STRATEGIC LEADERSHIP AS A MEANS FOR IMPROVING COMMUNITY POLICING FOR SUSTAINABLE DEVELOPMENTIN NIGERIA

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Abstract
The state of insecurity in Nigeria has continuously taken an alarming dimension. This state of affairs demands leadership approach that is strategic in nature for sustainable community development in Nigeria. Hence, this study focused on the Strategic leadership as a means for Improving Community Policing for Sustainable Development. Two research questions and two hypotheses guided the study. The design of the study isa descriptive survey research design. The population of the study is4550 from the 10 registered town union in the local government.The sample size for the study is455 which constituted 10% of each town unionusing proportionatesimple random sampling technique. Questionnairetitled:Strategic Leadership Questionnaire was used for data collection. The instrument was face validated by three experts. Data collected from the respondents were analysed using the mean and standard deviation. The two null hypothesis were analysed using t-test. Findings of the study revealedthat community involvement in crime prevention for sustainable national developmentrequires strategic vision and social capital development to improve community policing in Okene LGA. Based on these findings, some recommendations were made.The federal government through the police service commission should expose the Community Based Organisation's (CBOs) leaders to quality training on the skills required by the vigilantes and the social capital dimensions that should be in place in order to strategically equipped them to lead the vigilantes to effectively police their communities.

Introduction

Nigeria in recent times has witnessed an unprecedented level of insecurity. This has made national security to be a major issue for the government and has prompted huge allocation of the national budget to security. In order to ameliorate the incidence of crime, the federal government has embarked on criminalization of terrorism by passing the Anti-Terrorism Act in 2011, installation of Computer-based Closed-Circuit Television cameras (CCTV) in some parts of the country as surveillance and as away of investigation of criminal related offences. All these are done to curtail the heightening of physical insecurity around the country.Theaim isdeter or disrupt potential attacks, strengthening of security agencies through the provision of security facilities and the development and broadcast of security tips in mass media (Azazi, 2011).Despite these efforts, the level of insecurity in the country is still high. This is shown by the consistent low ranking of Nigeria in the Global Peace Index (GPI, 2012), signifying a worsened state of insecurity in the country. Hence, Adagba, (2012), Uhunmwuangho, (2011) and Aluforo (2011) are of the view that the efforts of government have not yielded enough positive result. With the lingering security challenges and the inability of the security apparatus of the government to guarantee safety and security in the country.The question that borders everyone in Nigeria today is "can there be safety"?"Is security of lives and properties achievable"?
These questions are necessary due to overwhelming challenges faced by the Nigerian Police. Worthy of mention among these challenges are nepotism, ethnicism, corruption, institutional weaknesses such as inadequate manpower (both in strength and expertise), insufficient education and training, inadequate equipment and poor conditions of service of the average policeman.Ibeanu(2007), say that poor public relations between the police and the hosting community has created a lack of public cooperation, and constitutional problem that put the country's police wholly under the Presidency, and most recently, the poor perception of police by both police officers and the public. These problems have hindered, to a very large extent, the ability of the Nigeria police to perform their functions effectively. The public looks at the police officers with scorn, distrust and suspicion. They do not

consider them as friends and allies in the fight against crime but rather as enemies on the side of the criminals (Igbo,1999). Due to this poor perception of the police, the public are reluctant to provide any form of support or cooperation to the police. This lack of trust in the police often leads to a resolve by the public not to cooperate with them in crime fighting, and sometimes resort to lynching of suspects by angry mobs (Igbo, 2013). In fact, the relationship between the police and the public is very often characterized by brutality, confrontation, and exploitation (Ibeanu, 2007). Ibeanu further stated that as a result of the public distrust of the police, the federal government, in 2003 undertook a number of measures to improve the police and citizen relationship. The federal government established in all state commands the Police Complaints Bureau and the Human Rights Desks, and they introduced a pilot community policing project in all the 774 local governments in the country.

