Nigeria Police Force
Core Strategies and Management Systems

We aim to:
- Help the police understand the need for and value of central ‘core’ strategies
- Support senior police officers to improve their knowledge and experience of how to develop strategies
- Embed the theory and practice of developing and rolling out strategies that include management and accountability mechanisms in the police
- Help the police develop and implement policing strategies at national, state and divisional levels

Why:
- There is a general public dissatisfaction with policing services in Nigeria. A strategic approach to key policing areas will help the police deliver better and more accountable services
- Consultations with a range of stakeholders: Nigeria Police Force, Public Service Commission and Ministry of Police Affairs demonstrate the need to strengthen policy capacity within the police

We are working to:
- Support the police to develop core strategies in selected policing areas, such as Media, Intelligence Led Policing, Community Policing, Investigation Management, and others
- Support the police to rollout the strategies through implementation plans and management systems
- Develop the skills of the police at the federal level so that strategies can be articulated to all command levels for effective service delivery and accountability
- Encourage replication of the strategic development process to all policing areas by embedding the processes into police training and development systems

How:
- Training on how to develop viable strategies, management and oversight systems
- Assistance in developing selected ‘key’ strategies
- Support to ‘operationalise’ the strategies through the development of implementation plans and other processes

How we are achieving impact

Who we work with

Nigeria Police Force (NPF)
- Meetings with senior management to build confidence and obtain buy-in for the core strategies project
- Review of current police practices, management structures and policies in order to identify current gaps and areas for improvement
- Identification of core strategies to be developed under the project
- Media Strategy: Workshop for all NPF Public Relation Officers and selected media organisations
- Counter Terrorism Strategy: Workshop for selected police officers from the Counter Terrorism unit across Nigeria and ‘F’ Department
- Intelligence Led Policing Strategy: Workshop for officers in Operations Management (“D”) Department
- Fleet Management Strategy: Workshop to develop strategy to focus on the distribution, usage and disposal of police vehicles to encourage accountable and responsible usage
- National review of NPF forensic capability
- Training:
  - Intelligence: 98 police officers participated in the intelligence developmental workshop
  - Leadership: Two-day training for 37 Commissioners of Police

Police Service Commission (PSC)
- Meetings with the Chairperson, the Permanent Secretary and directors to build confidence and obtain buy-in for the core strategies project
- Provided suggestions and recommendations to the ongoing police reform
Getting Results

**Facts and Figures**

Number of police strategies formulated and adopted (Federal)

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*Three core strategies: (1) Media, (2) Counter-Terrorism and (3) Intelligence Led Policing

**Spotlight on Gender**

- Inadequate systems within the police often deny women (and other vulnerable groups) the opportunity to be served effectively by the police. For example lodge complaints or to be heard at police service points.
- Gender issues are being addressed in the training and written into the development of all core strategies developed throughout the project.

**What they experienced/learned**

- 110 officers participated in six seminars and development workshops
- Concepts outlined in the training:
  - Improving operational effectiveness through the following mechanisms – investigative, communication, community policing, leadership, strategy development
  - Understanding of the importance of a structured approach to strategy development
  - Acceptance of the need for effective knowledge management not just within strategies but also in respect of the learning about their development.

**What they have done as a result**

- Developed an institutional framework for the review, validation and adoption of police strategies
- Created a technical working group mandated to develop and review all police strategies, This is now functional and working regularly with senior management
- Developed and approved three strategies: (1) Media, (2) Counter-Terrorism and (3) Intelligence Led Policing
- Created a Change Management Team to oversee ongoing reform initiatives
- Reviewed national NPF forensic capabilities
- Published agendas of meetings between J4A and PSC to elicit response / feedback from community members – included recommendations to improved processes on discipline and promotion within the police
- Police Reform document submitted to the Inspector General of Police

**What they said**

- “I have been in operations for my entire career and I usually go straight to the tactics. Now I think about the strategy first.” Superintendent of Police, Oludotun Odubona - Officer in-charge of Investigations (Counter Terrorism Department)
- “The usefulness of the workshop is enormous especially for transforming old mental maps or paradigms and creating innovative strategies that are ‘outside the box’ of conventional thought.” Mohammed U. Gumel, Investigation Bureau, Headquarters, Abuja
- “This is the first time we are receiving this type of support.” Deputy Commissioner of Police, Owoseni (Personal Assistant to the Chairperson of the PSC)

**Making Headlines**

“Britain to spend £2.6bn on security in Nigeria” Daily Trust (April 16, 2012) – statement made by the National Programme Manager of the Justice for All Programme at the Nigeria Police Force Technical Working Group induction weekend in Abuja

“You can play important roles in developing and delivering the strategies we need to introduce and sustain new approaches to the type of policing every police officer and every Nigerian citizen can be very proud of.” - excerpt from the speech of Deputy Inspector General of Police, Aliku Fakur, at a workshop of the NPF Technical Working Group (May 30 – June 1, 2012)
Justice for All: Making a difference
Nigeria Police Force: Developing core strategies and management structures

Name: Oludotun Odubona, Superintendent, Nigeria Police Force

Profile: Officer in-charge of Investigations under the Counter Terrorism Department of the police. Participated in the drafting of the counter terrorism strategy through various trainings and consultations organised by Justice For All

The story so far:
As a result of the recent security developments in Nigeria, J4A worked with the Nigeria Police Force to develop a Counter Terrorism strategy. The strategy aims to enable the police to deliver policing services that will improve the safety and security for all inhabitants of the country. In January 2012, 25 officers participated in a three-day workshop that provided an introduction to strategy development. The training was followed by a second workshop in February 2012 to complete the drafting and validate the strategy.

According to Olutodun, “The training has made me a better manager. I am already applying some of the learning I have received. The principle of the ‘5 Ps’ – *Prepare, Pursue, Prevent, Protect and Participate* is teaching me to be a better planner in my terrorism investigation work. I am now able to draft a security plan (what the Police call an operation order) for activities and institutions; something I was not confident to do before.”

What happens next?
The counter terrorism strategy was approved by the senior management of the Nigeria Police Force. We are working with the police to implement the strategy and monitor its effectiveness.

Name: Patience Adegoke, Criminal Investigation Department (CID) Headquarters (Abuja)

Profile: Patience is a member of the Nigeria Police Force Technical Working Group (TWG), an initiative inspired by the Justice For All Programme that is mandated to develop and review all police strategies.

The story so far:
The Technical Working Group was created to support the strategic development process within the Nigeria Police Force. The working group is made up of 27 officers (three from each department).

According to Patience, “Being a member of the Technical Working Group it has opened my eyes to the need for change in the way we work in the Force – we need to be strategic so that cracks in the foundation of the Force are re-built and re-enforced through the knowledge we are receiving. This can be done through the development of strategies and I am glad that the current Inspector General of Police is in full support of this.”

What happens next?
The Technical Working Group is currently working to complete the Fleet Management Strategy, which focuses on the distribution, usage and disposal of police vehicles to encourage accountability and responsible usage. Other strategies in development include: communications, operations and human resources.