure, the sustained oil pipeline and energy installations vandalisation, a dangerous nexus was thus created which nurtured discordant groups and interests in crime, criminality, impunity and terror infernos. Nigeria decayed tremendously in development, social and societal norms. The magnitude of these challenges finally overwhelmed the existing feckless security structure, epitomized by the Police. To checkmate this subsistent anarchy and restore citizen's confidence on the domestic security apparatus, the Nigerian government sustained the transitional commissioning of the NSCDC from a teleguided 'talk shop' to a full-fledged proactive professional security agency.

Having transcended overtime, from volunteership to designated recruitment status, from crowd-controllers to crime control and disaster managers, from vulnerable to armed personnel, from untrained to professionally regimented officers, one could rightly say that the NSCDC appears to be growing and developing in response to the security needs of the Nigerian nation.

At this juncture, it maybe poignant to stipulate that the idea of the NSCDC is not to replace the already existent domestic security groups thriving in the country, rather, it is expected to complement them. Towards accomplishing this, the NSCDC appears to have focused attention on grass-root intelligence gathering and personality profiling, disaster-prevention and management, youth empowerment and training, crime control and the management of social unrests.

However, it may be recalled that just after the enactment of the NSCDC Act No 2 of 2003, which transformed this group from a voluntary to a paramilitary security outfit of the Nigerian government, out of an initial workforce of 165,000 volunteers, 12,512 people were considered, screened and absorbed as staff of the Corps³. Consequently, persistent complaints and agitation from the many unabsorbed volunteers across the nation, led the Federal Government to consent and increase the workforce to 42,893 between years 2005 and 2008⁴.

Having propelled the NSCDC into national limelight and recognition, the 2003 epochal Act equally armed this organization with a purposeful vision and mission. In trying to carve a niche for itself, the NSCDC activities and role were catapulted into the socio-economic and political environment of Nigeria. In exercising its mandate, which includes; taking measures to prevent or lighten armed conflict by the use of non combatant, precautionary approaches, including persuasion, negotiation and diplomacy⁵, the NSCDC automatically became a portent educator, civil defender, and national security manager⁶. It maybe recalled that apart from the paramilitary paraphernalia granted by the NSCDC Act No 2 of 2003 to the Corps, a clear-cut role of security maintenance, disaster prevention, litigation control and the regulation of the activities and licences of Private Guards Companies⁷, was assigned to it. By the same token, this Act went further to streamline and reposition the Corps Operations through the following measures, namely; the establishment of a functional Governing Board, the designation of a Command Staff Structure, Conditions of Service, Staff nomenclature, Financial Provisions, Discipline and legal proceedings of the organization⁸.

However, regardless of from whatever parlance one could view or review the stipulations of the NSCDC 2003 Act, considering its penultimate delicate shortcomings, it could be denigrated as a 'high sounding nothing', in that the NSCDC was only permitted to supervise, monitor, inspect, but not punish offending, Private Guard Companies. In the same vein, the Corps was denied the power of entry and search in any private or public premises, including the arrest, detention, interrogation, investigation and instituting of legal proceedings against suspects on behalf of the Attorney-General of the Federation. Furthermore, the issue of the use and application of firearms to aid conformity and compliance to rules and regulations, when necessary, was not granted.

Overtime, when these challenges appeared a definite clog in the wheel of the Corp's operational advancement, the National Assembly came up with an amended NSCDC 2007 Act, which empowered the NSCDC to carryout all that was enshrined in the 2003 Act, including the following:

- Organize periodic workshops/training for Private Guard Companies;
- Seal up any Private Guard Company operating without a valid licence;
- Enter, search any premises, and seize any material suspected to be used in vandalism; or a proceed of vandalism;
- Have power to arrest with or without warrant, detain, investigate and prosecute all criminal, civil or terrorist suspects;
- Provide intelligent information to the Government, arrange and mediate in conflict resolutions;
- Maintain and have Training Institutions;
- Maintain, for the purposes of efficiency, an armed squad⁹.

At this juncture, one may be faced with a litany of questions begging for answers, with regards to the present state of the NSCDC *vis a vis* the ever increasing challenges of Nigeria's domestic security. Howbeit that this seemingly latest entrant to national security management has transformed and metamorphosed into a stable in situation so to say, as to having left some milestones on Nigeria's developmental strides. Reliance and recourse to dynamic tactical strategies may pose as the answer, but the important salient question remains thus; how and why does it appear to be succeeding in a terrain where sister agencies find service very slippery?; what could be the suggested possible modifications that would further propel the NSCDC to the status of a formidable instrument of national security management?

