

RENEWED POLICING

RENEWED HOPE POLICE AGENDA
& TRANSFORMATION ROADMAP
2023 - 2027



MINISTRY OF
POLICE AFFAIRS

10th & 11 Floor, Federal Secretariat complex,
Phase 3 Shehu Shagari Way, Maitama, Abuja



MINISTRY OF
POLICE AFFAIRS





"As Commander-in-Chief, I have given myself the following charge: to deploy the entire machinery of state power to ensure the security of our people and property in a just and democratic society."

His Excellency Bola Ahmed Tinubu, GCFR
President, Commander in Chief of the Armed Forces
Federal Republic of Nigeria

Table of Contents

Executive Summary

Section 1: Background	I
Section 2: The need for reform and the urgency of now	3
Section 3: Situation Analysis	5
Section 4: Internal Security Ecosystem	
Section 5: Pillars of Transformation	
Section 6: Theory of Change	
Section 7: Guiding Principles and Philosophy	
Section 8: Governance Framework	
Section 9: Financing Plan	
Section 10: Future of Crime and Policing	

Standard Operating Principles

These principles remain true across this document. They are foundations upon which this reforms stand.

Accountability:
Ensuring transparency and responsibility in decision-making processes, with a commitment to answerability for actions and outcomes.

Community Ownership:
Empowering local communities to actively engage in and take ownership of policing efforts, fostering collaboration between law enforcement and the public. Private Sector Participation in Financing and Service Delivery: Encouraging collaboration with the private sector to enhance funding and improve the quality and efficiency of policing services.

Gender Equity and Social Inclusion:
Promoting equal opportunities, rights, and representation for all genders within the police force, addressing gender disparities and fostering inclusivity.

Engendering Trust
Building a trustworthy force.

Professionalism:
Upholding the highest standards of competence, ethical behavior, and proficiency among law enforcement personnel.

Transparency:
Openly sharing information, processes, and decisions to foster public trust and participation in law enforcement initiatives.

Technology Integration:
Leveraging advanced technologies to enhance law enforcement capabilities, ensuring efficient and effective use of modern tools for the safety and security of the community.

Climate Mainstreaming:
Integrating environmentally sustainable practices and policies into policing strategies, recognizing the importance of addressing climate issues for long-term societal well-being.





Background

Unlocking Nigeria’s productivity and tackling legacy challenges that limit its economic growth, social development, integration into the global economy, and overall prosperity are hinged on the level of security in the country. President Bola Ahmed Tinubu’s **Renewed Hope Agenda** appreciates the critical role of security and the imperative to move against the existing threats to national security.

At the core of Nigeria’s internal security ecosystem is the Nigeria Police Force (NPF), which is mandated by the 1999 constitution, the National Security Strategy, and the Electoral Act 2022 as the lead Agency in internal security and election security governance in Nigeria. This places the NPF as the most strategic symbol of the State’s legitimacy, democratic governance, and stable internal security order. Despite this strategic role, the administrative, operational, intelligence, investigative, prosecutorial capability and effectiveness of the NPF have been subjected to significant challenges and limitations over the years. Multiple reform efforts have yielded incremental improvements, however, the need for a comprehensive and transformative approach has become increasingly evident.

The operational landscape of the NPF has been hampered by issues ranging from inadequate and poor infrastructure to outdated technology and equipment. Weak recruitment strategy, conflicting institutional mandate, poor welfare, administrative bureaucracy, intelligence gaps, and constraints in investigative and prosecutorial capabilities further compound these challenges.

Towards a Renewed Vision for the Nigeria Police Force

The emergence of a world-class Nigeria Police Force that is fit for the 21st Century, inclusive, community based, intelligence-led, and technologically driven, while excelling in maintaining public safety, upholding the rule of law, and fostering community trust through transparent and accountable practices

This Roadmap is aligned with the Renewed Hope Agenda, the security objectives of the National Development Plan (2021-2025), Nigeria Agenda 2050, and the National Security Strategy 2019, amongst other national strategy documents. It has also drawn lessons from multiple Police reform reports and security summits while taking into consideration the global aspirations for equitable and sustainable development and best practices in policing.

As Nigeria stands at the cusp of a transformative era, the Renewed Hope Police Agenda and Transformation Roadmap aspires to redefine policing in Nigeria as a paragon of excellence. It



The operational landscape of the Nigeria Police has been hampered by issues ranging from inadequate and poor infrastructure, to outdated technology and equipment. Weak recruitment strategy, conflicting institutional mandates, poor welfare, administrative bureaucracy, intelligence gaps, and constraints in investigative and prosecutorial capacities further compound these challenges.

envisions a Police Force that not only meets international standards but sets the benchmark for professionalism, integrity, and effectiveness. There is a clear case and evidence that the implementation of the strategy and interventions set out in this Roadmap will reinforce the Nigeria Police as a cornerstone of Nigeria’s internal security and democratic governance. It will enable the Force to adapt to emerging security threats, ensure adequate protection of lives and property, instil confidence in the citizens, and contribute to the nation’s overall unity, peace, progress, and prosperity.



The Place of Improved Internal Security in the Delivery of the Renewed Hope Agenda of the Administration of President Bola Ahmed Tinubu GCFR

The 8 Priorities	The Role of Internal Security in the Delivery
Food Security	Protection agric value chain, and the promotion of peaceful co-existence
Ending Poverty	Ending the vicious cycle of insecurity through safe schools, markets, and environments for business
Economic Growth and Job Creation	Enabling a secure environment for businesses online and offline, by enforcing the rule of law and creation of a level playing ground for all Nigerians; irrespective of gender, class, or political affiliations.
Access to Capital	
Inclusivity: Drawing on all Skills Base	Protection of the rights of young people and women across Nigeria
Fairness and Rule of Law	Providing a safe and secure environment for all Nigerians to thrive
Security	Development and implementation of an internal security roadmap tailored to national development
Anti-Corruption Stance	Enforcement of anti-corruption laws, as well as strengthened intelligence.



The Need for Reforms and Urgency of Now

≈\$120bn
Reduction in GDP

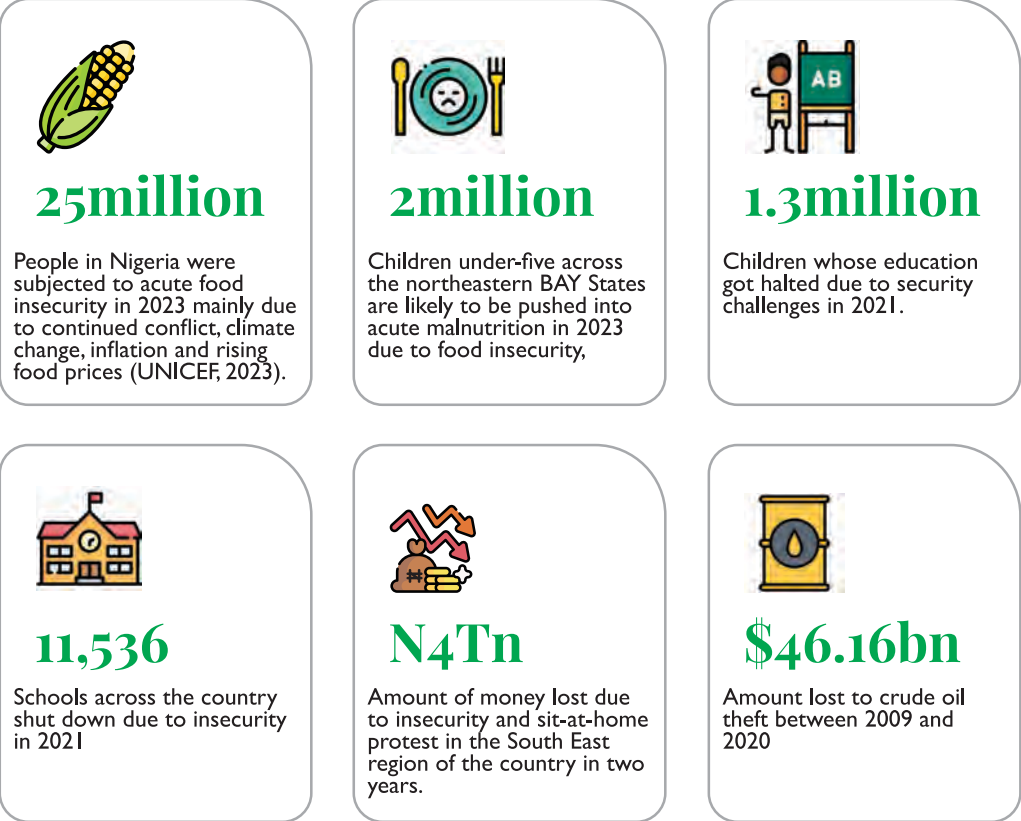
≈\$553
Per Capita
Economic Impact

There is an existential threat to the Nigerian state. Insecurity is at the epicentre of this threat. Therefore, there is the imperative of all of government under executive will and direction to halt and reverse the looming catastrophe. As the lead agency for Nigeria’s internal security, the emergence of a renewed Nigeria Police Force is now critical.

