

The Welfare–Security Nexus

A Framework for Transforming
the Nigeria Police Force



Issues in the News

- Senator Natasha Reclaims National Assembly Office After Lockout
- Government Denies Religious Bias in Terror Attacks
- Marketers Clash with Dangote Refinery Over Fuel Supply Terms
- Former Sole Administrator of Rivers Ibas meets Tinubu, EFCC Chair in Aso Rock

Regional Update

- Chad, Benin Sign Visa Waiver Deal
- Cameroon Launches Two Landmark Mining Projects
- Benin Approves 2025-2029 Plan to Boost Youth Jobs
- Chad: Christians Accuse Government of Bias

Athena Centre for Policy and Leadership operates as an independent, non-partisan think tank in compliance with Nigerian laws and regulations, committed to promoting good governance, transparency, and accountability.

Our mission is to conduct rigorous research and provide evidence-based recommendations that contribute to the development of a prosperous and forward-looking society in Nigeria.

© Athena Perspectives, Vol. 2 Issue 15, 23 - 29 September, 2025

Cover Image: Nigerian police officers standing in a parade during a medal award ceremony on December 5, 2014, at Mogadishu Stadium, Somalia. The medals were being awarded to 140 policemen and women who are about to complete their deployment to Somalia.

AU UN IST Photo / Ilyas Ahmed

Executive Summary

Nigeria’s internal security crisis cannot be resolved without confronting the structural neglect of police welfare. The Nigeria Police Force (NPF) remains constrained by low pay, poor housing, delayed pensions, and weak health coverage. These persistent deficits erode morale, encourage corruption, and weaken operational efficiency. Despite the Police Act 2020 and the Nigeria Police Trust Fund Act 2019, reforms have failed to deliver sustainable welfare improvements.

This policy brief proposes the Welfare–Security Nexus Framework (WSN-F)—a four-pillar strategy that situates welfare at the heart of policing reform. It calls for constitutional and fiscal safeguards to guarantee stable funding; comprehensive welfare and post-service guarantees; integration of professional development and ethics with welfare incentives; and transparent oversight through an independent Police Welfare and Remuneration Commission and a Police Ombudsman.

Drawing lessons from South Africa, Kenya, India, and the United Kingdom, the brief demonstrates that predictable, rights-based welfare systems improve morale, professionalism, and public trust. Implementation between 2025 and 2030 would ensure fair pay, affordable housing, full health coverage, and performance-based incentives.

Investing in police welfare is not an act of generosity—it is a national security imperative. A well-supported, accountable police force is essential to restoring public confidence and strengthening Nigeria’s democracy.

Introduction: The Strategic Imperative of Welfare in Policing Transformation

Nigeria faces a worsening security landscape, defined by escalating violent crime, protracted insurgency, and recurring communal conflict. These pressures have revealed persistent structural weaknesses within the Nigeria Police Force (NPF), manifested in institutional lapses, weakened discipline, and eroding professional standards. Consequently, allegations of corruption, brutality, and political interference have further eroded public confidence.

Beneath these failings lies a neglected foundation: inadequate welfare systems that depress morale, distort professional ethics, and weaken operational effectiveness.

Since the Police Act 2020, expectations for reform have grown. Yet without systematic welfare transformation, institutional progress remains fragile. Welfare is no longer a personnel issue but a strategic security concern that directly affects the stability of the state. Reforming police welfare through a coherent, sustainable framework is therefore central to national security transformation.