Reflections

Some landmark successes and achievements recorded by the Nigeria Security and Civil Defence Corps so far may not be traced far from its reliance on certain cardinal focus principles – discipline and integrity, training and re-training, vision and mission. The idea is to chart a new course in the realm of national security management, its adoption of community intelligence and surveillance not only positively paid off, but aided and endured its closeness and acceptability to the Nigerian citizenry, all to the chagrin of other already existing agencies.

The account of this success story may not be complete without recognizing the strategic primary growth base provided by the Governing Board of the NSCDC. It may be recalled that it was not newly created; rather it was the same Board that catered for the Nigerian Immigration and Prisons Services Departments. To accord an already existing and designated Board such sensitive and complex task of equally overseeing the activities of the NSCDC, may appeared as a positive recognition of the Board's track-record, and moreso a tactical move to desire for quicker results. By this singular decision, one may rightly

observe that the benefit of a viable background experience and formative knowledge of the Board was made available to the NSCDC.

To mould and patent the NSCDC as a portent and veritable security provider in the country, duty beckoned that more than sincerity of action and purpose was needed, after all, in the words of a former active voluntary staff;

Majority of the staff members of the Corps were ill-motivated, lethargic or even confused. Before June 2003, many of them simply had no pre-determined reason or focus for joining the group, rather it was taken as a veritable past time for social conviviality and that meant to provide manageable alternative to stark unemployment, boredom and solitary poverty¹⁰.

Thus, there was the dire need within the NSCDC for professional and systematic over-haul, re-focusing, re-adaptation and re-direction, hence simply put; to weed-out and train what was left of the Corps' staff then, was of utmost priority¹¹. To this end, retorted Pa Adeyotu, several conscious efforts were made, through series of in-service programs, lectures, briefs and drills towards re-defining and re-focusing the Corps¹².

In order to further reposition the Corps for a better service delivery, the organization received all kinds of support, information and guidance from many older, local sister agencies and international affiliates. Before long, many officers of the NSCDC undertook various kinds of training in several training schools and facilities in Nigeria, Switzerland, Israel, Morocco, Italy, United States, among others, operated by sister security agencies like the Army, Police, Prisons, Immigration, Fire Service, among others. Training as the saying goes, is the bedrock of development and a spring board for set goals. These officers who are fortunately the bulk of the current NSCDC high-ranking administrators and Commanders, on finishing such short course training and coming back, not only saw the need for such training, but added more steam to this venture. The resultant effect was that by 2008, over five hundred and two (502) NSCDC high-ranking officers have acquired varied strategic formations that were cumulatively re-injected into the Corps transformation¹⁴.

A new impetus and dimension appeared to envelope the NSCDC with the appointment of a new Commandant-General in 2005, Dr. Ade Abolurin. He went all the way trying to enact and entrench his new concept of security management in the Corps. According to his mission statement, "Humility and Integrity in Service Delivery"¹³ is primary, in that 'many are educated, several others have skills and are highly learned, but without integrity'¹⁵. Emphasis on integrity was not only laid by the Corps high command, but the agency was equally quite aware of the destructive and damaging influence and stigma of corruption on the other security organizations in Nigeria. Hence, in its drive for transformation, growth

and effectiveness, it tended to sow the seed of integrity in its personnel to attract public trust, understanding, and cooperation. From 2005, the NSCDC vehemently and diligently started sending its staff for detailed training courses with anti-graft agencies, like Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practice Commission (ICPC) and SERVICOM. It is remarkable to note that such training and re-training offered by the anti-graft agencies, led to the establishment of anti-graft units within the Corps, as a matter of necessity e.g. Anti Corruption and Transparency Unit, Anti-fraud Unit. Furthermore, more than fifty prosecution lawyers of the NSCDC, having undergone designated trainings in such areas, man such sections¹⁶.

In furtherance of the Corps' pursuit of transformation and excellence, starting from 2004, several NSCDC Institutes and Academies were established in Abuja, Katsina, Ogun, Niger and Bauchi States. These institutions were academically affiliated to several older Nigerian Universities. Towards effective performance and in pursuit of the Corps' mandate, training courses and duration of such trainings stemmed from the acquisition of basic skills and knowledge, demanded of staff rank, Development/Promotion/Refresher/Conversion, Civil and Strategic Courses from various War Colleges and Staff Command Institutes¹⁷.