This community policing program was extended to Okene local government of Kogi state. This program was initiated due to consistent heighten insecurity level in the country. Beland (2005) described insecurity as the state of fear or anxiety stemming from a concrete or alleged lack of protection. It refers to lack of freedom from danger and attack which pose as a threat to human existence. Insecurity in Nigeria has developed into a phenomenal plague with security challenges such as kidnapping, suicide bombing, militancy, ethnic related conflicts, armed robbery and politically induced violence which has significantly impacted the development of communities in the country. It is estimated that over 2 million persons have been displaced as a result of insecurity in the country (UNHCR, 2019). This state of affairs has destroyed the very foundations of national unity and as such fear, suspicion and apprehension have become the order of the day in today's society (Imhonopi & Urim, 2012). The strategic positioning of Okene LGA of Kogi state as gateway has made it an important point that must be secured for safety of the communities and thousands of passersby through the communities in the local government.It means Okene LGA need to be defended, protected and preserve its values, and instill the absence of threats to the acquired values(Terriff cited in George-Genyi, 2013). But the reverse is the case to the people of OkeneLGA of Kogi state as they experience several security challenges such as theft of public property, robbery and rape by these robbers, murder and man slaughter and other crimes such as vandalisation, burgling, and kidnapping for ransome (McNamara, 2010). All of these vices however, poses threat to peaceful existence of the people as it stirs up uncertainty, doubts, un-safe environment, lack of protection of property and livelihood and raise in the people sense of fear of the unknown which are tantamount to community development (Mijah, 2019).

Dueto this security challenges including the unwillingness, nonchalant attitudeplusinsufficient training of the police to attend and handle security issues at the local levels, and couple with the strategic nature Okene LGA as a gate way between North and South part of Nigeria, thecommunitiesin the local government area of Kogi state sees community policing as an initiative, a worthwhile alternative to secure their community. Consequently, the need for this study in OkeneLGA is to explore ways on how strategic leadership could be used as a means for improving this worthwhile initiative of community policing for sustainable development in Okene local government area of Kogi state Nigeria. In Okene LGA, series of events has happened that has constantly threatenedher security and the perpetrators remain undiscovered,leading to youth restiveness. Furthermore, due to the poor image of the Nigerian police in the public domain, distrust and poor perception by the community members in Okene LGA. The police are seen as criminals and do not involve them when they faced security challenges or do so reluctantly. These speedily led to the establishment of viand many more occurrencesled to the establishment of community police as an alternative to confront and overcome the security challenges in various community of Okene LGA of Kogi state.

Community policing is a paradigm shift established at the bedrock of community partnership in creating safe and secure environment for all (Ugwu, 2020). According to Benit-Gbaffou (2006) community policing offers and improves community participation in securing the neighborhood. Kpae & Adishi (2017) asserts that community policing places emphasis on the decentralization of power of policing in which the community members are involved at the grassroot and improves the relations with citizens in the community. As a result of this decentralization of policing, members of the community form group to collaborate and partner with the regular police in securing lives and property. These groups are known as vigilantes or neighborhood watch. Alemika and Chukwuma (2005) noted that as a result of police inefficiency and ineffectiveness in crime prevention and control, detection and apprehension of criminals, poor rule of law records, the violation of human rights, lack of accountability, the public holds the police in low esteem and is fearful of their brutality, extortion and loss of life. In addition, the public loss of trust and confidence in the police in the state, and in the face of unrelenting upsurge in violent crimes in the society, led to the advent and formation of

informal policing called the vigilantes otherwise known as neighbourhood watch (Abrahansen & Williams, 2015).

Vigilantes are voluntary security or enforcing group who has full legal and legislative backing to complement the work of police in intelligence gathering and minimizing crime (Elekwa, 2019). Vigilante help to protect people's lives and their properties, reduce fear of crime by means of improved home security, greater vigilance and accurate reporting of suspicious incidence of crime to the police (Okeke, 2013). Vigilantes are locally organized group of individuals devoted to crime prevention within a community with little or no assistance from the government. They comprised local people who resides in the community and are active in the community affairs (Chukwuma, 2012).Due to the importance of the community vigilantes, it has become imperative to provide or evolve strategically, leadership processes that could be used to improve community policing. Strategic leadership involves a purposeful vision, developing the required competencies, harnessing the human capital resources, effective organizational culture, developing the requisite ethical practices, and a balanced organsational control that will create the needed security outfit to secured the community through effective collaboration between the vigilantes and the regular police.