The combination of school closures, job losses, and negative economic impact due to insecurity is creating a vicious cycle of insecurity. The high numbers of unemployed individuals and out-of-school students due to school closures are expected to contribute to more insecurity in the short to medium term. These will potentially lead to reduced investment and output in the medium to long term. There is real urgency to break the vicious cycle of insecurity and address the underlying factors that contribute to its persistence. Under the Renewed Hope Agenda of President Bola Ahmed Tinubu, Nigeria has an uncommon opportunity to tackle the legacy challenges that fuel insecurity, upgrade its internal security framework, and drive towards a fully secured nation. The Imperative of Political and Democratic Values Insecurity is undermining public trust and confidence in democratic institutions. Citizens are hesitant to participate in the democratic process due to fears of insecurity while exercising their civic duties such as voting, participating in community service projects among others. The fear of insecurity discourages citizens from actively participating in political processes. Low citizen participation weakens the vibrancy of democracy and undermines the principles of representation and governance.

Social Development Implication
Prolonged insecurity is eroding the social fabric of communities. Fear of attacks during transit hampers physical connections with family and loved ones, leading to a breakdown in traditional support systems.

Economic Linkage
The economic impact of insecurity in Nigeria in 2022 was about \$120 billion, which is an average of 10% of Nigeria’s GDP (Institute for Economics and Peace (IEP), 2023). This translates to a per capita economic impact of \$553. To put it in context, over 70 million Nigerians live on less than \$1.95 a day (extreme poverty), and tackling violence as well as unlocking the cost of violence can support poverty reduction. The real cost of insecurity is far-reaching, and some are highlighted below;

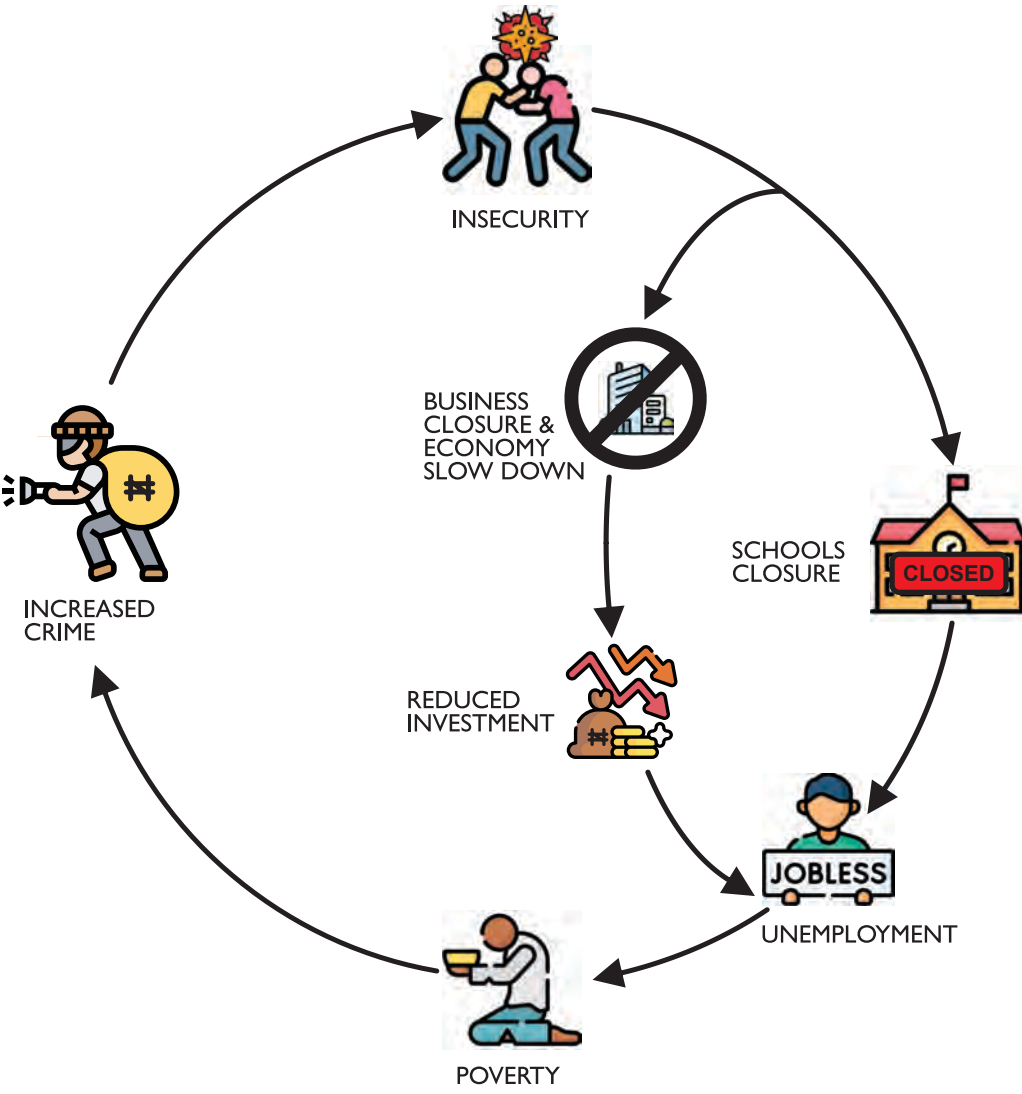


The Vicious Cycle of Insecurity

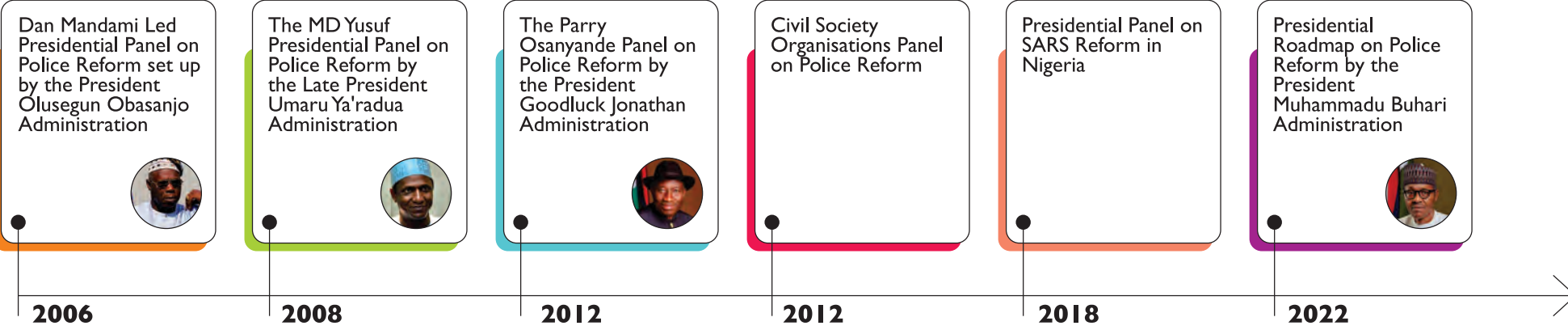
There is real urgency to break the vicious cycle of insecurity and address the underlying factors that contribute to its persistence. Under the Renewed Hope Agenda of President Bola Ahmed Tinubu, Nigeria has an uncommon opportunity to tackle the legacy challenges that fuel insecurity, upgrade its internal security framework, and drive towards a fully secured nation for all residents.

The Time to Act is Now!

Previous attempts at reforming the Nigeria Police Force delivered mixed results. Lessons have been drawn from the implementation of these reforms, and there is clear need for harmonization. A more urgent, comprehensive and assertive push towards reform of the NPF is now critical.



“Development means Security and without Security, there is no development.”
Robert McNamara
Former United States Secretary of Defense





Situation Analysis



In recent years, Nigeria has been confronted by a complex web of security concerns. These challenges have tested the resilience of Nigeria’s security apparatus, strained communal relationships, and pose significant challenges to its internal security.

As seen in the map, Kidnapping, Murder, Armed Robbery, are now major emerging threats across the country, with terrorism now majorly contained to only Borno State. Other emerging and worrying internal security concerns include domestic violence, sexual violence, communal clashes, human trafficking, money laundering, piracy, oil bunkering, and cultism.

