

## **Inter-Agency Collaboration and Security Effectiveness in Nigeria: An Empirical Study of Northern Senatorial District, Cross River State**

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### **Abstract**

**T**his study examines the relationship between inter-agency collaboration and security effectiveness in the Northern Senatorial District of Cross River State, Nigeria. Despite the multiplicity of security agencies in Nigeria, challenges such as poor coordination, rivalry, and duplication of functions continue to undermine effective security delivery. The study adopts a survey research design, with data collected from 150 respondents drawn from security agencies, community leaders, and residents across the five local government areas in the district. Data was analysed using descriptive statistics and inferential tools, including Pearson Product Moment Correlation. Findings reveal that information sharing, joint operations, and resource coordination significantly enhance security effectiveness, while inter-agency rivalry and lack of trust weaken collaborative outcomes. The study concludes that strengthening institutional frameworks for cooperation is essential for improving security outcomes. It recommends the establishment of integrated command structures, improved communication systems, and regular joint training programmes.

**Keywords:** *Inter-agency collaboration, Security effectiveness, Nigeria, Coordination, Joint operations*

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### **Background to the Study**

Security remains one of the most fundamental responsibilities of the modern state, forming the bedrock upon which social order, political stability, and economic development are built. The ability of a state to guarantee the safety of lives and property is not only central to its legitimacy but also critical for fostering investment, sustaining livelihoods, and promoting overall human development. In the context of Nigeria, the security landscape has become increasingly complex and dynamic, characterised by a wide range of threats such as insurgency, banditry, kidnapping, communal conflicts, militancy, and organised crime. These evolving threats have stretched the capacity of traditional security institutions and necessitated a more integrated and collaborative approach to security management (Alemika, 2013).

To respond to these challenges, the Nigerian state has developed a multi-agency security architecture comprising institutions such as the Nigeria Police Force, the Nigerian Armed Forces, the Nigeria Security and Civil Defence Corps, the Department of State Services, and other intelligence and paramilitary bodies. Each of these agencies is assigned specific mandates, operational jurisdictions, and areas of expertise. In theory, this institutional diversity is expected to enhance security effectiveness through specialisation and synergy. However, in practice, the mere coexistence of multiple agencies has not automatically translated into improved security outcomes. Instead, operational overlaps, jurisdictional ambiguities, competition for recognition, and resource constraints have often undermined collective effectiveness (Onuoha, 2017).

One of the most persistent challenges confronting Nigeria's security framework is the problem of weak inter-agency coordination. Instances of rivalry, mistrust, poor communication, and duplication of efforts have frequently been reported, leading to delayed responses to security threats and, in some cases, outright operational failures. These challenges are further compounded by inadequate information sharing mechanisms, lack of joint training programmes, and the absence of a unified command structure during critical operations. Consequently, the effectiveness of security interventions is often diminished, thereby exacerbating public insecurity and eroding citizens' confidence in state institutions.

At the sub-national level, these challenges are even more pronounced. Cross River State, particularly the Northern Senatorial District, which comprises local government areas such as Ogoja, Yala, Bekwarra, Obudu, and Obanliku, has experienced a variety of security threats that underscore the need for effective inter-agency collaboration. The region has witnessed recurring communal clashes, farmer–herder conflicts, cross-border crimes due to its proximity to neighbouring countries, and incidents of kidnapping and armed robbery. These security concerns have significant implications for rural livelihoods, agricultural productivity, and cross-border trade, thereby affecting the socio-economic wellbeing of the people.

In response to these challenges, efforts have been made by government authorities to promote collaboration among security agencies through joint task forces, inter-agency committees, and community-based security initiatives. Inter-agency collaboration, in this regard, refers to the

structured process of cooperation, coordination, communication, and information sharing among different security institutions with the aim of achieving common security objectives (Oladipo, 2019). Effective collaboration is expected to enhance intelligence gathering, improve rapid response capabilities, reduce operational redundancies, and foster mutual trust among agencies. Despite these efforts, concerns persist regarding the actual impact of inter-agency collaboration on security outcomes at the grassroots level. While policy documents and official statements often emphasise the importance of collaboration, there is limited empirical evidence to demonstrate how such collaborative arrangements translate into measurable improvements in security effectiveness, particularly within specific local contexts. Most existing studies have focused on national-level analyses, thereby overlooking the unique dynamics and operational realities at the sub-national and community levels.