A few decades past, the construct of "strategic leadership" has emanated and developed as a discretearea of theory and research that bonds the schoolsof strategic management and leadership within the social sciences and the education.Strategic management is much more focused on strategic choices and strategic decisions than on the processes by means of which such decisions are made or implemented, whereas leadership theory based on classic ontology mostly deals with matters of the "leader–follower" relationship in teams or at lower organisational levels, with little emphasis on actions of organisational leaders (Yammarino & Dubinsky, 1992; Wang et al., 2012).It is a social construct which researchers and practitioners use their knowledge to form social facts that influence the world of the phenomenon; in fact, they constitutestrategic leadership, impose properties on it and create it (Berčić, 2012).Hence, strategic leadership as a characteristic of an organisation, anddoes not have to be dependent on formal authority. This means that roles and functions of strategic leadership can be divided and dispersed between multiple actors in the organisation, but also formalised in routines, procedures and activities embedded in the organisational system. Hence,strategic leadership is the utilization of employeestrategically to achieve the organizational vision and mission,resources and services, and to strengthen community participation for sustainability and self-reliance (Khasnabis, Heinicke, Achu2010). For the purpose of this study, we will discuss two components of strategic leadership which could improve community policing for sustainable development in Okene LGA of Kogi state. These include the development of required competencies, and harnessing the social capital resources to improve community policing for sustainable community development in Okene Local Government of Kogi state.

Competence can be seen as having the requisite knowledge and skill to carry out a particular task effectively to achieve the desired goal of an organisation (Bala; Osagie & Yakubu, 2019).it is also the ability of an individual worker to do a job according to prescriptions (Akpan, Akaeze & Nebo, 2016). Ifeanyieze & Olaitan (2009) described competency as a state of being adequate in performing a task.Competences required for effective policing among the Nigerian police include investigation of cases, monitoring of cases, knowledge of the legal framework and right issues in investigations, understanding policy and operational framework, communication and cooperating with key stake holders.Skill in assessing situations; recognizing when to take action and deciding on an appropriate course of action.Skill in reading, comprehending, retaining, and applying written factual information.Skill in analyzing situations quickly and objectively; recognizing actual and potential dangers; determining a proper course of action.Skill in observing and remembering detail.Willingness to confront a variety of problems and situations. Interpersonal/interracial/public relations skills.Skill in operating a motor vehicleDependability and sound work habits.Characteristics necessary to maintain integrity, truthfulness and credibility.

To this effect, the task of strategic leaders is to give meanings to relationships, symbols and other artefacts that constitute reality, and to use existing or construct new ideologies in searching for and giving sense to organisational action.Strategic leaders interpret the organisation and the world around them based on their own cognitive structures that indicate how they internalise their knowledge and understanding of organisational life in the form of a simplified representation of reality (Hodgkinson & Clarke, 2007; Hodgkinson & Healey, 2008).Strategic leadersuse a unique approach to examine what it means to be a strategic leader instead of focusing on the skills, behaviors, and tools found in typical books on strategic leadership.Theyshed light on the attributes and qualities necessary to lead strategic change and help transform a business organisation. Strategic leadership is what modern leadership is all about. Organizations expect leaders to anticipate and be proactive more than

ever before.This leads to social capital resources, another dimension of strategic leadership for improving community policing.

The social capital dimensionsinclude harnessing the social capital resources to improve community policing. This involves democratic partnerships between the community, thepolice, the public and the private sector organisations. In this perspective, social capital is the interpersonal network formed by relationship investment (Ehsan et'al, 2019).The components of social capital that enhances these interpersonal relationships among stakeholders are network, norms, trust, culture, and cooperation. Creating a strong relationship between the vigilantes and the regular police helps to improve community policing. The mission of the vigilante group in Nigeria is to supplement and complement effort of the Nigeria police, consequently, the vigilante became registered with the Corporate Affairs Commission (CAC) in 1999(Obeagu, 2014). The Vigilantes are meant to complement the efforts of the police in community policing by checkmating activities of hoodlums and identifying their hideouts both in the urban and rural communities. According to Adejoh (2013) policing function is more effective when it is carried out as a collaborative and collective responsibility among the stakeholders. Phenson, (2014) observed that close liaison or networking of vigilante with police is important especially with intelligence sharing, security planning and operations. In the same vein, for effective policing, community members should pass across relevant information to the police and the vigilante concerning criminal activities and hideouts of criminals in their communities.

