



FEDERAL REPUBLIC OF NIGERIA

NIGERIA POLICE FORCE

GENDER POLICY



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NPF-GENDER POLICY

(2024 - 2029)

ACRONYMS

ACHPR	African Charter on Human and People's Rights
ACJA	Administration of Criminal Justice Act
ACP	Assistant Commissioner of Police
AIG	Assistant Inspector-General of Police
ASPI	Assistant Superintendent of Police (Confirmed)
ASPII	Assistant Superintendent of Police (Unconfirmed)
AU	African Union
BPA	Beijing Platform of Action
BPA	Beijing Declaration and Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CFRN	Constitution of the Federal Republic of Nigeria
CID	City Improvement Districts
CP	Commissioner of Police
CPL	Police Corporal
COVID-19	Corona Virus Disease 2019
CSO	Civil Society Organization
CSP	Chief Superintendent of Police
DCP	Deputy Commissioner of Police
DEVAW	Declaration on Elimination of Violence against Women
DIG	Deputy Inspector-General of Police
DSP	Deputy Superintendent of Police
ECOWAS	Economic Community of West Africa States
EFA	Education for All
EWER	Early Warning and Early Response
FGM	Female Genital Mutilation
FMPA	Federal Ministry of Police Affairs
FMWA	Federal Ministry of Women Affairs
GBV	Gender-Based Violence
GCM	Gender Critical Mass
GDC	Gender-Abuse Disciplinary Committee
GEESI	Gender Equality, Empowerment of Women, and Social Inclusion
GEWE	Gender Equality and Women Empowerment
GM	Gender Mainstreaming
GMS	Gender Management Systems
GRB	Gender Responsive Budgeting
GTC	Gender Technical Commission
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Civil Rights
IDPs	Internally Displaced Persons
IGP	Inspector-General of Police
INSPR	Inspector of Police
JWC	Joint Working Committee

LNP	Liberia National Police
MDA	Ministries, Departments & Agencies
MDGs	Millennium Development Goals
NAP	National Action Plan
NAPTIP	National Agency for Prohibition of Traffic in Persons
NBS	National Bureau of Statistics
NCWD	National Center for Women Development
NEMA	National Emergency Management Agency
NEPAD	The New Partnership for Africa's Development
NGO	Non-Governmental Organisations
NGP	National Gender Policy
NPF	Nigeria Police Force
NPFGP	Nigeria Police Force Gender Policy
OECD	Organisation for Economic Co-operation and Development Organization
PC	Police Constable
PDS	Policy Delivery Strategies
PSC	Police Service Commission
PWD	Persons With Disabilities
SDGEA	Solemn Declaration on Gender Equality in Africa
SDGs	Sustainable Development Goals
SGBV	Sexual-Gender-based Violence
SGT	Police Sergeant
SHD	Sustainable Human Development
SLP	Sierra- Leone Police
SP	Superintendent of Police
SSR	Security Sector Reform
SVA	Sexual Violence and Abuse
UDHR	United Nations Universal Declaration of Human Rights
UNDP	United Nations Development Program
UNDR	Universal Declaration of Human Rights
UNESCO	United Nations Educational Scientific and Cultural
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees
UNIFEM	United Nations Development Funds For Women
UNODC	United Nations Office on Drugs and Crime
UNODC	United Nations Office on Drugs and Crime
UNSCR	United Nations Security Council Resolution
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
VAPP	Violence Against Persons Prohibition
VAW	Violence Against Women
VAWE	Violence Against Women in Elections
WISS-SL	Women in Security Sector, Sierra Leone
WPS	Women's Police Stations

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FOREWORD

In line with global, regional, and national mandates on gender equality, empowerment of women, and social inclusion principles in policy and planning for sustainable human development, and to domesticate the 2021 National Gender Policy, the Nigeria Police Force (NPF) keys into the gender equality agenda by revising its 2010 NPF-Gender Policy to demonstrate its commitment to this global process. NPF by this policy shows a total commitment to respect for fundamental human rights and social/gender justice; and sets forth a framework for integrating gender analysis, gender mainstreaming, and women empowerment principles within the Nigeria Police systems and operations.