The Welfare Deficit and Its Structural Consequences

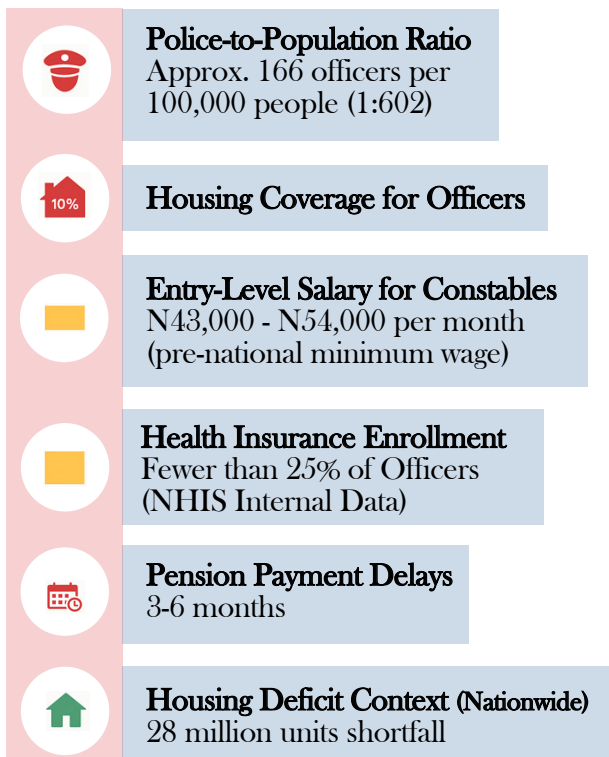
Historical Context

Established in 1861, the NPF carries colonial legacies that prioritised coercion over community service. While reforms have modernised its legal structure, welfare neglect persists. Officers continue to endure salaries below subsistence levels—often delayed—forcing many into survival strategies incompatible with professional conduct.

Welfare inadequacies are further compounded by outdated administrative practices. Ad hoc salary adjustments and inconsistent allowances create unpredictability. The Nigeria Police Trust Fund (NPTF), established in 2019, has struggled with bureaucratic delays and weak transparency. These failures perpetuate low morale and undermine operational readiness—rendering community policing and public trust unattainable.

Institutional Realities

Figure 1: Police Welfare Deficit in Numbers (2025)

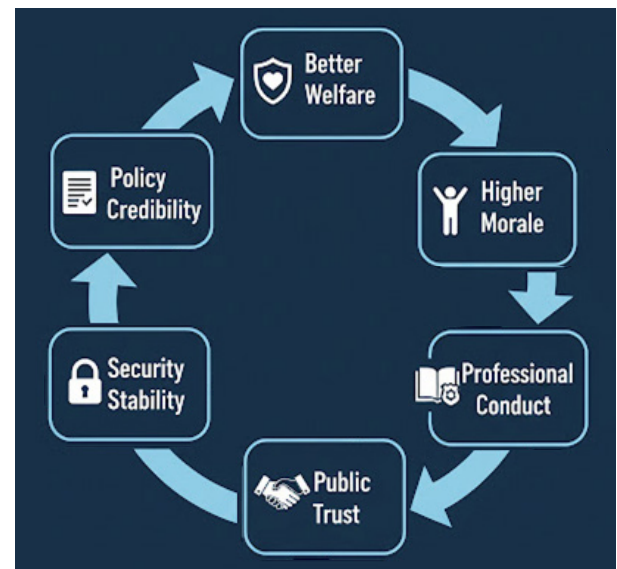


The Logic of Reform: Linking Welfare to Security Outcomes

A professional police force depends on predictable welfare structures. The welfare–security nexus recognises that decent pay, healthcare, housing, and post-service guarantees are not privileges but conditions for operational efficiency and ethical conduct. Well-compensated officers demonstrate higher morale, greater loyalty, and reduced susceptibility to corruption.

Neglect, on the other hand, fuels rent-seeking behaviour and institutional decay. Welfare reform must therefore be treated as a national security imperative

Figure 2: Welfare-Security Nexus Feedback Loop



Comparative Lessons From International Experience

Globally, the connection between welfare and policing outcomes is clear: officer remuneration, benefits, and post-service guarantees directly influence morale, professionalism, and operational effectiveness.

Across the globe, nations are actively reforming their policing systems to fortify security structures and enhance public trust. Nigeria stands to gain valuable lessons from the international experiences highlighted here for policy consideration.

Table 1: Comparative International Experience in Police Welfare Reform.

| Country | Core Reform Strategy | Key Welfare Features | Impact/Outcome |
|-----------------------|---|--|--|
| South Africa | Post-Apartheid Reforms linking welfare to accountability. | Competitive salaries (indexed to inflation), housing/medical benefits, pension entitlements, and collective bargaining via the Safety & Security Sectoral Bargaining Council. | Strengthened morale and operational reliability. |
| Kenya | National Police Service Act (2011) & Independent Commission | Structured pay scales, comprehensive insurance, housing schemes, pension programmes, and psychological support. Pay is insulated from political influence by the Salaries & Remuneration Commission | Reduced politicisation of welfare |
| India | State (e.g., Kerala and Maharashtra) & National-Level Welfare Mechanisms | Welfare funds, group insurance, housing loans, and medical access. National Seventh Pay Commission raised salaries and institutionalised post-retirement benefits (pensions/healthcare). | Improved retention and professionalism |
| United Kingdom | Statutory regulations and independent review bodies | Structured pensions (Police Pension Regulation 2015), healthcare, life insurance, and career-linked professional development. Independent remuneration review bodies ensure fairness. | Enhanced professionalism and public confidence |
| Policy Insight | <i>Institutionalised welfare, grounded in rights and accountability, yields measurable improvements in morale, efficiency, and public trust</i> | | |