Community members are reluctant to report criminal activities to the vigilante group and the police as observed by (Okunola, 2011). It is quite necessary that stakeholders collaborate effectively to ensure that crime is minimized in allenvironment. This is where the social capital components should be adopted to strategically police the communitythrough collaborative partnership between police, vigilante and community members; since, it involves commitment of everyone to reduce crime and the fear of crime in every community (Trajanowicz, 2010). Theoretically, these acts collaborate the works of Tönnies (1995)and Weber (1946), which reflect on social interactions in modern society with its interesting contributions in the 1950s and in the 1960s. Especially,mass society theory as developed by Daniel (1962), Robert (1969), Maurice (1960), William (1956), which proposed themes similar to those of the founders, with a more pessimistic emphasis on the development of society. Stein (1960:1): "The price for maintaining a society, encourages cultural differentiation and experimentation is unquestionably the acceptance of a certain amount of disorganization on both the individual and social level." Furthermore, Jane in early 1960sused the same term. Although her definition of the term social capital was not explicit, she only refers to the value of networks. Robert Salisbury, apolitical scientist also projects the term as a vital component of interest group formation in his 1969 article "An Exchange Theory of Interest Groups".Pierre Bourdieua sociologist, in 1972 treatedthe term in his Outline of a 'Theory of Practice', and refinedit years later in contrast to cultural, economic, administrative, physical, political, symbolic and social capital. James (1988), a sociologist as well as Barry,& Scot (1990), in agreement with Glenn Loury's 1977 definition, popularising the concept. Again,the concept gained popularityin late 1990s, which serves as the focus of a World Bank research programme and the subject of several mainstream books, including Robert Putnam's 'Bowling Alone',andPutnam & Lewis Feldstein's 'Better Together'.

Thus, the aim of this research is to investigate Strategic leadership as a means for improving community policing for sustainable national developmentin Nigeria especially in Okene LGA ofKogiState. This study is important since many communities in Nigeria have witnessed various descriptionsofcrimes, including Okene Local Government Area of KogiState. Thus, crime hasbecome a serious issue in contemporary Nigeria. The police who are the primary agent in the fight against crime are ineffective. The ineffectiveness of the police is due to poor strategic leadership as witnessed in under-staffing, under-equipped,corruptionand poor public image. These have created problem of under policing in Nigeria. Thus, crimes of various dimension are on the rise daily and many passesundetected and prosecuted. Many people are being dispossessed of their valuable property and others are killed or maimed for life by criminals. Many people hardly sleep in their houses at night for fear of criminal.

Consequently, the insecurity, lawlessness and violent crimes witnessed in Nigeria has reached unprecedented levels.Conversely, these experiences ofincrease crime and insecurity such as kidnapping, homicide, armed robbery, youth restiveness and cultism is a clear indication that the police-community partnership introduced for relatively over a decade as argued by Dickson (2007), has not really achieved its original aims and objectives. As beneficial as community oriented policing is, it faces difficulties in its implementation and operation because the community people sees police as enemies and should not be trusted for their safety as most of these community members believes

that some of the crimes perpetuated in the community are done by the police who pretends to be protecting them. These are the reason why this study is carried out to exploitleadership strategically as a means for improving community policing for sustainable national development in Nigeria.

Purpose of the Study

The main purpose of this study is to examine Strategic leadership as ameans for improving community policing for sustainable national developmentin Nigeria. Specifically, the study seeks to:

- determine the cognitive level of the community leaders on the skills needed by the vigilantes to strategically improve community policing in Okene LGA of Kogi State.
- ascertain the social capital dimension put in place by the leaders to strategicallyimprove community policing in Okene LGA of Kogi State.

Research Questions

Two research questions guided the study

1. What are the cognitive levels of the leaders on the skills needed by the vigilantes to strategically improve community policing in Okene LGA of Kogi State?
2. What are the social capital dimensions put in place by the leaders to strategicallyimprove community policing in Okene LGA of Kogi State?

Hypotheses

The following null hypotheses guided the study

Ho_1 Thereare no significant differences in the mean rating of respondents on the cognitive levels of the leaders on the skills needed by the vigilantes to strategicallyimprove community policing in Okene LGA of Kogi State?

Ho_2 There are no significant differences in the mean rating of respondents on the social capital dimensions put in place by the leaders to strategicallyimprove community policing in Okene LGA of Kogi State?