While not underestimating intra-agency formation on staffs' character, efficiency, loyalty and devotion to duty, high premium is put on physical fitness and alertness, acquisition of knowledge in the field of information technology (ICT, and audio-visual); conflict resolution and settlement; disaster control and management; crowd control and the containment of civil unrest; weapon handling and equipment use; all in order to aid effective logistics, monitoring and control, surveillance and intelligence-gathering. By so doing, the NSCDC intended to acquire abilities to confront challenges mitigating crime, interception, arrest, interrogation, investigation and prosecution of suspects without compromise, hence;

Any NSCDC personnel is not just a civil defender but a helper in protecting and rescuing the civil populace during periods of emergency; a supervisor in training and monitoring private guards companies; a maintenance officer on twenty four hours surveillance on government infrastructures, and to deter vandalism; not just a gallant officer, but one to arrest, investigate and prosecute criminal suspects¹⁸.

The Corps' thrust in the area of intelligence-gathering and profiling, security auditing, community *cum* metropolitan security patrols and surveillance, spurred it to start detailing its officers, as from 2007, to motor parks, hotels, gardens, newspaper stands, Churches, Mosques and social gatherings. The art of infusing many NSCDC volunteers covertly into local populations and communities across trades and professions took off and equally started paying off instantly. Such empowered and emboldened it to start

participating positively in maintaining orderly conduct during national elections and examinations, including helping to control and contain drug-trafficking, human-trafficking and the eradication of cultism in Nigerian higher institutions. On the whole, one could say that the NSCDC has, to a very large extent, attained greater heights through its proper manipulation of its covert surveillance and information collation and analysis. Other sister security agencies have benefited from such information sources. Because NSCDC officers are not designated to settle in the barracks, but rather in the locality, amongst local populations, collecting and filtering neighbourhood information may not be cumbersome to it.

The national successes arising from NSCDC activities and operations in the socio-political and economic realms appear enormous. To this end, 'the NSCDC personnel have made it a point of duty to be present, observe and monitor social events like marriage ceremonies, cultural festivals, national examinations, funerals and political meetings'¹⁹. Their physical presence during such events deters crime, while promoting order and decorum as well as neutralizing and containing envisaged threats.

Perhaps, no other domestic security agency could surpass the NSCDC in the area of clamping down on social vices and societal misdemeanors. Such problems like child trafficking, Baby-making factories, illegal hiring of under-aged girls for the maintenance of illicit sex markets, the rape syndrome, among others, that have thrived in Nigeria, simply because the Nigeria Police apparently has either been ignorant of their tasks in this realm, or that some officers abated them. These vices appear to be realistically under check, all thanks to the existent viable NSCDC community intelligence gathering technique which aids citizen cohesion, intermingling and conviviality. In tandem with this, 'free handsets are sometimes given to selected individuals in the community, while viable items of information are often rewarded through varied gifts'²⁰.

Many a time, NSCDC officials have spent valuable time and energy seeing to the peaceful resolution of family, village, town and Local Government Area conflicts. It is interesting to note that situations that could have blown out of proportion have been severally contained by the NSCDC personnel, especially the depredations of local and ethnic militias in Nigeria²¹. Moreover, the Corps' emergency response teams have diligently assisted in various capacities during various motor accidents, plane crash incidents, building collapses, flood and fire incidents, or other natural disasters. The NSCDC already has a proactive contingency program for mitigating security hazards and national emergencies. For buttressing this, it appears that a continuing tradition in Nigeria is that NSCDC personnel are effectively guarding public buildings and offices, twenty-four hours everyday²².

Besides, apart from bringing sanity into the operations of the Private Guards Security Industry, it has assisted in boosting national economy through the generation of revenue accruable from fees paid by these companies²³. Moreover, the Corps's massive redeployment of personnel tactically into specific areas has led to a drastic reduction in oil pipeline vandalization, illegal bunkering, and the destruction of power lines throughout the country. These were serious problems to the national economic growth. The under mentioned statistics would help buttress NSCDC's effort at anti vandalization and the regulation of Private Guards Companies between May 2007-May 2008.