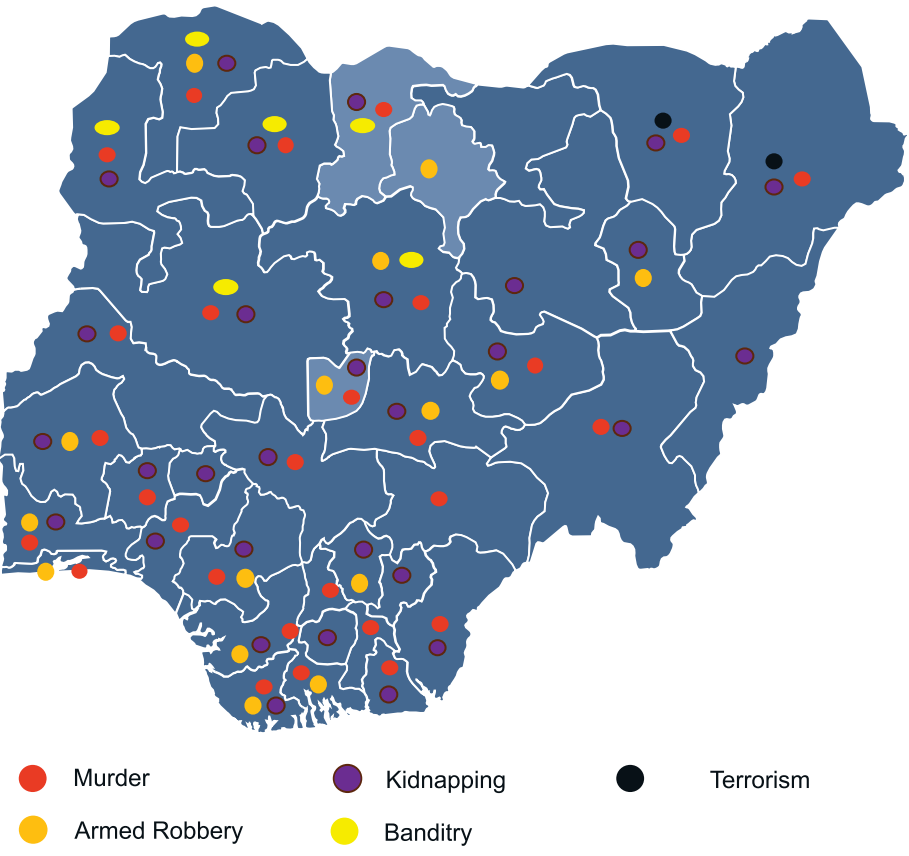
The Military is currently engaged in internal security operations in all the 36 states of the federation and the Federal Capital Territory. While this is a consequence of the weak capacity of the Nigeria Police Force in dealing with internal security challenges, it is also feeding back, and acting as an hinderance to ensuring the NPF is strengthened.

Undoubtedly, the Military intervention has supported internal security efforts, but it has not allowed the institution of the Police to grow its capacity. Deliberate attention to the NPF is urgently required, for it to play its lead role in internal security effectively.

The operational landscape of the Nigeria Police Force has been hampered by issues ranging from inadequate weaponry and poor infrastructure to outdated technology and equipment. Weak recruitment strategy, conflicting institutional mandate, poor welfare, administrative bureaucracy, intelligence gaps, and constraints in investigative and prosecutorial capabilities further compound these challenges.

Funding remains a key challenges for the NPF, given its sheer size and number, and the area of coverage.

Efficiency of spending is also a critical issue, and frameworks are required to ensure accountability and transparency. This is particularly important, if resources are being generated to bridge the funding gap from the private sector of donors.



TERRORISM AND INSURGENCY

Boko Haram Insurgency

In Northern Nigeria, acts of violence carried out by armed extremist groups, specifically Boko Haram and the self-proclaimed Islamic State in West Africa Province (ISWAP), have led to widespread atrocities against both civilian and military targets. Since the onset of Boko Haram insurgency in 2009, with the heinous objective of destabilizing Nigeria's secular government and instituting their perceived Islamic state, over 35,000 lives have been lost.

These extremist entities employ a range of tactics, including but not limited to, killings, suicide bombings, abductions, acts of torture, sexual violence, coerced marriages, and the conscription of child soldiers. Additionally, they perpetrate attacks targeting government infrastructure, traditional and religious entities, as well as innocent civilians.

Kidnapping and Banditry

Kidnapping for ransom have spread throughout Nigeria, impacting both urban and rural areas. These criminal syndicates target individuals, educational institutions, and communities, demanding substantial ransoms for their



victims' safe release. A recent report from SBM Intelligence reveals that ransom demands within a year reached about five billion naira (equivalent to \$6.4 million as of 30 June 2023). Verified ransom payments, which may be underestimated due to under-reporting, totaled N13.7 billion (approximately \$18.3m) between June 2011 and March 2020.

Banditry

Armed banditry has also witnessed a concerning surge, notably in the northwest and other regions of the country. These criminal groups are involved in a range of activities, including cattle rustling, kidnapping, and assaults on local communities. The wave of bandit attacks has resulted in a tragic toll, claiming an estimated 7,500 lives between 2018 and 2021, and displacing over 2,388,000 (Two Million Three hundred and Eighty Eight thousand) individuals by September 2023. The repercussions of this banditry crisis are far-reaching, as it not only compounds the prevailing insecurity within the nation but also exacerbates various pressing issues, including forced migration, displacement, food shortages, livestock theft, property destruction, health-related challenges, humanitarian emergencies, and loss of lives.

Herder-Farmer Conflict

Tensions between herders and farmers, primarily related to land and resource disputes, have witnessed a concerning escalation, resulting in violent conflicts in several regions across the nation. These conflicts stem from competition for grazing lands and access to water sources, leading to tragic confrontations. States situated within the North Central region have been particularly affected, grappling with a persistent series of violent conflicts involving pastoralist and farming communities. These conflicts are rooted in longstanding disputes over land and resources, further exacerbated by the proliferation of small arms and the widening of social divisions. In the year 2021 alone, it is estimated that at least 2,600 lives were lost as a result of these conflicts.

Cybercrime

The escalating threat of cybercrimes has emerged as a pressing global concern, with a proliferation of incidents resulting in financial, intellectual property, and personal identity losses across individuals, corporate entities, and government institutions. According to the Nigerian Communications Commission, Nigeria experiences an annual financial loss of approximately \$500 million due to cybercrime, constituting 0.08% of the nation's Gross Domestic Product (GDP).

STEALING

32,000

Average annual number of incidents

BOKO HARAM

>35,000

Lives Lost

BANDITRY

7,500

Lives Lost

RESOURCE THEFT

N16.25t

Lost between 2009 & 2023

MURDER

4,731

Killed btw 2021 and 2023

HERDER-FARMER CONFLICT

2,600

Lives Lost

CYBERCRIME

\$500m

Lost to Cybercrime

ENVIRONMENTAL CRIMES

1.25Mha

Trees Cover Lost

SEXUAL VIOLENCE

Almost one in three (31%) women aged 15- 49 have experienced physical violence in Nigeria