Method

The design adopted for this study isa descriptive survey research design. The study aims at seeking the opinions of the respondentsto ascertain their cognitive levels on the skills needed by the vigilantes and the social capital dimensions harnessed to improve community policing in Okene LGA of Kogi State. The population of the study is 4550 respondents comprising all the 11 community's development organisations (CBOs) in Okene local government area of Kogi state. The CBOs are community development organisation that focuson improving the standard of living of their various community in all ramification. Hence their selection for this study. Proportionate stratified simple random sampling technique was adopted for the study. In this method, each community is put into strata and using simple random sampling technique, 10% will be drawn from each stratum. This yields 455 respondents that serve as the sample size for the study.A researcher structured questionnaire was designed for the study for the purpose of data collection titled "Strategic leadership for improving community policing questionnaire (SLICPQ). It was designed on a four-point scale of (4) Strongly agreed (3) Agreed (2) Disagreed (1) Strongly disagreed. The questionnaire was face validated by three experts from the Departments of Adult Education and Extra Mural Studies and Science Education both in the University of Nigeria, Nsukka. Inputs made by the experts were embedded in the final draft of the instrument. The reliability index of cluster A was 0.73 and cluster B was 0.75 were obtained. The overall reliability index of 0.74 was obtained using Cronbach Alpha method to determine the reliability of the instrument. The instrument was administered to the respondents during their monthly general meeting. The return rate was97% which is high enough for the study. The data collected was analyzed using mean and standard deviation. Real limit of numbers was used to determine the value of responses of the respondents as Strongly agreed 3.50-4.00 Agreed 2.50-3.49 Disagree 1.50-2.49 Strongly disagreed 0.50-1.49. t-test analysis was used to analyze the null hypotheses.The null hypotheses will be rejected when the significant value is less than 0.05 alpha levels and not rejected when the significant value is higher than 0.05 alpha levels.

Result.

Research question one: What are the cognitive levels of the community leaders on the skills needed by the vigilantes to strategically improve community policing in Okene LGA of Kogi State?

Table 1: mean scores and standard deviation of respondentsthe cognitive levels of the community leaders on the skills needed by the vigilantes to strategically improve community policingN=455

	Itemstatement	X	SD	Dec
1.	Investigation of cases.	2.00	1.00	D
2.	Monitoring of cases	2.44	1.04	D
3.	Knowledge of the legal framework and right issues to investigate cases	2.45	0.96	D
4	Understanding policy and operational framework	2.60	0.99	A
5	Communication and cooperating with key stake holders.	2.45	1.03	D
6	Skill in assessing situations.	2.38	1.03	D
7	Recognizing when to take action and deciding on an appropriate course of action.	2.41	1.23	D
8	Skill in reading, comprehending, retaining.	2.11	1.07	D
9	Applying written factual information.	2.55	0.21	A
10	Skill in analyzing situations quickly and objectively.	2.31	1.04	D
11	Recognizing actual and potential dangers.	2.91	1.45	A
12	Determining a proper course of action.	2.15	0.67	D
13	Willingness to confront a variety of problems and situations.	2.68	1.09	A
	Grand mean	**2.41**	**0.99**	**D**

The table one shows the result of only4 items as the cognitive level possessed by the community leaders as shown by their responses to items administered to them. Theyagreed to items 4, 9, 11 and 13with mean responses that shows their cognitive level as regards the skills needed by the vigilantes to strategically improve community policing.The other 9 items receive negative responses which are in the majority.This shows that CBOs leaders are strategically not equipped to lead the vigilantes to police their community effectively.

Ho₁There are no significant differences in the mean rating of respondents on the cognitive levels of the leaders on the skills needed by the vigilantes to strategically improve community policing in Okene LGA of Kogi State?

Table 2: t-test analysis of respondents on the cognitive levels of the CBOs leaders on the skills needed by vigilantes to strategically improve community policing

Respondents	No	$\bar{X}$	SD	Df	t-cal	Sig	Decision
Male	245	2.57	0.94	454	0.14	0.31	N/S
Female	215	2.19	1.07				
Total	455	2.38	1.05				

Table two shows a t-calculated value of 0.14 significant at 0.31 at an alpha level of 0.05. This result indicated that the null hypothesis is not rejected showing that there is no significant difference in the mean rating of respondents on thecognitive levels of the leaders on the skills needed by the vigilantes tostrategically improve community policing in Okene LGA of Kogi State?

