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ECONOMIC COMMISSION FOR AFRICA

Public Administration, Human Resources
and Social Development Division

REPORT OF MISSION TO THE GAMBIA
(Management Seminar for Senior Police Officers)

by

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INTRODUCTION

At the request of the Management Development Institute, Kanifing, the Gambia, Dr. M.J. Balogun, Senior Regional Adviser, Public Administration, Human Resources and Social Development Division, undertook a mission to the Gambia between 16 and 27 July 1990. In the course of the mission, he collaborated with the Institute in organizing the first in the series of management seminars for senior police officers. This seminar was expected to have taken place between March and April 1990, but had to be postponed because it clashed with the holy month of Ramadhan.

Aims and objectives

The seminar for senior police officers was organized to:

- (i) provide an opportunity for the exchange of ideas and the sharing of experiences on management problems confronting senior station officers;
- (ii) enable the participants to appreciate their role within the overall organization and command structure of the Gambian Police Force;
- (iii) expose participants to principles of organization and concepts of management;
- (iv) sensitize the participants to their role as senior police officers in a changing environment.

Methodology

In addition to formal presentations and group discussions, participants benefitted from the application of adult-learning techniques, and the use of case studies and group exercises. The Regional Adviser, in particular, circulated a case study (Appendix A) which was prepared against the Gambian setting in which the participants operated. The case-study was greatly appreciated by the participants.

Participation

A total of 23 senior police officers (from Chief Inspector to Inspector) took part in the first seminar. In all, a total of 75 officers were expected to participate in the seminars. Appendix B is the list of the first set of participants.

DECISION-BY CONSENSUS

Tactical and Strategic Response to Increasing Crime Wave
in X Police District: Case Study and Syndicate Exercise

by
M. J. BALOGUN

The Case

You are station officers deployed to X Police District. This District used to be a community of peace-loving, and law-abiding people. The majority of them were not very rich; they were mostly farmers, fishermen, and craftsmen. They prided themselves on their strong communal spirit which was deeply rooted in the traditions and customs of the district. Children were brought up to be loyal to the community, to respect elders and authority, to be their brothers' keepers, to lead pious and honest lives, and above all, to keep away from all kinds of violence. If an indigene or a stranger misplaced a possession, he/she could expect to have it back, as whoever found it would return it immediately to a mosque, a church, or the local ruler's palace. In a nutshell, the people were generally contented with what they had. They did not crane their necks, neither did they strain their eyes nor over-work their brains, simply because some other persons were better provided for than they were. That was, of course, a few years ago.

Suddenly, or so it appeared, the situation changed. The country, of which X District was a part, began to be exposed to outside influences. First, it started to export its primary products and raw materials and to import capital goods, consumer items, and technical know-how. Unfortunately, the forces governing international trade and exchange seemed to work in favour of the overseas trade partners i.e. those supplying the manufactured goods and technical skills. In the course of time, the balance of payments position deteriorated and like other districts in the country, X District felt the impact immediately. The austerity and budget-balancing measures adopted by the government to stem the fiscal and economic crisis resulted among other things, in the retrenchment of employees in the public and private sectors. In the effort to minimize the effects of the economic down-turn, individual members of society resorted to various money-making methods - some of them, threatening not just the solidarity of the family but the entire social fabric.

In any case, if the inhabitants of the X District needed a clear evidence of the changes taking place around them, they did not have to look very far. What was once a community of peasants and fisher-men began to produce highly educated individuals, prosperous businessmen, and migrant labour. Suddenly, an increasing number of people began to have this uncontrollable but perilous

desire to acquire material possessions at all costs and to be acknowledged as "modern" and sophisticated. Carpenters and bricklayers were no longer happy being what they were; they wanted to become commission agents driving sleek saloon cars and living in well-furnished apartments. Dress-makers and bicycle-repairers abandoned their vocations in droves and turned to petty-contracting. School drop-outs and well as a few school graduates saw their prospects as lying in tourist trade.

All these were the good part. The really ominous trend was the emergence of new criminal activities. Not long ago, the commonest crime was cattle theft. In subsequent years, the police had to contend with increasing cases of homicide (thought to be drug-related), house-breaking, and dangerous driving (technically referred to as "causing death by rash and negligent act"). Cases of burglary, trafficking in dangerous drugs, possession of dangerous weapons, rape and defilement, and assault occasioning harm were still few, but reports indicated that these categories of crime were not far behind in the number of cases handled by the police.