This becomes imperative as the global goals of equality, development, and peace, specifically, the SDGs 5, 10 and 16, which underscore the principle of ‘leave no one behind’, thereby bringing to the fore ‘a people-centered development paradigm’, with emphasis on sustainable human development (SHD), and a central role for women to play in the development process. As the ‘woman’s question’ entered the development equation, structural inequality, and other forms of inequalities against women and other individuals at higher risk of experiencing violence are now seen as obstacles to sustainable human development, and not merely a human rights issue.

For example, Sexual and Gender-based Violence (SGBV) is now recognized as a universal problem almost reaching a pandemic proportion. Notably, physical, sexual, and psychological abuse of women and girls is perhaps the most pervasive of all human rights violations in history. In Nigeria, a variety of gender-based violence have been reported including domestic violence (such as wife battering, rape, and assaults), trafficking in persons, sexual violence and harassment, economic violence, violence against women and girls in conflict and post-conflict situations; violence against women and girls within the context of violent extremism, and harmful traditional practices against women and children (including obnoxious widowhood rites, early and forced marriages, female genital cutting/mutilations among others).

The magnitude of gender-based violence the world over, its hike with COVID-19; and in particular, its toll on local, national, and international development agendas led to UN Women’s engagement in a vigorous campaign against this problem.¹ Although women are presumably protected by the Declaration on the Protection of All Persons from Being Subjected to Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (1975), women’s rights agenda did not attract global attention until the adoption of the International Bill of

¹ <https://www.unwomen.org/en/news/stories/2020/4/statement-ed-phumzile-violence-against-women-during-pandemic>

Rights for Women, the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) in 1979 by the United Nations, to which at least 187 of the 194 UN Member Countries are signatories in 2021, including Nigeria. UNSCR 1325 was the first landmark resolution to be adopted in 2000, calling for increased representation of women at all decision-making levels for the prevention, management, and resolution of conflict. There have been eight related resolutions since then: 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2014), 2242 (2015) and 2331 (2016). These resolutions among other issues, address sexual violence in armed conflict and sexual violence against girls. In addition, there is a Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (2003). The due diligence standard for violence against women (VAW) is also laid out in the Declaration on the Elimination of Violence against Women (1993) in Article 4(c), where States are urged to "exercise due diligence to prevent, investigate and, in accordance with national legislation, punish acts of violence against women, whether those acts are perpetrated by the State or by private persons."

Though the Nigerian constitution guarantees every citizen the right to dignity of the human person and forbids the subjection of any person to torture or to inhuman and degrading treatment, SGBV remains a daily occurrence, while women are yet to be allowed to meaningfully participate and lead in national development. This is because the Nigerian society is ruled by a pervasive patriarchal system, which supports male supremacy, unequal gender role relations, and grants men power and control over women and resources in both the domestic and the public spheres. One direct consequence of this social arrangement is overall gender imbalance in public institutions, and a general *laissez faire* attitude towards SGBV and the reluctant acceptance by some of its survivors due to lack of accountability framework, and the overall environment of impunity.

However, since the development and approval of the National Gender Policy by the Federal Executive Council in 2006, women are not only taking their rightful positions in nation building, but violence against women is no longer being treated with disdain. For example, SGBV is now recognized as an important policy issue demanding attention of all and sundry, including public and private institutions and local communities. A necessary starting point for government to effectively address violence against women in all spheres of public, private and online spaces, is the development of a comprehensive policy guideline that would set out in detail the roles of all stakeholders, including government institutions and agencies (in particular the Law Enforcement Agencies), individuals, Civil Society Organizations (CSO), and the local community structures.