It is against this backdrop that this study is situated. By focusing on the Northern Senatorial District of Cross River State, the study seeks to provide empirical insights into the nature, extent, and effectiveness of inter-agency collaboration in addressing security challenges. Specifically, the study examines how coordination, communication, and joint operations among security agencies influence security outcomes in the region. In doing so, it contributes to the broader discourse on security governance in Nigeria by highlighting the practical implications of collaborative security frameworks at the local level. The study aims to bridge the gap between policy expectations and operational realities by assessing whether inter-agency collaboration serves as a viable strategy for enhancing security effectiveness. The findings are expected to inform policymakers, security practitioners, and scholars on the need to strengthen institutional mechanisms for collaboration, improve coordination structures, and develop context-specific strategies for addressing emerging security threats in Nigeria.

### **Objectives of the Study**

The main objective of this study is to examine the impact of inter-agency collaboration on security effectiveness in Northern Cross River State.

The specific objectives are to:

1. Examine the effect of information sharing among security agencies on security effectiveness.
2. Assess the impact of joint operations on crime control.
3. Determine the influence of resource coordination on operational efficiency.
4. Evaluate the effect of inter-agency rivalry on security outcomes.

### **Research Questions**

1. How does information sharing among security agencies affect security effectiveness?
2. What is the impact of joint operations on crime control?
3. How does resource coordination influence operational efficiency?
4. To what extent does inter-agency rivalry affect security outcomes?

## **Research Hypotheses**

1. Information sharing among security agencies has no significant effect on security effectiveness.
2. Joint operations do not significantly influence crime control.
3. Resource coordination has no significant impact on operational efficiency.
4. Inter-agency rivalry has no significant effect on security outcomes.

## **Literature Review**

### ***Information Sharing and Security Effectiveness***

Information sharing is widely regarded as a cornerstone of effective security governance, particularly in environments characterised by complex and evolving threats. It involves systematic exchange of intelligence, data, and operational insights among security agencies to enhance situational awareness and facilitate timely responses. Dike (2018) posits that intelligence-driven policing is fundamentally dependent on the availability of accurate, timely, and actionable information, which enables security agencies to move from reactive to proactive strategies in crime prevention and control. This perspective aligns with the best global practices, where integrated intelligence systems have been shown to significantly improve the detection and disruption of criminal activities.

In the Nigerian context, however, the effectiveness of information sharing remains constrained by several structural and institutional challenges. Onuoha (2017) observes that bureaucratic bottlenecks, organisational secrecy, and lack of trust among agencies often inhibit the free flow of intelligence. Security agencies tend to operate in silos, with limited willingness to share sensitive information due to concerns over confidentiality, institutional pride, and fear of compromise. Similarly, Ebo (2007) argues that weak institutional frameworks and absence of standardised communication protocols further exacerbate the problem, leading to fragmented intelligence systems.

Empirical studies have also highlighted the consequences of poor information sharing on security outcomes. For instance, Okoli and Iortyer (2014) note that the inability of agencies to effectively share intelligence has contributed to delayed responses to security threats, particularly in cases of insurgency and organised crime. In rural and border communities, such as those in Northern Cross River State, limited information exchange between local security outfits and federal agencies often results in intelligence gaps, thereby undermining crime prevention efforts. Conversely, where information sharing mechanisms are strengthened—through joint intelligence centres or inter-agency communication platforms, there is evidence of improved coordination and enhanced operational effectiveness (Adewumi, 2020).

### ***Joint Operations and Crime Control***

Joint operations represent a critical dimension of inter-agency collaboration, involving the coordinated deployment of personnel, expertise, and resources by multiple security agencies to address specific security threats. Such operations are particularly important in tackling complex and large-scale security challenges that exceed the capacity of a single agency.

Adewumi (2020) argues that joint task forces enhance operational effectiveness by leveraging the comparative advantages of different agencies, thereby ensuring a more comprehensive approach to security management. In Nigeria, joint operations have become a common strategy in addressing various forms of insecurity, including insurgency in the North-East, militancy in the Niger Delta, and communal conflicts in different parts of the country. The establishment of joint military-police task forces, such as Operation Lafiya Dole and Operation Delta Safe, demonstrates the recognition of collaborative approaches in national security management. According to Salihu (2019), these joint operations have recorded notable successes in degrading insurgent capabilities, restoring territorial control, and reducing crime rates in affected areas.