SEPARATIST AGITATION

1,700

Lives Lost

HUMAN TRAFFICKING

1.6m

Persons Affected

MONEY LAUNDERING

6.7/10

Ranked by Basel AML Index 2022 as not doing enough

ARMED ROBBERY

1,652

Recorded armed robberies between 2021 and 2023

CULTISM

166

Deaths from 52 Clashes in 2022

COMMUNAL CLASH

525

Killed in Communal Clashes in 2023

KIDNAPPING

4,450

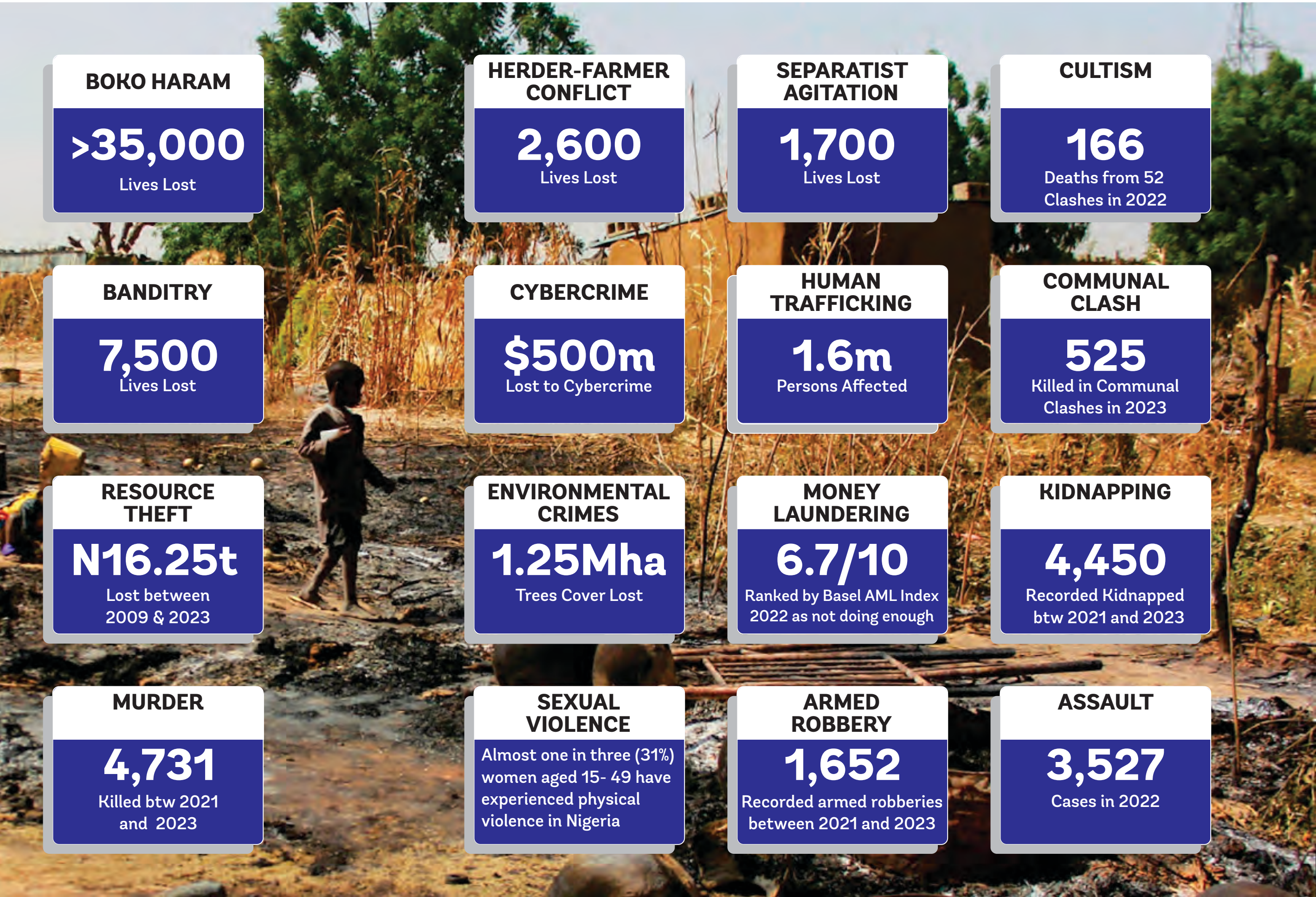
Recorded Kidnapped btw 2021 and 2023

ASSAULT

3,527

Cases in 2022

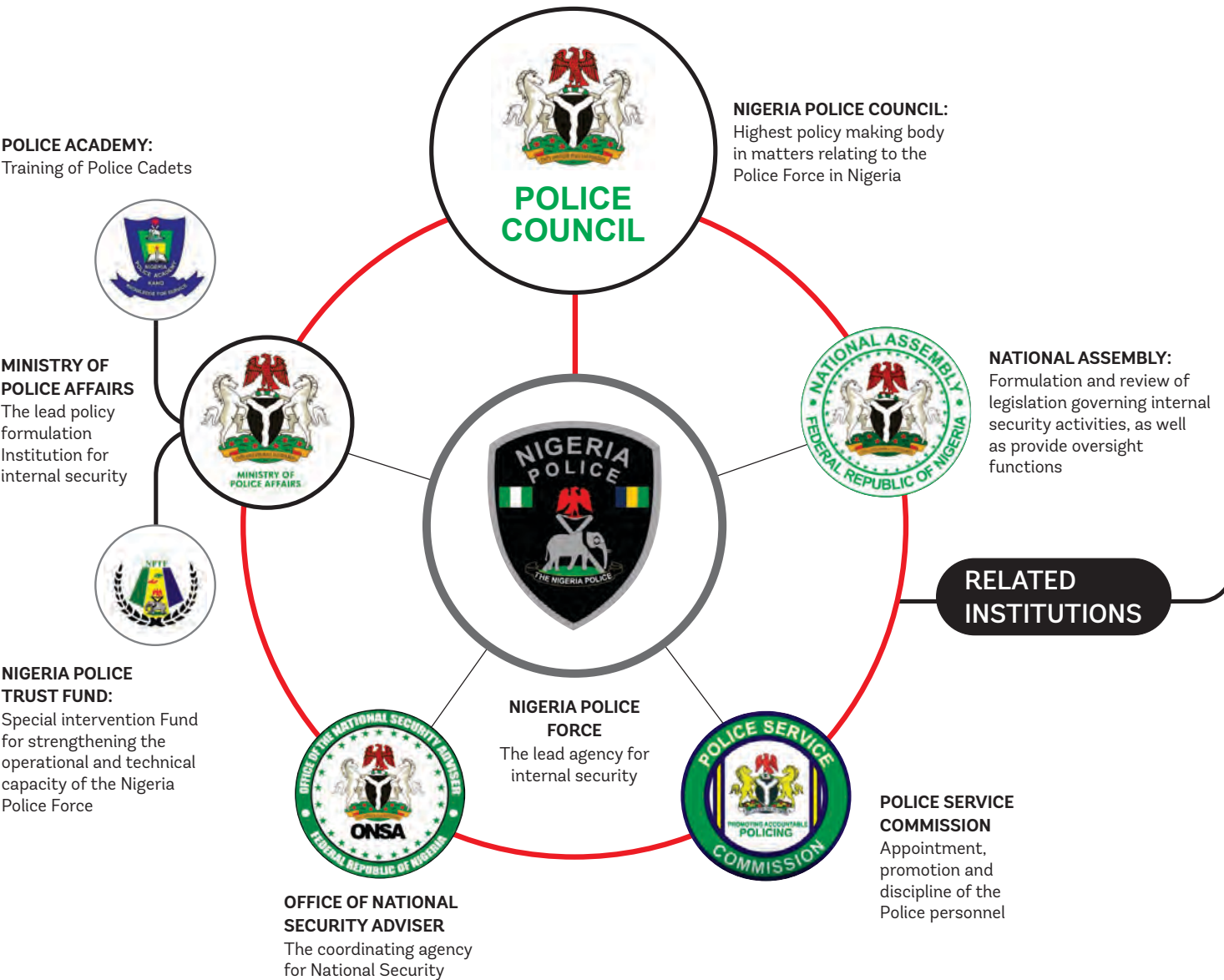
These are estimated capture of some of these insecurity events in Nigeria





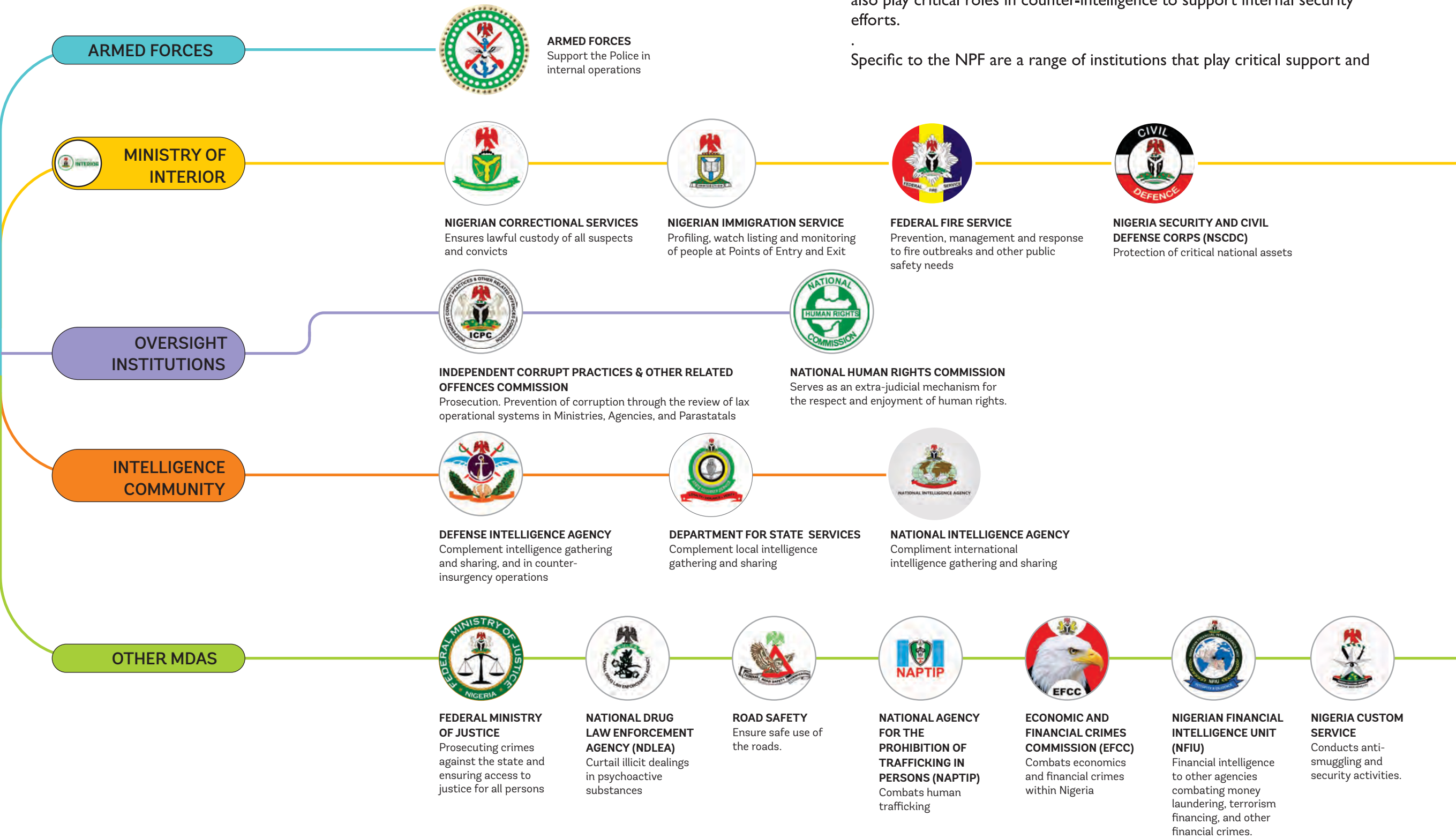
The Policing Ecosystem

Multiple state actors are involved in the policing architecture of Nigeria. The responsibility of national security in Nigeria is statutorily vested in the President through all the security agencies established by law. The 1999 Constitution, the Police Act 2020, and the National Security Strategy 2019 give primacy to the Nigeria Police Force (NPF) as the lead institution for internal security in Nigeria. The Office of the National Security Adviser (ONSA) coordinates the intelligence activities of the Security Agencies and provides advice to the President and Commander-in-Chief of the Federal Republic of Nigeria. Other security institutions established by law such as the Nigeria Security and Civil Defense Corps



(NSCDC), Nigeria Correctional Service (NCS), Federal Road Safety Corporation (FRSC), Fire Service, Nigeria Customs Service (NCS), Nigeria Immigration Service (NIS), the National Financial Intelligence Unit (NFIU), and the Economic and Financial Crimes Commission (EFCC) were created to complement officers and men of the Nigeria Police Force to focus on core policing duties of protecting lives and property. The intelligence community also play critical roles in counter-intelligence to support internal security efforts.