The examples collectively demonstrate that a successful path to police reform involves:

- **Independent oversight** to ensure fairness and shield pay/benefits from political manipulation.
- **Comprehensive benefits** beyond basic pay to include structured pensions, housing support, and healthcare/insurance.
- **Institutional integration** that entails embedding welfare as a right and linking it directly to accountability and professional development.

Nigeria can strengthen its police system by adapting these lessons to its institutional realities.

Policy Option: The Welfare–Security Nexus Framework (WSNF)

To address persistent welfare gaps that undermine the morale and operational efficiency of the Nigeria Police Force, this policy brief proposes the Welfare–Security Nexus Framework (WSNF).

The WSNF is an integrated, four-pillar reform structure that places welfare at the core of Nigeria’s internal security transformation.

● Pillar 1: Constitutional Autonomy and Fiscal Sustainability

Objective: Guarantee predictable, depoliticised funding for police welfare.

Policy Measures:

- Amend the Police Act 2020 to entrench minimum remuneration thresholds and inflation-indexed salary reviews.
- Establish an Independent Police Welfare and Remuneration Commission (IPWRC) to depoliticise salary decisions.
- Ring-fence welfare allocations (salaries, pensions, housing, healthcare) in the consolidated revenue fund.

● Pillar 2: Comprehensive Welfare and Post-Service Guarantees

Objective: Build a lifetime welfare ecosystem for officers and families.

Policy Measures:

- Launch a National Police Housing and Mortgage Scheme through NPTF–private partnerships.
- Expand health and insurance coverage to 100% enrolment by 2030.
- Introduce portable pensions, retraining, and reintegration packages for retirees.
- Establish a Police Welfare Fund for scholarships, emergency support, and family benefits.
- Embeds gender-sensitive welfare standards—maternity protection, childcare, equitable promotion—and disability-inclusive housing. Post-service protection for widows and dependants is a statutory component of the Welfare Fund.

● Pillar 3: Professional Development and Ethical Leadership

Objective: Tie welfare benefits to competence and ethical performance.

Policy Measures:

- Institutionalise continuous training and leadership programmes via NIPSS and accredited universities.
- Link benefit progression to professional conduct and ethics.
- Establish psychological and stress-management units to improve well-being. revenue fund.

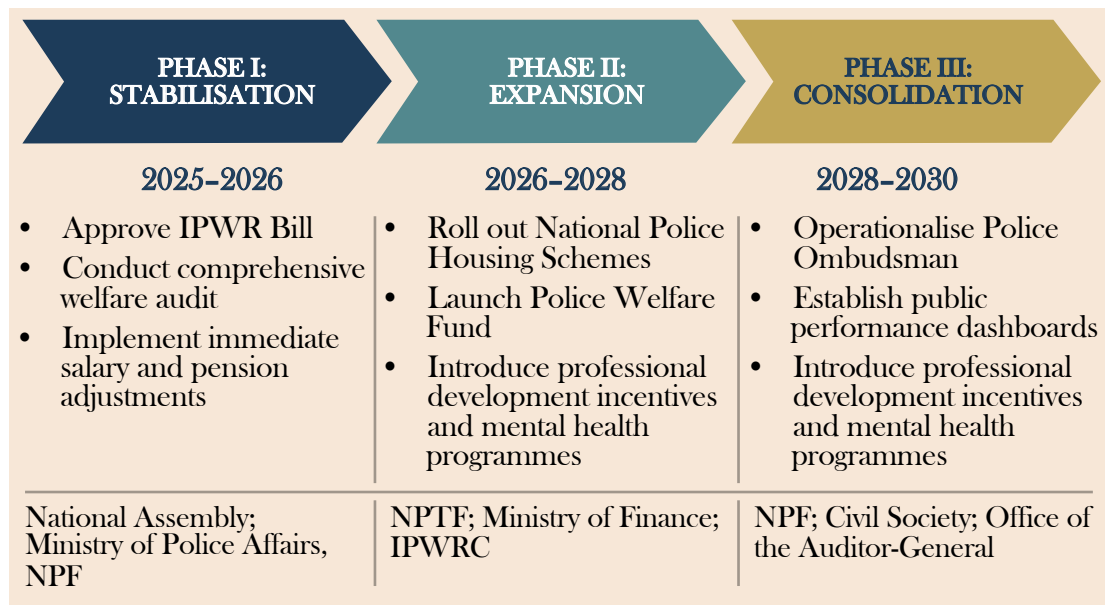
● Pillar 4: Accountability, Oversight and Incentives

Objective: Institutionalise transparency and performance-based incentives.