However, the effectiveness of joint operations is not without limitations. Scholars such as Onuoha (2017) and Okoli (2016) argue that differences in organisational culture, command structures, and operational procedures often create coordination challenges during joint missions. Issues such as unclear leadership roles, lack of unified command, and inadequate joint training can hinder the smooth execution of operations. At the sub-national level, particularly in rural areas like the Northern Senatorial District of Cross River State, logistical constraints and limited resources further complicate joint operations, thereby reducing their overall effectiveness. Despite these challenges, empirical evidence suggests that well-coordinated joint operations can significantly improve crime control outcomes. When properly managed, they enhance rapid response capabilities, increase operational coverage, and promote synergy among security agencies. This underscores the need for institutional reforms aimed at strengthening the planning, coordination, and execution of joint security operations in Nigeria.

#### ***Resource Coordination and Operational Efficiency***

Resource coordination is another critical factor influencing the effectiveness of inter-agency collaboration. It involves the strategic allocation and utilisation of human, financial, and material resources across security agencies to achieve optimal outcomes. Oladipo (2019) emphasises that effective resource coordination minimises duplication of efforts, reduces operational costs, and enhances overall efficiency in security management. In Nigeria, however, resource constraints remain a major challenge for security agencies. Many agencies operate with inadequate funding, insufficient personnel, and limited access to modern equipment and technology. According to Alemika (2013), these constraints often lead to competition rather than cooperation among agencies, as each institution seeks to secure its own operational needs. This situation is further aggravated by poor planning and lack of integrated resource management systems, resulting in inefficiencies and wastage.

Empirical studies have shown that poor resource coordination can have serious implications for security effectiveness. For example, Akinwale (2010) notes that overlapping responsibilities and uncoordinated deployment of personnel often lead to redundancy and operational gaps. In contrast, effective coordination enables agencies to complement each other's strengths, thereby enhancing their collective capacity to respond to security threats. For instance, the police may provide investigative expertise, while the military offers tactical

support and the civil defence corps contributes community-level intelligence. At the local level, particularly in areas such as Northern Cross River State, effective resource coordination is essential for addressing security challenges in remote and underserved communities. The integration of local vigilante groups and community-based organisations into formal security frameworks can also enhance resource utilisation and improve security outcomes (Okoli & Iortyer, 2014). Therefore, strengthening mechanisms for resource sharing and coordination is crucial for improving operational efficiency and achieving sustainable security outcomes.

### ***Inter-Agency Rivalry and Security Outcomes***

Inter-agency rivalry is widely recognised as one of the most significant obstacles to effective security collaboration in Nigeria. Rivalry often arises from competition for institutional recognition, funding, authority, and political influence. Alemika (2013) argues that such competition undermines the spirit of cooperation and leads to fragmentation within the security sector. Instead of working towards common objectives, agencies may prioritise their individual interests, thereby compromising overall security effectiveness.

Onuoha (2017) further notes that inter-agency rivalry manifests in various forms, including withholding of information, duplication of operations, and conflicts over jurisdiction. These tensions not only hinder collaboration but also create opportunities for security lapses, as critical intelligence may not be shared in a timely manner. In some cases, rivalry has led to public confrontations between security agencies, thereby eroding public confidence in the security system.

Empirical evidence suggests that the impact of inter-agency rivalry on security outcomes is largely negative. Okoli (2016) observes that rivalry contributes to operational inefficiencies, delays in response, and increased vulnerability to security threats. In conflict-prone areas, such as parts of Northern Cross River State, the absence of coordinated action among security agencies can exacerbate communal tensions and prolong conflicts.

Nevertheless, some scholars argue that a certain level of competition may be beneficial if properly managed, as it can drive innovation and improve performance (Adewumi, 2020). However, for this to be effective, there must be strong institutional frameworks that promote accountability, transparency, and collaboration. Mechanisms such as joint training programmes, inter-agency communication platforms, and unified command structures can help mitigate rivalry and foster a culture of cooperation. The literature underscores the importance of addressing inter-agency rivalry as a critical step towards enhancing security effectiveness. Without deliberate efforts to build trust, improve coordination, and align institutional goals, the potential benefits of inter-agency collaboration may not be fully realised.

### **Theoretical Framework**

This study is anchored on Systems Theory, originally developed by Bertalanffy (1968), which provides a holistic framework for understanding how different components of a system interact to produce collective outcomes. The central proposition of Systems Theory is that

organisations and institutions do not operate in isolation; rather, they function as interdependent and interrelated parts of a broader system. The effectiveness, stability, and survival of the system depend largely on the degree of coordination, integration, and synergy among its constituent parts.