Specific to the NPF are a range of institutions that play critical support and





oversight roles. While the Police Service Commission (PSC) supports the appointment, promotion, and discipline of the personnel of the Force, Police Training Institutions ensure officers and recruits are well-trained. The Police Trust Fund (PTF) provides funding support for the training and re-training of NPF personnel and the provision of state-of-the-art security equipment. The Ministry of Police Affairs also acts as the policy-making body for the formulation of reforms and the implementation of policies and programs relating to policing and internal security.

The intricate web of multiple state actors involved in Nigeria's internal security architecture reveals the need for a comprehensive and collaborative approach to safeguarding the nation's security and well-being. Strengthening collaboration amongst the different actors within the internal security ecosystem can unlock significant gains in the protection of lives and property and the overall well-being of Nigerians; this is our goal.



The Ministry of Police Affairs

The Ministry of Police Affairs plays a pivotal role in Nigeria's internal security arrangements. **It is a coordinating entity for the formulation and implementation of policies, programs, and reforms relating to policing and internal security.** It provides supervision and administrative support to the Nigeria Police Force (NPF), the Police Academy (POLAC) and the Nigeria Police Trust Fund (PTF). The Ministry also acts as the secretariat to the Police Council, which is the highest policy-making body relating to internal security in the country.



Our Mandate Safety and Security of All Nigerians

Our Vision:
To reposition the Nigeria Police Force to be efficient, well-motivated, well equipped, people friendly, and improve its capacity to face modern day security challenges.

Our Functions:
Formulate and implement policies and programmes that will ensure effective and efficient policing and internal security.

Provide technical assistance and administrative support for the Nigeria Police Force to ensure maximum service delivery.

Initiate, and implement projects and programmes that will enhance the welfare of police and provide enabling conditions for effective policing across the country

Monitor and evaluate the overall implementation of policies, programmes and projects relating to Policing and Internal Security in the Country

Sensitize and engage appropriate stakeholders to promote funding and investment on policing as well as participation of the Citizenry on policing and security

Liaise with appropriate Organ(s) of Government on matters relating to the Police Council.



Pillars of Transformation

Our goal is to fortify the foundation of our internal security apparatus, ensuring the safety and well-being of our citizens. This strategic endeavour rests upon five pivotal pillars:

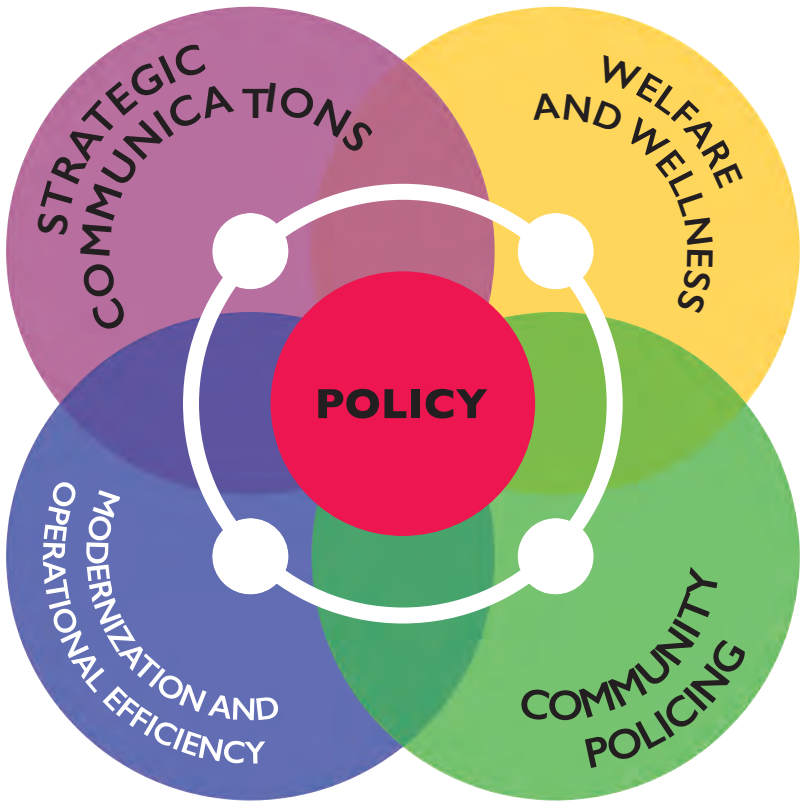
MODERNIZATION AND OPERATIONAL EFFICIENCY

Embracing cutting-edge technology and refining operational protocols lies at the heart of this pillar. We recognize the need to invest in advanced training, equipping our personnel with state-of-the-art tools, and implementing streamlined operational procedures. We aim to enhance the overall efficiency and effectiveness of the Nigeria Police Force. This not only equips our officers to combat modern-day threats but also positions them as leaders in the field.

A robust infrastructure forms the backbone of any successful security apparatus. This pillar focuses on modernising and fortifying the physical framework of our law enforcement agencies. From upgrading facilities and command centres to establishing strategic outposts, our aim is to create an environment that fosters optimal performance, collaboration, and responsiveness.

WELFARE

Elevating the welfare of our police officers is the cornerstone of our strategic approach. This pillar focuses on bolstering the physical, mental, and financial well-being of our officers. By providing comprehensive support systems, healthcare, and fair compensation, we empower them to perform their duties effectively and with utmost dedication. Welfare enhancement is not only an urgent need but also a moral imperative.



POLICY

A comprehensive policy framework serves as the backbone of police transformation by setting the standards, values, and procedures that guide the entire law enforcement apparatus. It not only ensures that the force operates in accordance with best practices but also helps rebuild public trust, improve accountability, and enhance the overall professionalism of the NPF.

These four strategic pillars work in tandem to create a holistic and synergistic approach to internal security. Prioritising the welfare of our personnel, optimising their technical capabilities, and fortifying the infrastructure they operate within pave the way for a safer, more secure Nigeria. This strategic framework not only addresses current challenges but also positions our internal security apparatus to adapt and thrive in an ever-evolving landscape.

COMMUNITY POLICING

The Police Act (2020) in Nigeria, particularly Section 4 (h), recognizes community policing as a strategic tool to achieve policing objectives by engaging communities in crime reduction and problem-solving. Sections 113 to 119 of the Act outline the legal framework for community policing, emphasizing collaboration between law enforcement and communities. However, effective implementation faces challenges, notably a significant trust deficit. The objective is to build public trust and strengthen community partnerships for crime reduction through problem-solving. Key interventions include developing a community policing framework aligned with the Police Act, strengthening ties between police and communities, offering support and incentives for crime control groups, and enhancing collaboration with the Police Community Relation Committee (PCRC).

STRATEGIC COMMUNICATIONS

The Nigerian Police Force faces a critical challenge with eroded public trust and global scrutiny, exemplified by recent events like #ENDSARS. In response, the Renewed Hope Police Agenda introduces a comprehensive strategic communications roadmap, viewing it as integral to broader reforms. This holistic approach includes Leadership Clarity, Institutional Landscape Unveiling, Vision Crafting, Force Rebranding, and Engagements Energizing.

Through a dynamic vision, comprehensive touchpoint assessment, and proactive engagement with stakeholders, the roadmap aims to reshape the force, aligning with global best practices and restoring both local and international trust in Nigeria's internal security architecture.





MODERNISATION AND OPERATIONAL EFFICIENCY

Situation Analysis

The Nigeria Police Force (NPF) faces critical challenges in its quest to overcome existing and emerging internal security threats. While strengths exist, including a vast workforce and national presence, these significant challenges impede its ability to effectively serve and protect the Nigerian public.

One of the most pressing issues is the inadequacy of infrastructure and resources. Many police stations lack basic amenities, essential equipment, and modern technology, hindering daily operations and hindering their ability to respond effectively to evolving crime trends. This is further compounded by chronic underfunding, which limits opportunities for training, acquisition of advanced technology, and ensuring the well-being of personnel.

Corruption and misconduct cast a long shadow over the NPF's public image. Public perception is often marred by allegations of corruption, brutality, and extrajudicial killings, eroding trust and cooperation between the police and the communities they serve. Additionally, ineffective training and skill gaps leave officers unprepared for the complex challenges they face, further hampering their ability to uphold the law and protect citizens.

The disconnect between the police and the communities they serve is another critical issue. A lack of community engagement and problem-solving partnerships breeds mistrust and hinders cooperation in crime prevention efforts. This, coupled with an overstretched workforce facing high workloads and fatigue, further impacts the overall performance and morale of the NPF.

The NPF also faces significant threats to its modernization efforts. Evolving crime trends, including the rise of kidnapping, banditry, cybercrime, transnational organized crime, and environmental crime, demand specialized skills and resources that the force may currently lack. Social unrest and political instability can further strain police resources and exacerbate security challenges. Resource limitations, coupled with the persistent issues of corruption and lack of accountability, can impede progress and erode public trust in reform efforts.

While the NPF faces a complex and challenging path toward modernization and operational efficiency, there is a window of opportunity for positive change. By leveraging government commitment, embracing technological advancements, and building trust with communities, the NPF can transform into a more effective, trusted, and respected law enforcement agency capable of ensuring the safety and security of all Nigerians.