A major step was taken in 2009 when the Nigeria Police Force in collaboration with Development Partners (UNIFEM and UNFPA), International NGOs (e.g. ActionAid) and CSOs embarked on a sensitization workshop for Senior Police officers and came out with a resolution to embark on the development of a Gender Policy and a gender sensitive Curriculum/Training Modules for the NPF. Thus, in line with the 2006 National Gender Policy, the NPF developed the 2010 NPF-Gender Policy, which, unfortunately, was not given the attention it deserved in terms of implementation. The 2010 NPF-Gender Policy set to eliminate

all forms of gender-based discriminatory policies within the NPF and enhance the capacity of the Nigeria Police Officers to better handle gender-based violence with a high level of professionalism and etiquette. A major positive achievement of the 2010 NPF-Gender Policy, and in line with the implementation of the National Action Plan on UNSCR 1325 was that the NPF established nationwide SGBV Units in its systems and operations, with a record of good performance in responding to cases of SGBV across the country. The recent Spotlight Initiative on SGBV propelled by UN Women further highlighted the emphasis now placed on issues of SGBV by the Nigerian Police, including issues of care, prevention, and prosecution of perpetrators among others.

The 2024 NPF-Gender Policy builds on the strength and structure of the 2010 NPF-Gender Policy, the UNSCR 1325 and other related resolutions on violence against women, and the National Action Plan with the following strategic directions:

- i. Promotion of gender equality/equity principles as a core value within the Nigeria Police Force, and the institutionalisation of gender mainstreaming framework as an administrative tool within its systems and operations.
- ii. Incorporation of the principles of CEDAW and other global, regional, and national frameworks that support gender equality and women's empowerment into the Police Act/Regulations/Force Orders and Practices.
- iii. Building the technical capacity of the NPF and its management in gender analysis and planning to effectively engage in a system-wide gender mainstreaming in its systems and operations; to best handle cases of gender-based violence/violence against women under different dimensions.
- iv. Reduce the current gender gap in the NPF and make the Police Force an equal-opportunity employer.
- v. Institutionalise gender-responsive budgeting as a strategy for gender mainstreaming in the NPF.
- vi. Promote the use of sex-disaggregated data, and gender statistics within all Nigerian Police Institutions.
- vii. Establish accountability procedures for the implementation of the NPF-Gender Policy, including coordination, networking, and monitoring.
- viii. Engender the process of community policing, giving particular attention to protecting the rights of women, girls, and other vulnerable groups.

The NPF-Gender Policy thereby aligns with relevant regional and international protocols and instruments on gender equality and women empowerment principles; and in particular, the

revised National Gender Policy of the Federal Republic of Nigeria. The latter provides both the legal and the management frameworks for the NPF-Gender Policy. To effectively implement this policy, a Strategic Framework for implementation, monitoring and evaluation is to be adopted with clear guidelines for achieving policy targets and goals; and thereby making gender equality principles core values of the NPF.

The NPF shares the central sentiment of this policy, which is to mainstream gender issues into the Police structure and administration and improve Police response to gender-based discriminatory practices and violence within and outside the Police Institution. To achieve the goal of this policy, the NPF will continue to collaborate with key stakeholders and partners, including the UN Agencies, Development Partners, inter-governmental institutions, International NGOs, Civil Society Organizations, and indeed the local communities and the grassroots.

Kayode Egbetokun NPM, Ph.D

Inspector General of Police

May 2024

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The 2024 NPF-Gender Policy is a product of a collaborative partnership with many interest groups and institutions, including the Police Service Commission (PSC); the Federal Ministry of Police Affairs; the Police Force Headquarters, Line Ministries, and other Government Ministries, Departments, and Agencies. In particular, the Federal Ministry of Justice, Federal Ministry of Women Affairs, Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, the National Human Rights Commission (NHRC), and the National Agency for the Prohibition of Trafficking in Persons (NAPTIP); the Organised Private Sector (OPS); Civil Society Organizations (CSO); and Development Agencies. Our common vision is to abhor gender-based discriminatory practices, social exclusions, and gender-based violence within and outside the Nigeria Police Force. A shared undercurrent is to see a Nigerian society devoid of gender-based discrimination and violence; and in essence, build a society that allows its men and women to showcase talents for sustainable human development.