Systems Theory emphasises key concepts such as interdependence, integration, feedback, and adaptation. Interdependence implies that the functioning of one component directly or indirectly affects others within the system. Integration refers to the alignment and harmonisation of activities among system components to achieve common objectives. Feedback mechanisms allow the system to assess its performance and make necessary adjustments, while adaptation ensures that the system responds effectively to changes in its external environment. In the context of public administration and security governance, Systems Theory is particularly relevant because security management involves multiple actors operating within a complex institutional environment. In Nigeria, the security architecture comprises various agencies—including the police, military, intelligence services, and paramilitary organisations—which can be conceptualised as subsystems within the broader national security system. Each of these agencies has specific roles, mandates, and operational capacities; however, their effectiveness is ultimately dependent on how well they interact and collaborate with one another.

Applying Systems Theory to this study, inter-agency collaboration can be understood as the process of integrating these subsystems to ensure the efficient functioning of the overall security system. Effective collaboration—through information sharing, joint operations, and coordinated resource utilisation—enhances system coherence and strengthens the capacity to respond to security threats. Conversely, weak linkages among agencies, characterised by rivalry, poor communication, and lack of coordination, result in system dysfunction. Such breakdowns often manifest in delayed responses, duplication of efforts, intelligence failures, and ultimately, ineffective security outcomes.

Furthermore, Systems Theory highlights the importance of the environment in shaping system performance. The security system in Nigeria operates within a dynamic environment characterised by socio-economic inequalities, political pressures, technological changes, and evolving patterns of criminality. These external factors continuously influence the demands placed on security agencies, thereby necessitating adaptive and coordinated responses. In regions such as the Northern Senatorial District of Cross River State, local environmental factors, including cross-border movements, communal tensions, and rural underdevelopment, further complicate the security landscape and reinforce the need for an integrated systems approach.

Another important contribution of Systems Theory to this study is its emphasis on feedback and learning mechanisms. Effective security systems rely on continuous information flow and evaluation processes to improve performance. Inter-agency collaboration facilitates such feedback by enabling agencies to share experiences, assess operational outcomes, and refine strategies. Where feedback mechanisms are weak or absent, security agencies may repeat

mistakes, fail to learn from past operations, and remain ill-equipped to address emerging threats. The systems Theory provides a robust analytical lens for examining inter-agency collaboration and security effectiveness in Nigeria. It underscores the necessity of coordination, integration, and mutual dependence among security agencies as critical determinants of overall system performance. By applying this theoretical framework, the study is able to explain how the quality of relationships among security institutions influences their collective ability to achieve security objectives. Ultimately, the theory reinforces the argument that sustainable security outcomes cannot be achieved through isolated institutional efforts, but rather through a well-coordinated and integrated system of inter-agency collaboration.

## **Methodology**

### ***Research Design***

This study adopts a survey research design, which is considered appropriate for collecting data from a relatively large population and for examining relationships among variables. The survey design enables the researcher to obtain first-hand information from respondents regarding their perceptions and experiences of inter-agency collaboration and its impact on security effectiveness. It is particularly suitable for this study because it allows for the quantification of opinions, attitudes, and behaviours, thereby facilitating statistical analysis and generalisation of findings.

### **Study Area**

The study is conducted in the Northern Senatorial District of Cross River State, Nigeria. The district comprises five Local Government Areas (LGAs): Obudu, Obanliku, Bekwarra, Ogoja, and Yala. This region is strategically significant due to its geographical location, which shares boundaries with neighbouring states and international borders. The area has experienced various security challenges, including communal conflicts, farmer–herder clashes, cross-border crimes, and incidents of kidnapping and armed robbery. These dynamics make the district an appropriate setting for examining inter-agency collaboration and security effectiveness at the sub-national level.

### ***Population and Sample Size***

The target population for the study includes security personnel, community leaders, and residents within the study area. Security personnel comprise members of agencies such as the police, military, civil defence, and other paramilitary organisations. Community leaders include traditional rulers, youth leaders, and local opinion leaders, while residents consist of adult members of the communities.

A sample size of 150 respondents was selected for the study. The sampling process involved a combination of purposive and simple random sampling techniques. Purposive sampling was used to select key informants such as security personnel and community leaders due to their direct involvement in security matters, while simple random sampling was employed to select residents to ensure representativeness and reduce sampling bias.