Objective

The ultimate objective of NPF modernization and operational efficiency is to create a professional, well-equipped, and community-oriented 21st-century police force that effectively prevents and combats crime, maintains public safety, and upholds the rule of law while fostering trust and legitimacy among the citizens it serves.

Interventions for Modernization and Operational Efficiency

- Increase the number of standard police stations by 125 annually between 2024 and 2027 to enhance operational efficiency, strengthen community policing, and set the pace for achieving the NIIMP Target of 4,057 police stations by 2043.
- Rehabilitate and upgrade a minimum of 100 police stations annually between 2024 and 2027 to meet modern operational standards and offer policing services in conformity with international best practices.
- Equip officers with modern technology such as smartphones, body cameras, connectivity on the go, and access to digital investigative tools.

- Create a centralized database (national police database) for criminal records, evidence, and intelligence information.
- Implement smart patrol systems using CCTV cameras, drones, and data analysis for intelligent policing and crime prevention.
- Improve forensic capabilities via investments in modern forensic labs and equipment to enhance crime scene investigation and analysis.
- Establish, train, and equip, a 40,000 nos, manpower Special Intervention Squad to intervene in specialized and organised crime
- Recruit a Minimum of 100,000 Police Personnel to bridge the policing gap
- Enforce Mr President's directive on the withdrawal of police personnel from VIP security and guard duties, as well as from providing security at government buildings, installations, and other critical infrastructure.
- Develop and implement a comprehensive Community Policing Strategy
- Strengthen the police personnel capacity-building approach
- Rehabilitate and expand existing stock of infrastructure and facilities in at least 7 Police training schools and colleges annually,

- to improve training capacity and quality of training.
- Complete and ensure the full operationalisation of ongoing critical intelligence and technology driven platforms for the Nigeria Police Force such as the Data Fusion Centre.
- Upgrade the existing infrastructure in Police Academy, Wudil, Kano, with a focus on enhancing training capacity by a minimum of 50 percent by 2027 and improving the quality of facilities, including classrooms, training grounds, and accommodation.
- Build new sustainable barracks, officers quarters, and transit camps in each command to alleviate congestion and improve living conditions for police personnel.
- Undertake a comprehensive and systematic renovation of 40 existing barrack facilities annually to address distress and dilapidation and ensure a sustainable and conducive living environment.
- Revise police training curriculum focusing on community policing, human rights, de-escalation techniques, investigative skills, and technology use.
- Provide continuous training for officers through regular





- workshops, seminars, and specialized training programs.
 - Promote ethical conduct and professionalism that integrates ethics training into all levels of police education and creates strong internal accountability mechanisms.
 - Encourage collaboration with civilian experts via partnerships with universities, research institutions, and private companies for knowledge sharing and technology development.
 - Allocate adequate resources to cover salaries, equipment, training, and infrastructure improvements.
 - Develop transparent and efficient systems for resource allocation based on priorities and needs.
 - Implement strong anti-corruption measures, strengthen independent oversight bodies, and create mechanisms for public complaints and accountability.
 - Build trust with communities through regular outreach programs, co-designing security initiatives, and fostering community policing initiatives.
 - Pilot innovative policing technology and practices with targeted initiatives in specific areas to test and refine new approaches before nationwide implementation.
- Establish specialized units for cybercrime, environmental crime, and other emerging threats
 - Formulate and implement policies and programs that will ensure effective and efficient policing and internal security
 - Harmonise and strengthen the complaint and response system of the Police Force
 - Implement a harmonised framework for recruitment, promotion, and discipline in the Nigeria Police Force.
 - Collaborate with the Ministry of Environment to address and mitigate the impacts of desertification and climate change, both drivers of insecurity.
 - Conversion of police vehicles and equipment nationwide to alternative energy sources (e.g CNG, LNG, Solar)
 - Create a special, highly rated tactical unit of the police force that will serve as a counterinsurgency bulwark across various domains, including mining, marine, forestry, etc
 - Setting up of air squadron bases with surveillance drones and helicopters in the 6 geopolitical zones



POLICY

Situation Analysis

The policy landscape of policing in Nigeria is complex and fragmented. There is a plethora of policies and procedures in place, but many are outdated, conflicting, or not implemented effectively. This has led to lack of clarity and inconsistency in police practice, contributing to public distrust. The landscape is characterized by key challenges, which include:

Lack of a Comprehensive and Coherent Policy Framework

The internal security ecosystem lacks clear overarching policy framework that sets out its core values, principles, and goals.

Outdated and Conflicting Policies

Many of the NPF's policies require review to reflect current best practices in policing.

Inadequate Implementation of Policies and Procedures

Implementation challenges persist due to a number of factors, which includes inadequate training, lack of resources.

Lack of Public consultation and Engagement

Consultation with the public on the development and implementation of police policies is weak. This has led to limited public awareness and understanding of police policies.

- Review and strengthen Nigeria's Police Policy and Operational Framework
- Enhance the level of implementation of the Police Policy and Operational Framework
- Full implementation of the Police Act 2020

Objective

To create, refine, and implement a comprehensive set of policies and procedures within the Nigeria Police Force that prioritise efficiency, accountability, transparency, and community trust.





WELFARE & WELLNESS

Situation Assessment:

The effectiveness of the NPF is linked to the welfare of its officers and personnel. In recent years, concerns surrounding the welfare of officers and men have gained increasing attention from various stakeholders, including government bodies, civil society organisations, and the general public. These concerns stem from a recognition that the working conditions, remuneration, and overall quality of life experienced by police officers play a pivotal role in determining their commitment, motivation, and capacity to fulfil their crucial roles.

The challenges facing the NPF's welfare have multifaceted implications, extending beyond the individual officers to the broader society. Inadequate compensation, substandard living conditions, and limited access to essential services cannot only affect the morale of police personnel but also impact their ability to effectively combat crime, maintain public order, and build trust with the communities they serve. Addressing these challenges is crucial to achieving Mr President's Renewed Hope Agenda, and Nigeria's Agenda 2050.

Objectives

To empower Nigeria Police Force personnel with the resources and support they need to be healthy, effective, efficient and trusted law enforcement officers.

Interventions:

- Review, secure passage and assent of the Police Pension Bill to enhance retirement benefits of the Police Officers.
- Implement a comprehensive insurance and healthcare program tailored to the needs of Police Officers and their families.
- Establish competitive salaries and allowances for Police Officers that is commensurate to the challenges and risks associated with the execution of their duties, enabling them to maintain a decent quality of life thereby lifting the image of the Force.
- Develop and promote mental health support programs, including counselling services, stress management programmes and psycho-social support, in collaboration with Police Officers Wives Association - POWA, to address the high levels of stress and trauma encountered by police officers while performing their daily duties.



STRATEGIC COMMUNICATIONS FRAMEWORK

Situation Analysis

At the heart of Nigeria's security lies the Nigerian Police Force—an ecosystem encompassing key stakeholders, governance structures, policymakers, and related institutions. The world's perception of Nigeria's internal security architecture hinges on its view of the police force. Local studies paint a grim picture, highlighting public disillusion and eroded trust in the institution's ability to combat and respond to crimes. Recent events, such as #ENDSARS that culminated into nationwide protests, have cast a shadow on the force, exacerbating its global standing.

Acknowledging these challenges, the Renewed Hope Police Agenda unveils a sweeping transformation. Through a strategic communications lens, this roadmap emerges as a comprehensive strategy, orchestrating a symphony of organizational and service enhancements to restore trust and secure unwavering support from local and international stakeholders.

Objectives:

1. To build trust in the Nigeria Police and its capacity to fulfil its constitutional mandate of safety and security; as well as restore peace and human rights in Nigeria;
2. To frame strategic communications as an integral component of overarching police reforms—not a standalone program;
3. To turn the entire internal security landscape into potent touchpoints for internal security messaging and perception coordination;
4. To use the transformed police as the driver of national integrity and identity.





REFORMS AND INTERVENTIONS

1. Leadership Clarity

In support of these reforms, we must clearly articulate the inherently robust leadership structure of the internal security architecture. This will birth clear representation for the reforms, sparking ownership among over 300,000 personnel nationwide. The communication of this leadership structure, comprising political, policy, and force components, demands meticulous crafting.

Initiatives:

- Raise the public profile of the Police Council and establish a clear calendar for the council's sittings with deliberate public engagement plan
- Implement a police summit to attract the leadership of entire internal security network of Nigeria, as well as network of private sector actors from within and outside Nigeria
- Train and establish clear narrative on leadership across all police spokespersons nationwide

2. Unveiling the Institutional Landscape

The current complex internal security architecture breeds misrepresentation and public confusion. The absence of clear measurable metrics compounds the issue.

Initiatives:

- Launch the Police Reforms Agenda and Roadmap with a very robust dissemination mechanism through a dedicated microsite on the ministry of police affairs website, and a robust media plan
- Launch the Nigeria Police score card with embedded reward system for top performing institutions, commands, stations, and personnel.
- Launch a police force radio show in all local languages set to share the reforms roadmap
- Run the reformed police ad campaign for a quarter

3. Shaping Vision for Tomorrow

Transparency, accountability, and commitment to rule of law are central to trust-building, particularly in a deeply connected world. Coupled with a volatile, uncertain, complex, and ambiguous internal security realities of Nigeria, the Nigeria Police Force needs a communication process that seeks to adapt to emerging events.