Policy Measures:

- Create a police ombudsman to audit welfare delivery and pension disbursement.
- Publish public performance dashboards tracking welfare access and operational results.
- Reward integrity and unit performance through merit-based grants and sanctions for mismanagement.

Figure 3: Implementation Roadmap for WSNF (2025-2030)








The phased plan balances urgency with fiscal realism, allowing reforms to take root without destabilising existing security operations.

Monitoring and Evaluation Framework

To ensure transparency and measure progress, there should be standard key performance indicators (KPIs) to guide implementation. Subsequent quarterly reporting by the Independent Police Welfare and Remuneration Commission and the police ombudsman will institutionalise accountability and public oversight.

Table 2 : Monitoring and Evaluation Framework (KPIs)

| Indicator | Metric | Target (2030) | Data Source | Reporting Frequency |
|---|---|------------------|------------------------|---------------------|
|  Welfare Access | Percentage of officers receiving timely salaries, pensions and health coverage | 100% | IPWRC Quarterly Report | Quarterly |
|  Housing Coverage | Proportion of officers living under official or subsidised housing schemes | 50% | NPTF Housing Survey | Annually |
|  Morale and Integrity Index | Annual survey-based index measuring job satisfaction, ethics and corruption incidence | 75% threshold | NPF Internal Audit | Annually |
|  Operational Efficiency | Response times, cases resolution rates and clearance rates linked to welfare improvements | +30% improvement | Police Service Report | Annually |
|  Public Trust Index | Citizen-perception surveys conducted annually to assess confidence in the police | +20% improvement | Public Affairs Survey | Annually |

These indicators should be visualised in annual public dashboards, modelled after the UK's Police Performance Framework, to allow citizen oversight and strengthen institutional accountability.

Policy Alignment and Coherence

The WSNF aligns with Nigeria's National Security Strategy (2019), National Development Plan (2021–2025), and the AU Framework on Security Sector Reform (2022). It reinforces SDG 16 (Peace, Justice, and Strong Institutions) and supports the broader Decade of Police Reform (2020–2030) initiative. Embedding police welfare reform within these policy frameworks ensures coherence with national and continental priorities, enhancing donor engagement and policy continuity.

Policy Recommendations

For the effective transformation of the Nigeria Police Force under the WSNF, the following recommendations are proposed:

- 1 Institutionalise welfare autonomy and fiscal safeguards**

Amend the Police Act 2020 to entrench welfare rights and automatic pay review.
- 2 Establish independent oversight**

Operationalise IPWRC and the Police Ombudsman.
- 3 Expand post-service guarantees**

Launch housing, health, and pension continuity schemes.
- 4 Link welfare to professional development**

Integrate welfare incentives with ethics and leadership performance.
- 5 Implement transparent, gender-inclusive monitoring**

Use public dashboards and gender-disaggregated welfare data.



Conclusion

The welfare–security nexus is the moral and operational foundation of policing reform. A poorly paid, ill-housed, and uninsured police force cannot safeguard a modern state. Welfare neglect corrodes integrity, weakens command, and feeds the cycle of mistrust between citizens and the state.

Comparative evidence from South Africa, Kenya, India, and the United Kingdom shows that welfare reform produces tangible dividends: better morale, ethical conduct, and operational excellence. Nigeria must therefore treat police welfare not as expenditure but as investment—one that strengthens democracy, restores public confidence, and anchors lasting peace.

A nation cannot secure its citizens with a demoralised force. The path to a stable Nigeria lies through dignity, fairness, and institutional care for those entrusted with the public peace.

Author

Dr Landi Moses Gideon is a senior visiting fellow at the Athena Centre for Policy and Leadership.



Senator Natasha Reclaims National Assembly Office After Lockout

Senator Natasha Akpoti-Uduaghan's office at the National Assembly was unsealed on Tuesday, September 23, 2025, signalling a possible end to her dispute with Senate President Godswill Akpabio.