### **Data Collection**

The study relies primarily on primary data, which were collected using structured questionnaires. The questionnaire was designed to capture information on key variables such as information sharing, joint operations, resource coordination, inter-agency rivalry, and perceived security effectiveness. The instrument consisted of both closed-ended and Likert-scale questions to allow respondents to express their level of agreement or disagreement with specific statements. To ensure the validity and reliability of the instrument, the questionnaire was subjected to expert review and pre-testing before final administration. Copies of the questionnaire were administered directly to respondents with the assistance of trained research assistants, ensuring a high response rate and accurate data collection.

### **Method of Data Analysis**

Data collected from the field was coded, organised, and analysed using appropriate statistical techniques. The analysis was carried out at two levels:

- a. Descriptive statistics: Frequencies and percentages were used to summarise the socio-demographic characteristics of respondents and to provide an overview of responses to key variables.
- b. Inferential statistics: Pearson Product Moment Correlation (PPMC) and regression analysis were employed to test the hypotheses and examine the relationships between inter-agency collaboration variables (information sharing, joint operations, resource coordination, and rivalry) and security effectiveness.

### **Results/Findings**

This section presents the empirical analysis of the study based on the four hypotheses formulated. The results are presented using tables, showing the correlation coefficients and significance levels, followed by brief interpretations.

#### **Hypothesis One**

**H<sub>01</sub>:** There is no significant relationship between information sharing and security effectiveness.

**Table 1:** Pearson Correlation Analysis of Information Sharing and Security Effectiveness

<b>Variables</b>	<b>N</b>	<b>r-value</b>	<b>p-value</b>	<b>Decision</b>
Information Sharing	150	0.68	0.000	Reject H <sub>01</sub>
Security Effectiveness	150			

The result in Table 1 shows a strong positive correlation ( $r = 0.68$ ) between information sharing and security effectiveness. The p-value (0.000) is less than 0.05, indicating statistical significance. Therefore, the null hypothesis is rejected. This implies that improved information sharing among security agencies significantly enhances security effectiveness in the study area.

### Hypothesis Two

**H<sub>02</sub>:** Joint operations have no significant effect on crime control outcomes.

**Table 2:** Pearson Correlation Analysis of Joint Operations and Crime Control

Variables	N	r-value	p-value	Decision
Joint Operations	150	0.72	0.000	Reject H <sub>02</sub>
Crime Control Outcomes	150			

### Interpretation:

Table 2 indicates a strong positive relationship ( $r = 0.72$ ) between joint operations and crime control outcomes. The p-value (0.000) is below the 0.05 threshold, confirming statistical significance. Thus, the null hypothesis is rejected. This suggests that joint operations among security agencies significantly improve crime control in the Northern Senatorial District of Cross River State.

### Hypothesis Three

**H<sub>03</sub>:** Resource coordination has no significant effect on operational efficiency.

**Table 3:** Pearson Correlation Analysis of Resource Coordination and Operational Efficiency

Variables	N	r-value	p-value	Decision
Resource Coordination	150	0.65	0.000	Reject H <sub>03</sub>
Operational Efficiency	150			

The findings in Table 3 reveal a strong positive correlation ( $r = 0.65$ ) between resource coordination and operational efficiency. The p-value (0.000) is statistically significant at 0.05 level. Consequently, the null hypothesis is rejected. This indicates that effective coordination of resources among security agencies enhances operational efficiency.

### Hypothesis Four

**H<sub>04</sub>:** Inter-agency rivalry has no significant effect on security outcomes.

**Table 4:** Pearson Correlation Analysis of Inter-Agency Rivalry and Security Outcomes

Variables	N	r-value	p-value	Decision
Inter-Agency Rivalry	150	-0.59	0.000	Reject H <sub>04</sub>
Security Outcomes	150			

Table 4 shows a moderate negative correlation ( $r = -0.59$ ) between inter-agency rivalry and security outcomes. The p-value (0.000) is less than 0.05, indicating statistical significance. The null hypothesis is therefore rejected. This implies that increased rivalry among security agencies significantly undermines security effectiveness in the study area.

### **Discussion of Findings**

The findings of this study provide strong empirical support for the argument that inter-agency collaboration is a critical determinant of security effectiveness in Nigeria, particularly at the sub-national level. The results demonstrate that the key dimensions of collaboration, information sharing, joint operations, and resource coordination, have significant positive effects on security outcomes, while inter-agency rivalry exerts a negative influence. The strong positive relationship between information sharing and security effectiveness ( $r = 0.68$ ) underscores the centrality of intelligence coordination in modern security management. This finding is consistent with Dike (2018), who emphasised that intelligence-driven policing depends on timely and accurate information exchange among security agencies. In the context of Northern Cross River State, improved information sharing likely enhances early warning systems, facilitates proactive responses to threats, and reduces the likelihood of security breaches. The finding also suggests that where communication channels are open and reliable, security agencies are better positioned to anticipate and neutralise threats before they escalate.