Initiatives:

- Establish the Nigeria Police strategy hub for deep media listening and insights mapping
- Embed into the police academy a course on adaptive messaging for the police communication and PRO teams at the national and state commands.
- Embed the Nigerian police into the global new/digital communication ecosystem through deliberate participation and representation in local and international at conference
- Launch the Nigerian police future creative message award/competition for established and upcoming creatives/innovators

4. Rebranding the Force

The image of the entire Nigeria Police Force is currently suffering. The public perception of the police is a montage formed by various touchpoints — personnel, stations, vehicles, and more.

Initiatives:

- Comprehensive assessment and standardization of the police touchpoints to redefine the police force's brand.
- Internal branding of the police which will remodel the police force's image within its own ranks, ensuring coherence in policy, character, words, symbolism, representations, physical spaces, and conduct.
- A comprehensive re-brand of the police through refined positioning, a rebirth of the police
- Launch a brand activation to introduce the renewed police to Nigerians and the world.

5. Energizing Engagements

Clear messaging is the cornerstone of coordinated engagement strategies, with a paramount focus on prioritizing the citizens of Nigeria. Engagement will transcend borders, involving community members, academic institutions, creative hubs, civil society organizations, media, and the private sector.

Initiatives:

- Instituting the police community townhall appropriately tailored to different communities, sectors of the economy, and interest groups.
- To establish robust two-way communication frameworks, enabling citizens to provide feedback, contribute to reforms, request support during crises, and resolve misunderstandings.
- Run a continuous messaging campaign aligned with the entire reforms calendar from 2024 - 2028
- Develop a network of police champions selected based on very strict criteria across the country and age groups.
- Setting a police joint information centre in partnership with major newsrooms across the country to serve as the point of clearance on police related news, and updates for the country
- Develop a digital gateway (API) for security information crowd sourcing in Nigeria.





COMMUNITY POLICING

Situational Analysis

Section 4 (h) of the Police Act (2020) recognises and emphasises leveraging community policing as a strategic tool in the discharge of police duties and in achieving the country's policing objectives. It represents a strategic approach to law enforcement aimed at reducing crime and disorder through community engagement and problem-solving.

The legal framework, as outlined in Sections 113 to 119 of the Police Act 2020, provides a comprehensive structure for community policing. It emphasizes the need for collaboration between law enforcement and community members to identify and solve local problems.

However, the effective implementation of community policing in Nigeria has faced significant challenges, particularly in building the necessary partnerships and ensuring effective community based problem-solving between the police and the community.

One of the critical issues undermining the success of community policing in Nigeria is the significant trust deficit. Trust is a foundational element that underlies successful community partnerships and effective problem-solving. For this collaborative effort to succeed, barriers of apathy and mistrust must be broken down, requiring time, energy, creativity, understanding, and patience from all involved parties.

Interventions

There is a clear recognition, that the success of community policing hinges on two interrelated core components: community partnership and problem-solving. Community partnership will entail building positive relationships between the police and the community, involving the community in crime control, and pooling resources to address urgent concerns. Problem-solving, on the other hand, will involve a systematic process through which community-specific issues are identified, and appropriate remedies are found.

Specific interventions to be implemented include.

- i. Review, develop, and implement a community policing framework in line with the provisions of the Police Act (2020) and emerging security threats.
- ii. Strengthen stronger ties between the Police and the Community through regular community meetings, outreach programmes and partnerships with community organisations to improve trust, communication, and cooperation.
- iii. Develop a system of support, reward, and incentives for community crime control groups that supporting community policing in strict adherence with relevant laws and extant provisions so as to motivate them for better performance.
- iv. Enhance support and collaboration with the Police Community relation Committee (PCRC)

Objective

To build public trust and strengthen community partnership to reduce crime and disorder by carefully examining the characteristics of problems in communities and applying appropriate problem-solving remedies.

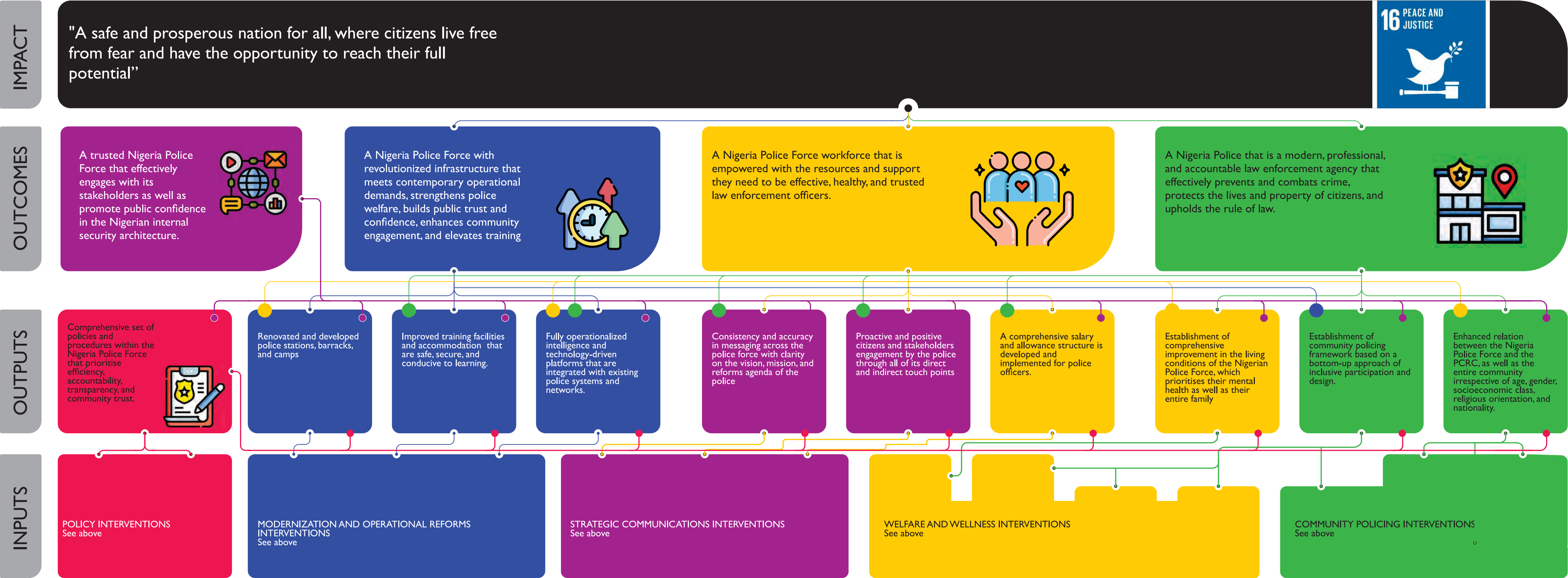
Towards a Renewed Vision for the Nigeria Police Force

The emergence of a world-class Nigeria Police Force that is fit for the 21st Century, inclusive, community based, intelligence-led, and technologically driven, while excelling in maintaining public safety, upholding the rule of law, and fostering community trust through transparent and accountable practices



Our Theory of Change

- Policy
- Modernization & Operational Efficiency
- Welfare & Wellness
- Community Policing
- Strategic Communications



ASSUMPTIONS: Strong senior political support, Private sector participation, Availability of enabling legislation and policies, Full stakeholders' buy-in, Adequate funding

PRINCIPLES: Professionalism, Transparency, Accountability, Inclusion, Innovation

- EVIDENCE:**
- Solow Swan Model of Economic Growth
 - Human Capital Theory
 - Ando, S. International Journal of Economic Policy Studies, 4(1), 141–154.
 - Maslow's Hierarchy of Needs



Governance Framework

The governance framework for the implementation of the Police Transformation Roadmap is a set of rules, procedures, and structures that will be used to guide the implementation of the program. It is designed to ensure that the program is implemented effectively, efficiently, and in a transparent and accountable manner.

The Minister of Police Affairs will provide strategic oversight for the program, while the Minister of State leads the delivery of the strategic roadmap. They will be supported by a Reform Delivery Unit (RDU) which will be responsible for developing and implementing a detailed program plan, coordinating and implementing the activities, monitoring and evaluating progress, and engaging with stakeholders throughout the implementation process.

The governance framework also includes the Nigeria Police Force, other relevant government agencies, civil society organizations, and the public. These stakeholders will be involved in the development and implementation of the program in a variety of ways, such as providing input and feedback, supporting the implementation of the program, and monitoring its progress.

Overall Governance

- The Minister of Police Affairs will provide strategic oversight.
- The Minister of State, Police Affairs, will provide strategic leadership and direction.
- The RDU will be responsible for the day-to-day coordination and implementation of the Police Transformation Roadmap.
- The RDU will be composed of technical experts, representatives from the Ministry of Police Affairs, the Nigeria Police Force (NPF), and other relevant stakeholders.

Program Management

- The RDU will be responsible for developing and implementing a detailed program plan for the Police Transformation Roadmap.
- The program plan will include specific objectives, timelines, and budgets for each key initiative.
- The RDU will also be responsible for developing and implementing a monitoring and evaluating plan to track the progress of the program and making necessary adjustments as needed.