The political and institutional space to revise the 2010 NPF-Gender Policy which started under the leadership of the former Inspector General of Police (IGP), Usman Alkali Baba, was consolidated under the current IGP, Kayode Egbetokun. In my capacity as the NPF Gender Adviser along with my team, we successfully midwifed this process. The Nigeria Police Force (NPF) provided the logistics (both human and material) needed to engage with the policy revision process. The individual senior police officers and those in the rank and file who provided insider information on policy opinions are appreciated, for without them this policy would not have been written. Very senior officers across the country met at various times in Abuja to deliberate the course of action for the review of this policy; the needed training for officers to perform at their best during the review exercises, and to generate data that informed the revision of the old policy. Other senior officers, ranging from the DIGs, AIGs, CPs, DCPs, and ACPs among others, availed time for interviews and questioning. These wonderful officers made this review see the light of day. The PSC and the Federal Ministry of Police Affairs also contributed significantly to the review process. The 2024 NPF-Gender Policy is a baby of the collaborative efforts with key stakeholders in the sector who are all appreciated.

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EXECUTIVE SUMMARY

Introduction

Police Organizations play important roles in protecting the lives and properties of individuals (men, women, and children). They are responsible for maintaining peace and order, upholding the rule of law, and performing their duties with sensitivity and regard for members of the community. The demand for police reforms worldwide is usually hinged on several factors, such as the need to improve the public image of the Police; and to make Police institutions more effective, accountable, equitable, and rights-respecting.

Gender equity concerns are now seen as an integral part of police reform and key to operational effectiveness and institutional credibility. For example, increasing the recruitment of female staff, preventing human (woman) rights violations, and engendering police operations contribute to creating an efficient, accountable, and participatory police force that responds to the specific needs of men, women, girls, and boys. Ironically, the Nigeria Police is dominated by men and modelled as a masculine institution, with ever-increasing gender abuses perpetrated within its formations.

By 2010, the NPF was the first to domesticate the 2006 National Gender Policy. A major problem with this policy was described as poor implementation and the inability of the NPF to use the policy as a frame of reference within the Police Force Act, Regulations, Force Orders, and Standard Operating Procedures (SOP). Thus, there is generally low awareness of the NPF-Gender Policy within and outside the Nigeria Police Force. This speaks to the masculinized nature of the Police Force. Given the global, regional, and national mandates for gender equitable practices for sustainable human development, the progress that Nigeria has made instituting the National Gender Policy (NGP) in 2006, and the subsequent revision in 2010; the NPF now recognizes its important role in this process. The NPF as an institution is expected to embrace respect for human/women's rights and social/gender justice, especially to find lasting solutions to a world faced with the daunting problems of violence, injustices, and war crimes.

Policy Framework, Goals, and Priorities

This revised 2024 NPF-Gender Policy is framed within the principle of equal rights and justice, as stipulated in the Nigeria Constitution and the various global, regional, and national policy commitments to gender equality and women empowerment (including CEDAW; the Beijing Platform of Action; the Solemn Declaration on Gender Equality in Africa (SDGEA); the African Charter and Its Protocol on the Rights of Women in Africa for Gender Equality; and 2021 revised Nigerian National Gender Policy amongst others).

The policy declaration presents the Nigeria Police Force as recognizing the negative impact of gender discrimination, sexual harassment, and other forms of gender-based violence in society and, in particular, on the institution of the Police Force. Accordingly, the revised NPF-Gender Policy sets out to correct gender imbalances in the Nigerian Police Force (especially those relating to recruitment; welfare; training; promotion; and participation in policy decision-

making processes by positions held, etc.). The policy is equally guided by the philosophy and general principles of human rights, gender equality, social inclusion and women empowerment entrenched in international, regional, national laws and instruments, especially the Sustainable Development Agenda. The NPF-Gender Policy hinges on two pillars: firstly, engendering police institutions (that is, the internal transformation and restructuring of the police force to make it gender responsive and socially inclusive); and secondly, adopting gender equality principles and gender mainstreaming frameworks in its community policing (that is, police external engagements and mandate in the maintenance of peace and order within communities and the national borders).