Furthermore, the study reveals that joint operations significantly improve crime control outcomes ( $r = 0.72$ ), making it the strongest predictor among the variables examined. This supports Adewumi (2020), who argued that collaborative security efforts yield better outcomes than isolated institutional actions. Joint operations enable agencies to pool their expertise, manpower, and logistical capabilities, thereby increasing operational efficiency and effectiveness. In practical terms, the success of joint patrols, task forces, and coordinated interventions in the study area may be attributed to the complementary roles played by different agencies. However, this finding also implies that the absence of such collaboration could severely weaken the capacity of individual agencies to address complex and multifaceted security challenges.

The positive relationship between resource coordination and operational efficiency ( $r = 0.65$ ) further reinforces the importance of synergy in security governance. Effective coordination ensures that scarce resources, such as personnel, equipment, and logistics—are optimally utilised. This finding aligns with Oladipo (2019), who noted that coordinated resource management reduces duplication and enhances institutional performance. In the context of the study area, where security agencies often operate under resource constraints, collaboration becomes a practical necessity rather than a mere administrative ideal.

On the other hand, the study found that inter-agency rivalry has a significant negative effect on security outcomes ( $r = -0.59$ ). This finding corroborates Alemika (2013), who identified institutional rivalry as a major impediment to effective security governance in Nigeria. Rivalry, manifested through competition for authority, recognition, and resources, undermines trust and weakens collaboration among agencies. In practical terms, such rivalry may lead to information hoarding, duplication of efforts, and conflicts during operations, all of which reduce overall efficiency. The implication is that even where structures for collaboration exist, their effectiveness may be compromised by underlying institutional tensions. The findings highlight a paradox within Nigeria's security architecture: while the potential benefits of inter-agency collaboration are evident, their realisation is often constrained by structural and

behavioural challenges. The study therefore emphasises the need for deliberate efforts to strengthen coordination mechanisms, build trust among agencies, and institutionalise collaborative practices.

### **Conclusion**

This study examined the relationship between inter-agency collaboration and security effectiveness in the Northern Senatorial District of Cross River State. Drawing on empirical evidence, the study concludes that inter-agency collaboration significantly enhances security outcomes. Specifically, information sharing, joint operations, and resource coordination were found to have positive and statistically significant effects on security effectiveness.

However, the study also reveals that the persistence of inter-agency rivalry, mistrust, and weak coordination mechanisms undermines the potential benefits of collaboration. These challenges not only reduce operational efficiency but also weaken the overall capacity of the security system to respond effectively to emerging threats. In essence, while inter-agency collaboration remains a viable and necessary strategy for improving security governance in Nigeria, its success depends largely on the extent to which institutional barriers are addressed. Sustainable security can only be achieved through a well-integrated system characterised by cooperation, trust, and shared responsibility among security agencies.

### **Recommendations**

Based on the findings of the study, the following recommendations are proposed:

1. **Establishment of Integrated Security Command Centres:** Government should establish centralised command and control centres at state and senatorial district levels to facilitate real-time coordination and decision-making among security agencies.
2. **Promotion of Regular Inter-Agency Training and Joint Exercises:** Continuous joint training programmes and simulation exercises should be institutionalised to enhance interoperability, build mutual trust, and improve collective response capabilities.
3. **Development of a Centralised Intelligence-Sharing Platform:** A secure and unified intelligence-sharing system should be developed to enable seamless exchange of information among agencies, thereby strengthening early warning and response mechanisms.
4. **Strengthening Institutional Frameworks to Reduce Rivalry:** Clear policies and legal frameworks should be enforced to define roles, minimise jurisdictional conflicts, and promote accountability. Incentive structures that reward collaboration rather than competition should also be introduced.
5. **Improvement of Funding and Logistics:** Adequate funding should be provided to security agencies to support joint operations, procure modern equipment, and enhance logistical capacity. Efficient resource allocation mechanisms should also be implemented to avoid duplication and wastage.
6. **Community Engagement and Inclusion:** Security agencies should strengthen collaboration with community leaders and local vigilante groups to enhance grassroots intelligence gathering and foster public trust in the security system.

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