Research question two: What are the social capital dimensions put in place by the leaders tostrategically improve community policing in Okene LGA of Kogi State?

Table 3: mean scores and standard deviation of social capital dimensions put in place by the strategic leaders to improve community policing in Okene LGA of Kogi State N=455

S/N	item statement	$\bar{X}$	SD	Dec
15	Sustainablenetworks are in place to among all stakeholders to enhance community policing	2.00	1.00	D
16	Norms that ensure sustainability of mutual relationship among all stakeholders to enhance community policing are maintained	2.51	1.05	A
17	Mutual trust exist among the stakeholders to enhance community Policing	2.25	1.04	D
18	Harmonious culture that enhances cooperation among all the stakeholders to improve community policing are sustained.	2.76	1.10	A
19	Overall, there is a strong relationship between the vigilantes and The regular police help to improve community policing	2.30	1.07	D
	Grand mean	2.37	1.03	D

From the table, the result shows only two items were agreed to on a positive note.This implied thatthe social capital dimensions put in place by the leaders to strategicallyimprove community policingin Okene Local Government of Kogi State Nigeria cannot improve the quality of community policing positively.This is shown in the items in their mean and standard deviation value of 2.51(1.00) and 2.76(1.10) signifying that norms that ensure sustainability of mutual relationshipandharmonious culture that enhances cooperation among all the stakeholders to improve community policing are in place. But other social capital dimension that are important to strategically to police the community are absent. These include items 1, 3, and 5. with mean and standard deviation response of 2.00(1.00), 2.25(1.04), and 2.30(1.03)showing negative responses from the respondents. The implication is that the leaders lacks the capacity to strategically mobilise the social capital dimension topolice their various communities in Okene local government of Kogi State, Nigeria.

Ho₂: There are no significant differences in the mean rating of respondents on the social capital dimensions put in place by the leaders tostrategically improve community policing in Okene LGA of Kogi State?

Table 4: t-test analysisof respondents on the social capital dimensions put in place by the strategic leaders to improve community policing in Okene LGA of Kogi State

Respondents			No	$\bar{X}$	SD	Df	t-cal	Sig	Decision
Male245	2.75	1.01	548	0.11	0.40	N/S			
Female	3052.55	1.05							
Total			5482.65	1.03					

Table four shows a t-calculated value of 0.11 significant at 0.40 at an alpha level of 0.05. This result indicated that the null hypothesis is not rejected showing that there is no significant difference in the mean rating of respondents on thesocial capital dimension put in place by the leaders to strategically improve community policing in Okene LGA of Kogi State.

Discussion

The discussion of the study will be accomplished based on the findings of the result of the study which is focused on strategic leadership as a means for improving community policing in Nigeria. The findings from the result of the study as indicated in table one of the responses of the community based organisations (CBOs) leadersas regard their cognitivelevels with regards to the skills needed by the vigilantes to strategically improve community policing showed that they did not have cognitive acumen to recognize the skills required of the vigilantes for effective policing of th eir various communities. These skills include: investigation of cases, monitoring of cases,knowledge of the legal framework and right issues to investigate cases,communicating and cooperating with key stake holders, skill in assessing situations, skills in recognizing when to take action and deciding onappropriate course of action, skill in reading, comprehension, and retention;skill in analyzing situations quickly and objectively. It also includes determining a proper course of action as regard cases and situations. However, there are some items that the respondents agreed to as skills needed by the vigilantes and they include,understanding policy and operational framework, applying written factual information,recognizing actual and potential dangers and willingness to confront a variety of problems and situations.Overall, this result showed that the CBOs leaders lack the strategic leadership