The Kogi Central lawmaker, suspended since March, now has access to her office and the Senate wing and is expected to return to plenary when lawmakers resume on October 7.

Her six-month suspension had earlier been declared excessive by a Federal High Court, but her reinstatement was delayed by legal challenges and opposition within the Senate.

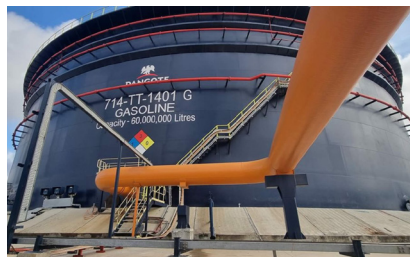
<https://www.vanguardngr.com/2025/09/breaking-senate-unseals-natashas-office-grants-her-access-into-nass-premises/amp/>

Government Denies Religious Bias in Terror Attacks

The Federal Government has rejected claims by some international platforms alleging a genocide against Christians in Nigeria, describing them as false, divisive, and harmful. It stressed that terrorist violence in Nigeria

targets people of all faiths, not a single group, and that both Christians and Muslims have suffered. The government highlighted recent security successes, including the neutralisation of over 13,500 terrorists, the rescue of nearly 10,000 hostages, and the capture of Ansaru's leaders. It noted ongoing prosecutions of Boko Haram suspects and affirmed Nigeria's commitment to protecting all citizens, promoting interfaith harmony, and countering terrorism with global partners.

<https://pinkrepublic12.blogspot.com/2025/09/fg-refutes-false-claims-of-religious.html?m=1>



Marketers Clash with Dangote Refinery Over Fuel Supply Terms

The Dangote Petroleum Refinery has set a new condition requiring oil marketers to purchase at least 500,000 litres of petrol to qualify for its free delivery scheme. At the refinery's gantry price of N820 per litre, this translates to a minimum spend of about N410 million, equivalent to 11 trucks of 45,000 litres each. While the refinery confirmed the requirement, independent petroleum marketers say the threshold is too high for most operators to meet. The Independent Petroleum Marketers Association of Nigeria warned that smaller players may be excluded, potentially limiting competition and raising concerns within the downstream sector.

<https://punchng.com/marketers-fault-dangote-500000-litre-fuel-delivery-threshold/>

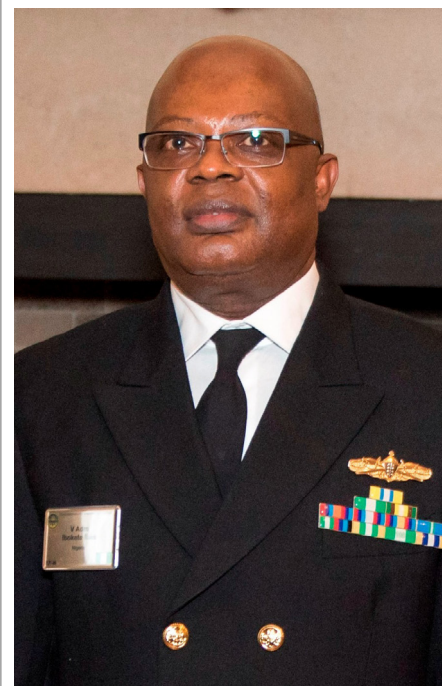
Former Sole Administrator of Rivers Ibas meets Tinubu, EFCC Chair in Aso Rock

Former Rivers State Administrator, Vice Admiral Ibok-Ete Ibas (retd.), met with President Bola Tinubu at Aso Rock on Wednesday, accompanied by Finance Minister Wale Edun and EFCC Chairman Ola Olukoyede. The meeting, held days after Ibas rejected calls for a probe into his six-month tenure, is believed to be linked to his stewardship.

Ibas stepped down on September 17 following the end of emergency rule in Rivers State. The State Assembly, led by Speaker Martin Amaewhule, has since resolved to investigate expenditures during the emergency period.

Rivers State reportedly received ₦254.37 billion from the Federation Account between March and August 2025, averaging ₦42.40 billion monthly, according to data from the National Bureau of Statistics and FAAC documents.

<https://punchng.com/ibas-meets-tinubu-efcc-chair-in-a-so-rock/>





Chad, Benin Sign Visa Waiver Deal

Chad and Benin have signed a visa exemption agreement in New York and announced plans to open embassies in each other's capitals.