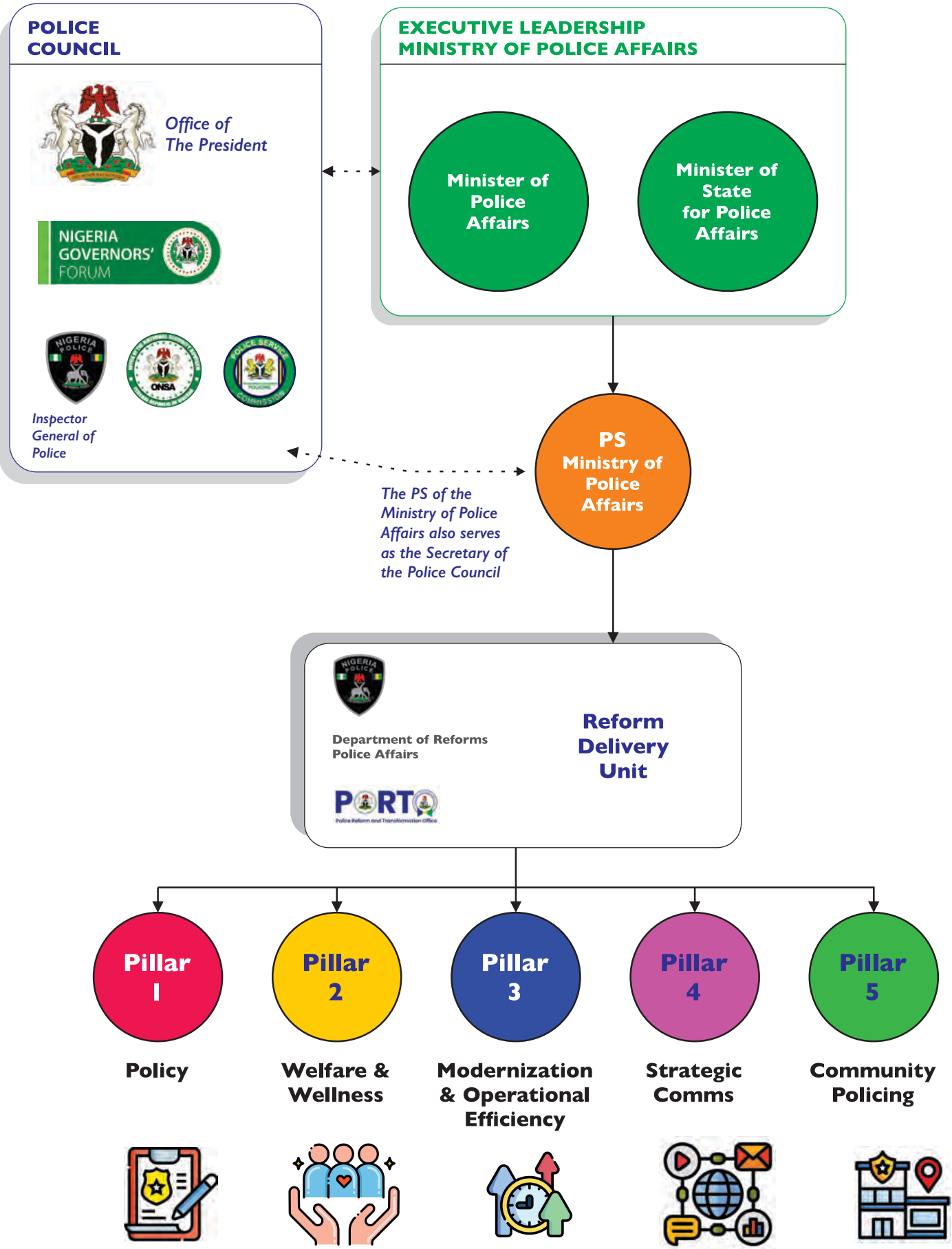
Stakeholder Engagement

- The RDU will engage with a wide range of stakeholders throughout the implementation of the Police Transformation Roadmap. This will include the Ministry of Police Affairs, the NPF, other government agencies, civil society organizations, and the public.
- The RDU will ensure that all stakeholders are informed and consulted on the development and implementation of the program.

Accountability and Transparency

- The RDU will be accountable to the program leadership for the successful implementation of the Police Transformation Roadmap.

The governance framework for the implementation of the Police Transformation Roadmap is a set of rules, procedures, and structures that will be used to guide the delivery of the program. It is designed to ensure that the program is implemented effectively, efficiently, and in a transparent and accountable manner.



PORTO is strategically positioned, to play a key role in the delivery set up of the Police Reform and Transformation Roadmap under the leadership of the Ministry of Police Affairs. Its institutional knowledge and ongoing work on police reform, deep sectoral relationship within the policing ecosystem and other key stakeholders locally and internationally.

Existing work tools, facilities, and structures makes it enabled to serve as the Delivery Unit for the Roadmap, and this will allow rapid commencement of implementation of the Roadmap. Furthermore, leveraging the capabilities of PORTO will demonstrate Government's commitment to continuity of workable programmes, and resource optimisation. PORTO also has interagency network of experts in the policing ecosystem, that contributes to its work, which will foster robust communication and inter agency collaboration required for the delivery set up to work effectively.

Based on the institutional mandate of the Ministry of Police Affairs, PORTO will need to work in close collaboration with the Department of Reforms in the Ministry, and report to the Ministry, as a special and dedicated delivery mechanism for the Ministry. The Ministry will provide oversight, leadership, and strategic direction for its activities.





Future of Crime and Policing

The world of crime and policing is not static. As technology, socioeconomic structures, climate, and geopolitics constantly evolve, so too do the possible threats and challenges faced by law enforcement agencies. The future of crime and policing demands a proactive and adaptative approach. By repositioning its image, listening deeper, anticipating emerging challenges, investing in innovation and new technologies, and fostering strong community partnerships, the NPF will effectively address the evolving security landscape and ensure the safety and well-being of citizens.

This section explores the future of crime and policing, offering evidence-based insights to guide the development of adaptive strategies for a changing security environment.

EMERGING CHALLENGES:

Cybercrime and digital threats: The rise of online platforms and interconnected systems has created new opportunities for cybercrime. Data breaches, ransomware attacks, and online scams are becoming increasingly sophisticated, demanding specialized skills and resources from police forces. According to the Nigerian Communications Commission Nigeria loses about \$500m yearly to cybercrime, accounting for 0.08 percent of the country's Gross Domestic Product.

Artificial intelligence and robotics: The potential misuse of AI and robotics for criminal purposes raises concerns about automated cyberattacks, autonomous weapon systems, and the manipulation of deepfakes for disinformation campaigns.

Environmental crime: Increasing environmental degradation and the exploitation of natural resources are leading to new forms of crime, such as illegal deforestation, wildlife trafficking, and pollution.

Transnational organized crime: The globalization of crime and the increasing sophistication of criminal networks necessitate international cooperation and coordinated law enforcement efforts.

Social unrest and extremism: Growing economic inequalities, political polarization, and the spread of misinformation can fuel social unrest and violent extremism, posing challenges to maintaining public order and safety.



Financing Plan

While enhancing efficiency in the utilisation of resources in the Police ecosystem, funding also needs to be expanded. There is a clear appreciation that the Government alone can not effectively fund the police from its budgetary provision. Therefore, the need for private sector participation, community involvement and strategic development partner support in delivering transformative interventions across the four pillars.

Public Private Partnerships (PPP) are key, and will be leveraged to unlock finance, innovation, and long term sustainability in the delivery of selected projects and services while providing value for money for the government. Careful implementation of internal efficiency measures to optimise resource allocation, costs, and utilisation for maximum impact will form the bedrock of intervention implementation.

NPF ADAPTIVE STRATEGIES:

Community policing and partnerships: Building trust and collaboration with communities, including marginalized groups, is essential for gathering intelligence, preventing crime, and promoting public safety.

Data-driven policing: Utilizing big data analytics and predictive policing tools can help identify crime patterns, allocate resources efficiently, and prevent criminal activity before it occurs.

Cybersecurity and digital forensics: Investing in specialized training and equipment to combat cybercrime, including incident response capabilities and digital forensics expertise, is crucial.

International cooperation and information sharing: Fostering collaboration and sharing intelligence among law enforcement agencies across borders is critical for tackling transnational crime and emerging threats.

Ethical considerations and human rights: Balancing security concerns with the protection of individual rights and privacy in the use of advanced technologies and data collection practices is paramount.



Contributors



Call to Action

The Renewed Hope Police Agenda and Transformation Road Map is a bold plan to transform the Nigeria Police Force into a modern, professional, and accountable law enforcement agency that is equipped to effectively prevent and combat crime, protect the lives and properties of citizens, and uphold the rule of law. Imagine a Nigeria Police Force with cutting-edge infrastructure, designed to meet the demands of contemporary operations, strengthen police welfare, foster public trust, and elevate training standards. Envision a workforce empowered with the necessary resources and support to become effective, healthy, and trusted law enforcement officers.

Our goal is clear: a Nigeria Police Force that is a shining example of modernity, professionalism, and accountability.

This transformation requires the commitment of all stakeholders, including the government, the police, the public, and civil society. We all have a role to play in creating a safer and more prosperous Nigeria for all. Collectively, we can create a Nigeria where all citizens live free from fear and have the opportunity to reach their full potential.

This is a call to duty; Let’s get to work.

