**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  
- Development of core strategies at the Federal level of policing, in consultation with relevant departments and implemented at Federal, Zonal, State, Area 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, Use of Force, Counterterrorism, Diversity, Human Resource Management and Fleet Management.  
- Support the police to rollout the strategies through action plans and performance 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 action plans and performance indicators, and other processes

**How we are achieving impact**

**Who we work with**

- Nigeria Police Force (NPF)

**How we engaged them**

- Working with the NPF Technical Working Group (TWG) to assist in the development of core strategies  
- Establishing a common understanding with the NPF TWG and Change Management Team on how the implementation of strategies (managing, monitoring and reviewing) will become operational  
- Worked to develop action plans for each strategy with careful consideration of existing budget allocations and low costs  
- Performance indicators realistically set for each action in each strategy  
- Ensuring that all engagement with the TWG is influenced by two key questions: (1) How will the work impact the operational commanders? (2) How will the work impact citizens?  
- 110 police officers trained on intelligence analysis in three locations: Abuja, Enugu and Ibadan

**Police Service Commission (PSC)**

- Provided input and assistance in the drafting of the presidential police reform report  
- Provided technical support in the assessment of the White Paper
Getting Results

More effective and accountable policing services delivered

What they have done as a result

- Created a technical working group mandated to develop and review police strategies
- Ability to understand and formulate strategies
- Created a Change Management Team mandated to review the report on the re-organisation of the NPF and make recommendations to the IGP
- Developed 8 core strategies
- Developed 8 action plans with objectives, actions, accountable departments/units, time frames and performance indicators
- IGP adopted all the formulated strategies

What they said

- “Today is about rebuilding a core fundamental infrastructure of policing, known as Community Policing. This is an effective and accountable tool that reduces crime, ensures respect for our communities and provides us the opportunity to earn the trust of the public we are charged with protecting.” Inspector General of Police, M. D. Abubakar (at the Connecting with our Communities conference in July 2012)
- “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

What they experienced/learned

- Concepts and steps involved in developing strategies
- Strategy diagnostic tools
- Setting of objectives, actions and performance indicators
- Understanding of the need to plan and institute systems that provide direction for the NPF
- Establishing accountable departments/units and a timeframe
- Understanding of the importance to the NPF of high standards of professional ethics and behaviour
- Improved research and presentation skills for members of the technical working group
- Understanding the importance of team working for members of the technical working group and change management team

The process of developing a Police Reform document

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Number of police strategies formulated and adopted (Federal)

<table>
<thead>
<tr>
<th>Strategies</th>
<th>2012*</th>
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*Three strategies: (1) Media, (2) Counter-Terrorism and (3) Intelligence Led Policing

**Five strategies: (1) Diversity, (2) Human Resources and (3) Community Policing (4) Fleet Management (5) Use of Force

Highlights to date

- Development of Action plans and Performance Indicators for each strategy developed
- Training and development of the members of the TWG in developing objectives, actions and performance indicators
- The development of core strategies, with support from J4A, formed part of the Nigeria Police Force achievements highlighted in a publication for the Police promotional week and submitted to the President Goodluck Jonathan
- J4A’s contribution to the Presidential Committee on the Reorganisation of the Nigeria Police Force was commended and acknowledged in the report submitted to the President

Nigerians deserve more from police - IG
Punch (August 1, 2012)

Intelligence Led Policing, fundamental to National Security-IGP
The Dawn (23 Sept–6 Oct 2013)

Making Headlines

Facts and Figures

Number of police strategies formulated and adopted (Federal)

Spotlight on Gender

- Gender issues have been addressed in the trainings and written into all core strategies that have been developed
- The Human Resource and Diversity Strategy addresses gender related issues
- Presentation made to Police officers wives on “Women’s role in national security”

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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.”

Participants of the counter terrorism strategy workshop

Profile: Oludotun Odubona, Superintendent, Nigeria Police Force

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.

Oluotudun participated in the development of the counter-terrorism strategy. He said, “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.”

What happens next?
The counter terrorism strategy was approved by the senior management of the Nigeria Police Force and is now being implemented. Justice for All is working with the Police to develop performance indicators to monitor its effectiveness.

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

The story so far:
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 rebuilt and re-enforced through the knowledge we are receiving.”

She furthered, “This can be done through the development of strategies. I am glad that the current Inspector General of Police is in full support of this.”

What happens next?
With the support of Justice for All, the Technical Working Group currently will embark on additional strategies in the areas of communications, operations and human resources.

Profile: Sunday Samuel, Assistant Superintendent, Nigeria Police Force

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). In January 2012, these officers participated in a three-day training that provided an introduction to strategy development. The training was followed by a series of workshops aimed at building the skills of the police to develop operational strategies and has led to eight core strategies for the Nigeria Police Force.

According to Sunday, “As a member of the Technical Working Group and the Change Management Team, I have been exposed to issues concerning the Police which were unknown to me. It has helped me to develop my capacity in formulating and monitoring a strategy and change (reform).”

What happens next?
Justice for All is supporting the Nigeria Police Force Support to ‘operationalise’ the strategies through the development of action plans, performance indicators and other processes.

Profile: Sunday is a staff officer in the Community policing unit of ‘F’ Department (Planning and Research). He is a member of the Nigeria Police Force Technical Working Group, an initiative inspired by the Justice For All programme that is mandated to develop and review all police strategies.

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Justice for All is supporting 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; something I was not confident to do before.”

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Name: Oludotun Odubona, Superintendent, Nigeria Police Force

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

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