The overall goal of this policy is to promote and protect human rights, social justice, and equity; eliminate all forms of gender-based discriminatory laws, regulations, and practices within the Nigeria Police Force, and ensure that the Police Force as a major security organ of government can effectively deal with different forms of sexual and gender-based violence, including sexual harassment within the larger Nigerian society. Through this policy, the Nigeria Police Force strives to achieve social, cultural, and ideological transformation in gender relations within the NPF as well as in the larger Nigerian society. This is through gender responsive regulations, orders, and improved technical skills in gender mainstreaming in the handling of sexual and gender-based violence.

Strategic Policy Objectives

To achieve the overall goal of the policy, the following strategic policy objectives will be pursued:

- i. Institutionalise gender equality/equity principles as a core value, and gender mainstreaming framework as an administrative tool, in the Nigeria Police Force
- ii. Incorporate in the Police Act/Regulations the principle of CEDAW and other global, regional, and national frameworks that support gender equality and women's empowerment.
- iii. Reduce the current gender gap in the Nigeria Police Force and make the Nigeria Police Force an equal opportunity employer.
- iv. Mainstream gender equality into the performance appraisal system of the NPF to reflect institutional priorities.
- v. Build the capacity of the Nigeria Police Force to effectively mainstream gender into the Police standards and systems of operations; and to effectively handle cases of Sexual and Gender-Based Violence.
- vi. Protect women's (human) rights and prevent, mitigate and respond to sexual and gender-based violence through appropriate preventive strategies, buffers and response services, paying attention to those groups of women and girls who are most marginalised and are at higher risk of experiencing violence.
- vii. Advance female police officers' participation and representation in leadership and governance within the Police Institution to reduce women marginalisation in the police management structure.

- viii. Ensure that gender equity and the empowerment of women is promoted and integrated into social protection, and complex humanitarian actions, legislation, and policies relating to Police Service.

The 2024 NPF-Gender Policy is poised to achieve these policy objectives through the following strategic directions -

- i. Institutionalise gender equality as a core value in the Nigeria Police Force.
- ii. Incorporate in the Police Act/Regulations/ Force Orders, and Standard Operating Procedures (SOP) the principle of CEDAW and other global, regional, and national frameworks that support gender equality and women's empowerment.
- iii. Incorporate key sections of the NPF-Gender Policy into the NPF legal instruments - the Police Act/Regulations.
- iv. Build the technical capacity of NPF and its management in gender-responsive analysis and planning; and to effectively handle cases of sexual and gender-based violence against women.
- v. Reduce the current gender gap in the Nigeria Police Force and make the Nigeria Police Force an equal opportunity employer.
- vi. Promote the collection and analysis of gender-disaggregated data, and gender-responsive statistics within all Nigeria Police Institutions.
- vii. Establish accountability procedures for the implementation of the Gender Policy i.e. coordination, networking, gender justice and monitoring.
- viii. Promote the implementation of the UNSCR 1325 agenda through the Nigerian National Action Plan.
- ix. Provide leadership for the full implementation of the revised 2024 NPF-Gender Policy through sustained collaboration on this policy by key actors in the sector (the Nigeria Police Force; the Ministry of Police Affairs and the Police Service Commission); and building the accountability tracking and the implementation framework for the new policy on solid grounds.

Gender equity concern in the security sector has led several other security sector institutions to key into the gender equality agenda. While the Nigeria Police (in 2010) was the first to domesticate the 2006 Nigeria National Gender Policy, several other security sector institutions have since keyed into this process, including NAPTIP (2020), the Armed Forces of Nigeria (2021), and the Civil Defence Corps (2021) among others. Unfortunately, the 2010 NPF-Gender Policy was not internalised because of weak implementation processes. Worst still, the policy was never incorporated into the Police Act/Regulations/Force Orders. It therefore lacked executive support for its implementation. Though the Nigeria Police Force established Gender Units in 2014 across the Nigeria 36 States and the FCT in response to the UN Women Spotlight Initiative on GBV, the 2010 NPF-Gender Policy was not internalised by the newly created NPF Gender Units across the federation. Hence, the functions of the NPF Gender Units had little or no direct bearing with the 2010 NPF-Gender Policy. The revised 2024 NPF-Gender Policy is to correct this anomaly, create a sense of ownership for this policy by the administrative leadership of the Nigeria Police Force, with clear mandates for the

implementation of this policy by Police Departments and NPF Gender Units across the federation.