The agreement was concluded on the sidelines of the 80th United Nations General Assembly during a ceremony attended by Chad's Minister of Foreign Affairs, African Integration and Chadians Abroad, Dr. Abdoulaye Sabre Fadoul, and his Beninese counterpart, Olushegun Adjadi Bakari.

In addition to free movement, the two ministers discussed ways to strengthen bilateral cooperation and other issues of common interest.

As part of the deal, Chad will open an embassy in Cotonou to replace its consulate general, while Benin will establish a diplomatic mission in N'Djamena. Until now, relations between the two countries have been limited to consular representation.

<https://apanews.net/chad-and-benin-sign-visa-waiver-deal/>

Cameroon Launches Two Landmark Mining Projects

The Prefecture of Maine SoCameroon has taken a historic step towards industrial transformation with the official launch of two major mining projects in the South Region. On September 22, 2025, Prime Minister Joseph Dion Ngute, representing President Paul

Biya, inaugurated the Bipindi-Grand Zambé Iron Ore Project and laid the foundation stone for the Kribi-Lobe Mineral Terminal.

The Grand Zambé Project, developed by G-Stone Resources SA, with proven reserves of about 150 million tonnes of magnetite ore, is projected to yield up to three million tonnes of high-grade iron concentrate annually. The Kribi-Lobe Mineral Terminal, managed by SINOSTEEL Cameroon SA, anchored on reserves estimated at 632 million tonnes and valued at roughly US\$36 billion, is designed to produce eight million tonnes of iron ore each year for the next 45 years. Once completed, the terminal will handle exports of up to 14 million tonnes annually.

<https://newsupfront.com/cameroon-pm-dion-ngute-launches-two-landmark-mining-projects/>

Benin Approves 2025-2029 Plan to Boost Youth Jobs

Benin has officially approved the National Employment Agency's (ANPE) 2025-2029 strategic plan, according to a summary from the Council of Ministers meeting on Wednesday, September 24, 2025.

The plan envisions a healthy, innovative, and inclusive framework for the optimal professional development of young people by 2029. This strategic initiative is part of a broader structural reform aimed to improving governance, developing a high-performance labour market information and monitoring system, and enhancing access to decent, sustainable jobs and volunteer opportunities.

<https://www.ecofinagency.com/news-services/2609-49045-benin-approves-2025-2029-plan-to-boost-youth-jobs-cut-informality>

Chad: Christians Accuse Government of Bias

In an open letter with explosive content, the Union of Christian Executives of Chad (UCCT) has challenged the President of the Republic, Mahamat Idriss Déby Itno, on the secular nature of the State and called for an end to religious discrimination. The six-page letter, signed on September 11 by seven leaders of the organisations that make up the UCCT, was leaked to the press on September 26.

In this open letter, the signatories point out several facts: the permeation of a single faith in public institutions, the construction of Muslim places of worship in state buildings, and the organisation of the Hajj by the government, as well as the appointment of members to the Higher Council for Islamic Affairs.

They also noted a series of incidents targeting the Catholic Church: desecration of places of worship, attacks on priests and bishops, acts of vandalism and difficulties for Christians in acquiring land, particularly in the north and east of the country. According to the UCCT, these practices accentuate a "confessionalisation" of the Republic, in contradiction with the spirit of neutrality advocated by the Constitution.

<https://fr.apanews.net/news/tchad-interpellation-du-president-sur-la-laicite-de-letat/>



Disclaimer:

The insights, interpretations, and conclusions presented in this report are solely those of the authors and do not necessarily reflect the official policies or positions of Athena Centre, its affiliates, or its Board of Trustees. The information contained in this publication is believed to be based on sources that are accurate and reliable; however, Athena Centre makes no claims or guarantees regarding the completeness, accuracy, or timeliness of the data and assumes no legal liability or responsibility for any errors or omissions.

This report is intended for educational and informational purposes only and does not constitute legal advice or an endorsement of any specific policies, individuals, agencies, or entities. Decisions based on the content of this report are the sole responsibility of the reader. Athena Centre advises readers to seek independent verification and professional counsel before making any decisions based on the information herein.



Block A10, Phase 2, Sani Zangon
Daura Estates, Kado, FCT.



info.centre@athenacentre.org



[facebook.com/Athena Centre for
Policy and Leadership](https://www.facebook.com/Athena_Centre_for_Policy_and_Leadership)



[X.com/Athena_Centre](https://www.x.com/Athena_Centre)