SUMMARY OF ARRESTS MADE BY THE NSCDC 2007 - 2008

STATE	SUSPECTS	VEHICLES	OTHERS
RIVERS	163	69 Tankers, 16 Buses, 19 Cars, 22 Motor-Cycles	- Pumping machines - PHCN/Nitel cables - Several metres of hoes, generator, local charms, - 4 nos. (20 feet each) of oil pipelines, - 135 drums of products.
ANAMBRA	19	16 Trucks, 3 Buses, 6 Barges 1 Pick-up	3 speed boat engines, 1 pumping machine, 1 roll of hose, 16 23drums of crude oil, 2 boats, etc.
OYO	24	504 Wagon, 7 Trucks	Generating set, 1 drilling machine, 1 digger, 2 shovels, etc.
ABIA	72	26 Trucks, 7 Buses, 2 Cars, 5 Motor Bikes, 1 Bus	- 54 drums of 120 litres of PMS, - 91 Jerrycans of 50 litres each of suspected PMS, - 12 Jerrycans of 50 liters each of suspected PMS - 36,000 litres of suspected Aviation Fuel. Knives, shovel, bows and arrows, diggers, drums, - 2 pumping machines, - 1 long pipe for siphoning oil
ADAMAWA	12	-	Shovel (2), digger (2), Jack Knife, local charms, bows and arrows, etc.
BAUCHI	15	1 Trucks	PHCN cables, jerry cans and drums filled with products etc.
BAYELSA	10	4 Trucks, 3 Bikes	12 drums of diesel, 15 jerry cans, etc
BENUE	18	-	Electric poles, rolls of electric wire/cables, 114 jerry cans, etc.
DELTA	16	9 Trucks, 6 Barges	1 Boat (barge), 8 drums of crude oil, one speedboat engine, 1 Big OP tank with capacity for 1000 litres, 2 outboard engines, two 240 litres capacity plastic drums etc.
KADUNA	14	1 Truck	Drums of diesel, jerry-cans of petroleum products, etc.
KOGI	8	1 Truck	Four pieces of hose, Jerry — cans of fuel, etc.
KWARA	14	1 Truck	9 hoses, cutlasses, hoes, 14 spanners, one gum-trigger, one live cartridge, one sharpening tool file, etc.
NIGER	9	8 Trucks	PHCN cables, two clamps with valve, two clamps without valve, etc.

Contemporary Challenges in Nigeria's Domestic Security Management

LAGOS	69	15 Trucks, 500 Drums, 9 Barges	2 barges, 4 speed boat engines, PHCN cables, 2 generators, 2 big surface tanks, 9 pumping machines with several hoses, 369 (50litres) Jerry cans filled with products, 7 (25 litres) jerry cans, 7 filled drums of petroleum products, 3 generators, 2 big plastic surface tanks, 2 long pipes for siphoning fuel, 2 empty shells of bullet, 2 telephone handsets, 7 barges. etc.
OGUN	47	10 Boats, 10 Barges, 41 Trucks	Eight pumping machines and different types of hose, etc.
TARABA	3	-	- 22.8ft NITEL terminator cable line - 19.3ft NITEL terminator cable line and pieces of bronze pipes.
GOMBE	40	2 Trucks, 3 Buses, 1 Toyota Delivery Van	PHCN CABLES/EQUIPMENT AND PETROLEUM PRODUCTS
KANO	150	9 TRUCKS	2 LORRIES OF PHCN CABLES
ZAMFARA	5	-	One roll of NITEL cable wires
YOBE	21	1 Pick-up Van, 1 Truck	18 insulator and coils of PHCN cables
ONDO	39	5 Trucks	NITEL/PHCN high tension cables, 18 insulators, 3 pumping machines, etc.
NASARAWA	17	1	33,000 liters of Petroleum Products, 5 transformers, Etc.
EBONYI	5	1 Truck	33,000 litres of Petroleum Products
EDO	27	13 Trucks, 5 Cars,	2 Generators, 150 yards of hose, 3 pumping machines, 3 sets of hose, etc.
OSUN	2	1 Truck	
ENUGU	39	4 Truck, 2 Vans	Jerry cans of petroleum products, PHCN Cables, etc.
IMO	41	7 Trucks, 1 Bus, 1 Van	164 jerry cans, drums of petroleum products
TOTAL	899		

Culled from NSCDC Internal Official Document NSCDC NHQ, Abuja.

STATISTICS OF PGC DEPARTMENT ACTIVITIES (May 2007 TO MAY 2008)

No of companies registered	381
No of companies licensed	71
No of companies inspected	560
No of companies sealed	168
No of companies unsealed	63
No of companies upgraded from category B to A	8
No of companies downgraded from category A to B	02
No of licenses renewed	510
Licenses revoked	2
Amount generated	N164,997,250

Culled from the Defender Magazine (An NSCDC NHQ Publication). Vol. 5 No. 2, p. 10

Beyond its statutory duty of providing succor to distressed Nigerians, NSCDC has become a veritable agency continuously bringing Nigeria into the global sports lime -light. Renowned sports men and women have emerged as a by-product of NSCDC youth development project over the years. Such include- Soji Fasuba (Africa's fastest runner), Aruna Quadri (Africa's number one table tennis player); others are Endurance Ojokolo, Damola Osayomi, Folashade Abugan, Maryam Usman, Omolara Omotosho, Ada Benjamin, Funke Oladoye, Ganiyat Ogundele, Rashidat Ogundele, and a host of others.