The situation reached a head in recent months when the police headquarters started receiving isolated but largely unsubstantiated reports about hard drugs. The X District was alleged to be the most notorious for harbouring drug traffickers. Its peculiar location seemed to confer an advantage in playing this highly dubious role of haven for drugs. Located within the proximity of the international airport, and dotted with luxurious hotels and self-service apartments, the X District attracted bonafide tourists, individuals with legitimate business interests, as well as drug peddlers looking for safe passage. Drug use was still alien to the X District, but there were fears that if swift measures were not adopted, the district would soon graduate from being a transit stop to a community of pushers. The increasing cases of homicide particularly caused much anxiety within government and police circles. Although no clear link had been established between homicidal tendencies in the X District and narcotics, the fact that the two seemed to proceed at a simultaneous pace led some observers to believe that there was a connection. Just as the judicial department released new information on homicide, various law enforcement agencies (the customs preventive service, the Gendarmarie, and the C.I.D.) on different occasions intercepted consignments of Indian hemp and heroin, and/or arrested aliens on suspicion of conspiring with some local people to import, distribute, or trans-ship hard drugs.

To complicate matters, the police commander in charge of X District received anonymous reports that a foreign syndicate had sponsored hardened criminals to use the otherwise law-abiding tourists as a cover for the narcotics trade. Routine and discreet enquiries carried out with the collaboration of the ministry of trade and tourism yielded no concrete proof of foreign infiltration. In any case, the ministry was worried that any hasty or ill-considered action on the part of the police was likely to drive bonafide tourists away and

jeopardise the country's economic interests. While acknowledging the importance of tourism and the need not to disturb its growth and potential, the police commander (X District) could not stop wondering whether the drug mafia had invaded his district with the unwitting support of the tourists. His problems were confounded by shortage of detective and investigative manpower, and lack of appropriate communication devices and drug-detection equipment. But these were nothing compared to the formidable challenge posed by the enemy - the drug syndicate(s). The drug traffickers were not mere free-lance operators or a band of hooligans making uncoordinated moves. They were part of a close-knit organization with a strict code of conduct. Members of the organization were trained to perform specialized tasks and sworn to secrecy to preserve the organization's integrity and safeguard its business interest. Kept up-to-date by personal computers and its own network of informers, the organization was always a step ahead of the law enforcement agencies. It knew when and where to discharge its harmful cargoes, and if a member got so careless to be arrested by the police, it knew how to distance itself from him/her.

The situation in X District had not yet reached an alarming proportion. However, the police commander could not help recalling an informal discussion he had with his counterpart from country 'Z' when they were both attending an international conference on law enforcement in developing societies. The police commander from 'Z' had related how the drug mafia had turned school children into pushers, bought over a few members of the police force and the judiciary, and actively promoted drug-related crimes such as armed robbery, assassinations carried out under contractual arrangements, and treason. At that time, he had thought that the story of the happenings in 'Z' had been slightly embellished. Now, he wondered if it could be true. More important, he agonized over whether the experience could be duplicated in the X District. "God forbid!" He was not going to wait until the situation in X got out of hand. Much as he still found it difficult to believe that things could be as bad in 'Z' as his 'Z' counterpart made them out to be, he was not going to sit around and let some-one taunt him with "I told you so." He therefore decided to set up a Council of War with you (station officers) as members.

Exercise One

Your terms of reference as the X Commander's Council of War are as follows:

- (a) To design a short-term, tactical plan to deal with the drug situation in X District bearing in mind the role of other law enforcement agencies and the impact of your proposals on the government's policy on tourism;

- (b) To prepare a memorandum (which the Commander will forward to the Inspector-General) identifying the parameters and variable factors in drug abuse and drug-related crimes, and proposing a set of measures aimed at dealing with both problems;
- (c) To prepare a long-term plan outlining measures to be taken to
 - (i) control violent crimes
 - (ii) root out international influences in criminal activities
 - (iii) improve the organizational and managerial capacity of X District police formation to deal with drug-related and other crimes.

The Case (Contd.)

As members of the Council of War, you decided to set up a Task Force on crime control. When the Chairman of the War Council asked members for nominations, he ended up with the following list:

- the headmaster of government secondary school;
- an identikit artist;
- a representative of the Veterans Association;
- the local Medical Officer of Health;
- the head of the Hunters' Union;
- the General Secretary of the National Teachers' Union;
- the chairman of the Taxi Drivers' Association;
- the President of the local chapter of the Association of Herbalists, Native Doctors and Socerers;
- an Operations Research Specialist;
- the head of the local diocese, Methodist Mission;
- the Imam of the local mosque;
- drug analyst from the Food and Drugs Department of the Ministry of Health;
- the Chairman of X Local Government Council;
- a detective from the C.I.D.

- a social psychologist from London University;
- a social critic from X District;
- forensic analyst.

Exercise Two

However, you decided that you did not need such a long list. You wanted a small (7-member) task force. Sit down with your colleagues, and, by consensus, pick your 7-man team from the long list. Remember everyone must agree on the 7 persons finally chosen.

The Case (Cont'd..)