quality to recognize the needed skills by the vigilantes to effectively police their communities for sustainable national security in Nigeria. Their agreement to some of the items which they considered as needed skills by the vigilantes for sustainable security in their various communities is not enough to achieve the goal of sustainable policing of their communities. The result of the null hypothesis is not rejected since it showed that there is no significant difference in the mean rating of respondents on thecognitive levels of the leaders to strategicallyunderstand the skill needs of the vigilantes to improve community policing in Okene LGA of Kogi State, Nigeria.This finding of the study collaborates with the finding of Ogunlowo (2021), who asserted thatPolice officers in Lagos State, Nigeria lack information on how to prepare for performance improvement that may enhance their knowledge on the requisite skills needed to protect lives and property in Lagos state Nigeria. Alemika and Chukwuma (2005) noted that as a result of police inefficiency and ineffectiveness in crime prevention and control, detection and apprehension of criminals, poor rule of law records, the violation of human rights, lack of accountability, the public holdsthe police in low esteem and the fearfulness of their brutality, extortion and ineffectiveness. In addition, the public loss of trust and confidence in the police and in the state, in the face of unrelenting upsurge in violent crimes in the society, led to the advent and formation of informal policing called the vigilantes otherwise known as neighbourhood watch (Abrahansen & Williams, 2015). With this understanding of the deficiencies in the Nigerian police that has equally in manifested in the leadership of the CBOs that sustained community policing,the implication is that the current structure of the community policing through the vigilantes could collapse. The need for improvement is therefore glaring based on the upsurge of crimes in the communities of Okene local government area of Kogi State Nigeria.

The findings of the second research questions onthe social capital dimensions put in place by the leaders to improve community policing in Okene LGA of Kogi State showed that the respondent disagreed to most of the items on social capital dimensions to sustain community policing. These items include sustain- able networks among stakeholders to enhance community policing, mutual trust and strong relationship between the vigilantes and the regular police to help improve community policing. However, the respondents agreed to some few items which include norms and harmonious culture that ensure sustainability of mutual relationship among the stakeholders that enhances cooperation among the stakeholders to improve community policing. The result of the null hypothesis is not rejected since it showed that there is no significant difference in the mean rating of the respondentson the social capital dimensions put in place by the leaders to strategically improve community policing in Okene LGA of Kogi State, Nigeria.Ibeanu(2007), corroborate this findings when he asserted that poor public relations between the police and the hosting community has created a lack of public cooperation, and constitutional problem that put the country's police wholly under the Presidency, and most recently, the poor perception of police by both police officers and the public. These problems have hindered, to a very large extent, the ability of the Nigeria police to perform their functions effectively. The public looks at the police officers with scorn, distrust and suspicion. They do not consider them as friends and allies in the fight against crime but rather as enemies on the side of the criminals (Igbo,1999). Due to this poor perception of the police, the public are reluctant to provide any form of support or cooperation to the police. This lack of trust in the police often leads to a resolve by the public not to cooperate with them in crime fighting, and sometimes resort to lynching of suspects by angry mobs (Igbo, 2013). Based on the findings of this study, it shows that for various communities to be sustained security wise, the leadership of CBOs has to be strategic in piloting the security situation of their various communities in order to achieve a secured community environment.The results of thetwo research questions as discussed above complement each other. This is shown by their non-affirmative response to the items in the research questions as shown in the discussion.

Conclusion

Security issues has been a recalling decimal in the life of Nigeria citizens. There has been approaches adopted by stakeholders to bring about lasting solution to the problem of insecurity in our various communities in Nigeria. Hence, this study to explore strategic leadership as ameans for improving community policing for sustainable national developmentin Nigeria. The findings of the study reveal that strategic leadership do not have a valuable domain in the drive towards improving community policing in Nigeria especially in Okene local government of Kogi state. This is why the insecurity situations in Nigeria has been persisting without abating and defying all possible results. The findings show that strategic leadership approach need to be adopted in order to nib in the bud the insecurity situation in our communities which has the propensity to improve community policing. It also shows that neglect of this approach is a means and a breeding space created for insecurity to

thrive in our various communities in Nigeria. This will truncate and retard the much-needed development for sustainable national development in Nigeria. However, achieving this goal may require further research study to determine the capacity building needs of the stakeholders to enhance and to improve community policing/neighbourhood watch in Nigeria.

Recommendation

Based on the finding of the study, the following recommendations are made.

1. The federal governmentshouldexposethe Community Based Organisation's leaders with quality training on the skills required by the vigilantes in order to strategically equipped them to lead the vigilantes toeffectively police their community.

2 The federal government and police service commission shouldexposethe Community Based Organisation's leaders and the vigilantesto further training on social capital dimensions to strategically improve communitypolicing in their various communities.

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