Conclusion

In modern economies, Civil Defence Organizations, ideally are supposed to be the meeting point, infact, the melting pot where the common civilian and the regimented security personnel meet, cooperate, exchange ideas and function for the national good. The nature of their training and duties have given them, an official involvement in almost every aspect of individual and collective security in a nation. The Nigeria Security and Civil Defence Corps, by all standards and ramifications, are *defacto* liable to the above assertion. Be that as it may, evaluating and monitoring the NSCDC through the binoculars of the Police, may to a very large extent appear both inhibitory, biased, and hence jaundiced. Of the state security agencies in the country, "the Police Force is perceived mightily or wrongly as the weakest link in the chain that is still begging for transformations"²⁴

The growing need to succinctly cast a glance at the institutionalized security apparatus of the Nigerian State is not in doubt, considering the pervasive squalor and purveyor of inequality with which discontented citizens have applied in dismissing the country.

It must be cautioned that, conferring on the NSCDC the power to arrest, detain, interrogate and prosecute, dose not equally empower the Corps personnel the flagrant impetus for the application of institutionalized intimidation, assault, battery and infringement on the fundamental human rights of both suspects and the populace²⁵. Treading on the same pedestal that appears to have made the Nigerian citizenry lose confidence in the Police could be calamitous. Nevertheless, constructive actions should be jealously guided against mischief. Proper training and re-training through periodic workshops, lectures, conferences and upliftment courses should be granted to NSCDC personnel, so as to inculcate integrity and professionalism in the Corps. Indolency and truancy breeds inefficiency and incompetence, which would easily be attracted and configured by corruption.

An average NSCDC official should most especially, in the course of duty, avoid mood-swinging from being friendly, rude, touchy and imperial. Constantly railing at the socio-economic system that confines him to innumerable challenges may never help his status, motivation and job. The Nigerian government should ensure that the NSCDC rank and file are not susceptible to the predominant corruptive seedy environment in Nigeria. This fact highlights the all important issue of supervision, which ensures discipline and order.

The provision of security is engaging and capital intensive. The NSCDC is in dire need of logistical equipments, emergency shelters, infrastructures and viable manpower, otherwise it would simply degenerate into a stone-age organization. Updated communication gadgets (T.V/Radio Stations, Closed Circuit Cameras), vehicles, emergency and rehabilitation facilities, Criminal Intelligence Data bases, forensic laboratories are needed by the Corps. Added to this, the NSCDC Staff strength appears inadequate in handling disaster management, crime prevention and control, and fighting terrorism. In the light of this, new sincere effort should be made at recruiting more hands into the Corps. ...

There is the urgent need for the NSCDC to continue to build on, or re-strategize on the issue of inter-agency cooperation, concerning Sister Security Organizations. Worthy of mention is their continued fruitful cooperation with the Nigerian Navy in the Niger Delta areas in their fight against oil theft. Knowledge transfer and shared learning amongst security organizations remain the parlance for success. The importance of complementary services and exchange of specific information will not only aid the thesis and synthesis of intelligence collection and collation, but in the long run lead to a smooth and better security and disaster management in Nigeria.

Continued transformation in the area of training and re-training of Corps staffers would help reposition the NSCDC for improved service-delivery. NSCDC training schools and facilities should always receive up-dated and dynamic curricula, so as to teach officers the current scientific basis of security management. Officers and men of the NSCDC should be made aware of the fact that resources, interpersonal power and communication are veritable sources of power, but that expertise is supreme.

Radical Islamic extremism seems to have overshadowed other forms of organized violence. Domestic or homegrown violence have continued to manifest and dominate the Nigerian psyche. Terrorism and organized crime have intersected in the twenty-first century Nigerian environment through (kidnappings, target killings, suicide bombings, high-profile murders etc). Of late, the dangerous activities and tantrums of various cult groups, not forgetting the recalcitrant *Fulani* invasions, have kept the Nigerian state on edge. Such should remain the focus of scrutiny for security and intelligence organizations like the NSCDC. A proper analysis of inter-city dynamics, must inculcate the issue of gang violence, hence the need to explore the concept of delinquency and group dynamics. Upgrading the Nigerian Security structure to stunning effectiveness should be the focus of the NSCDC.

The degree of today's worldwide unrest has highlighted the great and grave degree of uncertainty in national security. Hazards, disasters, conflicts and violence are alarmingly starring the professionalism embedded in the patho-physiology of the NSCDC staff on the face, hence protecting and defending the defenceless should rather become an achievable mission, rather than a mere vision.

End Notes

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