Having constituted your Task Force, you were still faced with the problem of deciding what tools and equipment to requisition from the Police Headquarters for the special assignment in District X. As a democrat, your chairman allowed you (his colleagues) to make suggestions. Again, he ended up with a very long list, viz:

- a wall map of the entire X District;
- a wall map or sketch of suspected hide-out of criminals;
- .45 caliber pistols and matching bullets;
- an ambulance;
- high-speed motor-cycles (with communication devices);
- peugeot station wagons, with citizen band radios, etc.;
- drug detection equipment;
- petrol, gas, lubricants, diesel oil;
- helicopter and heliport;
- batons, truncheons, steel helmets;
- stationery and writing material;
- drugs, bandages, first-aid box;
- forensic equipment;
- police dogs;
- combat fatigues, uniforms, boots and camping gear.

Exercise Three

Your Council of War is now in session. Members should rank the listed items in order of priority (Use Table A). Again, the Council's decision must be by consensus.

TABLE A

MATERIAL AND EQUIPMENT REQUIRED FOR CRIME CONTROL SPECIAL MISSION
INDIVIDUAL DECISIONS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	GROUP DECISION
- a wall-map of X District																
- a wall map/sketch of hide-out																
- .45 caliber pistols																
- an ambulance																
- high-speed motor bikes																
- peugeot s/wagons with CER																
- drug detection equipment																
- petrol, gas, lubricants etc.																
- helicopter and heliport																
- batons, truncheons etc.																
- stationery and writing material																
- drugs, bandages, first-aid box																
- forensic equipment																
- police dogs																
- combat fatigues etc.																

The Case Cont'd..)

The Council of War is still in session. It wishes to map out an Operational Gaming Plan outlining how to go about picking the men and women for the special mission, training and deploying them, and anticipating the responses and/or moves of the criminals who frequently adopt pre-emptive tactics.

Exercise Four

The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

1. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

2. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

3. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

4. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

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6. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

7. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

8. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

9. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

10. The Council of War has now moved into the Operations Room. It should simulate the battle plan with the criminal bands.

MANAGEMENT SEMINAR FOR SENIOR POLICE OFFICERS
 16 July - 27 July 1990
 LIST OF PARTICIPANTS
 (FIRST COURSE)

N A M E	RANK	POSITION	EDUCATION	T R A I N I N G
1. Mr. Badjid Sankung	A. Comm.	2nd in command P.T.S.	High School+	Police Training in the U.S.A. Police Training in Nigeria, Training certificates, U.K. & U.S.
2. Mr. Bah Abdoulie	CI	Station Officer	Standard 7	Special Branch course - 1974, Sergeants course - 1978. Inspectorate Dev. Course 1988
3. Mr. Baldeh Jatta	Acting CI	Special Branch (Police H/Qtrs.)	Secondary 4	P.T.S.
4. Mrs. Camara Fatoumata	CI	Prosecution	Form 5 High School	P.T.S.
5. Mr. Conta Jammeh	CI	Station Off. (Bundung)	Junior Sec. School	P.T.S.
6. Mr. Fatty Kebba	CI	Station Off. (Banjul)	Standard 7	P.T.S.
7. Mr. Fofana Seedi	CI	Station Off.	Standard 7	P.T.S.
8. Mr. Gassama Bunja	CI	Station Off. (Traffic-Bjl.	Standard 7	P.T.S.
9. Mr. Gassama Sambou	I	Station Off. (Kaur)	Standard 7	P.T.S.

N A M E	RANK	POSITION	E D U C A T I O N	T R A I N I N G
10. Mr. Gaye Sunkary	CI	Police Accts.	Standard 7	P.T.S. Sgt. course '78
11. Mr. Jeng Momodou	I	Station Off.	Form 4	P.T.S.
12. Mr. Jeng Saïdy	I	Statistics Br.	Standard V Jun. Sec. Tec. sch.	P.T.S.
13. Mr. Jones Kebba	Act. CI	Supervising Off.	Standard 7	P.T.S.
14. Mr. Kalley Mamanding	I	Accounts Paymaster Clerk	Form V	P.T.S.
15. Mr. M'Ballo Yeabi	CI	Police Band	U.S.	United Kingdom
16. Mr. M'Barloh Muhamadu	I	Special Branch	Form I	P.T. Nigeria
17. Mr. M'Bye Momodou	CI	Special Branch	Standard 7	P.T.S.
18. Mr. N'Jai Momodou	CI	Station Off.	Standard 7	P.T.S.
19. Mr. N'Jie Alieu	I	Assist. Stat.	Standard 7	P.T.S.
20. Mr. Sillah Aboubacarr	CI	Statistics Off. (Barra)	Form II	P.T.S.
21. Mr. Touray Kawsu	I	Station Off.	Standard 4	P.T.S.

N A M E	RANK	POSITION	EDUCATION	T R A I N I N G
22. Mr. Touray Momodou	I	Station Off.	Standard 7	P.T.S.
23. Mr. Williams Nicholas	CI	Station Off.	Form 5	P.T.S.

Abbreviations:

A. Comm. : Assistant Commander
 CI : Chief Inspector
 I : Inspector
 PTS : Police Training School