For the 2024 NPF-Gender Policy to achieve the projected objectives, the following requisite conditions are important:

- i. Political will from the NPF Management Team supporting both the implementation of the revised NPF-Gender Policy, and commitment to engendering Police Act/Regulations/Force Orders & Practices.
- ii. Institutionalisation of Gender Equality/Equity principles as a core value within the NPF systems.
- iii. Integrating gender equality principles into the NPF operations, including its community policing systems.
- iv. Capacity building for process and investment in gender mainstreaming architecture.
- v. Investment in the production and analysis of gender disaggregated data and statistics within the Police system and operations, including data on SGBV care, prevention, and prosecutions.
- vi. Using gender data for evidence-based policy and planning.
- vii. Investing in gender research in the Police sector.
- viii. Accountability and performance targeting on issues relating to gender concerns.
- ix. Engendering the M&E systems and operations within the NPF.
- x. Strengthening coordination, networking, and reporting on SGBV with local NGOs/CSOs, Development Partners, and other institutions working in the sector.
- xi. Engaging local communities in the strategic planning process for engendering social and gender justice within the community policing systems and operation.



CHAPTER ONE

CONTEXT AND RATIONALE

CHAPTER 1: CONTEXT AND RATIONALE

1.1. What is Police Reform?

Police Reform is the transformation or change of a Police Organization into a professional and accountable police service, practising a style of policing that is responsive to the needs of local communities (Groenewald and Peake, 2004). From a broader perspective, police reform is the ‘transformation of the police system, including all the actors, their roles, actions, and responsibility to manage and operate the system in a manner that is consistent with democratic norms and sound principles of good governance’ (OECD, 2005).

Thus, police reform is a core part of security sector governance, and it involves establishing or strengthening an accountable, effective, equitable, and rights-respecting police Organisation. Police reform is about change and is a process that moves a police institution towards being more accountable for its actions and having greater respect for human rights. The central focus of police reform is the need to properly understand and incorporate the security needs of diverse populations into the structure and operations of the police (Denham, 2008).

The complexities of policing in the modern era, coupled with the dynamism of social change within societies, expose police institutions to challenges that require continuous consideration for improvement. As police Organisations worldwide try to improve their response to and protection of individuals and communities, they become more involved in reforming policies and practices. The demand for reform is instigated by several factors, such as internal reviews, public criticisms, government decisions, and international pressures (Denham, 2008). More recently, the demand for the inclusion of women in issues relating to security and peacebuilding, spotlighted in the United Nations Security Council Resolution (UNSCR) 1325, further reinvigorates the demand for a police institution that is gender sensitive and socially inclusive.

With the passing of the UNSCR 1325 on Women, Peace, and Security, the inclusion of women at all levels of security and peace negotiations becomes paramount. Developing the National Action Plan (NAP) for implementing United Nations Security Council Resolution 1325 becomes important for including women in peacebuilding, peacekeeping, conflict resolution, and management in Nigeria to achieve results. The resolution presented the first legal and political framework recognizing the disproportionate impact of armed conflicts on women and their pivotal role in peacebuilding. However, over twenty years after adopting this plan, women remain excluded from negotiating tables and decision-making processes on security and peace. Similarly, conflict-related violence disproportionately affects women despite the resolution’s commitment to gender equality frameworks in implementing post-conflict relief and recovery measures. Worst still, the COVID-19 pandemic further exposed the gender-driven structural imbalance in our society, with increase in sexual and gender-based violence (SGBV) and the heavy toll of the impact of COVID-19 on women and children.^{1.2.}

Why is Gender Important to Police Reform?

Gender refers to the roles and relationships, personality traits, attitudes, behaviours, and values society ascribes to men and women. In contrast to gender, ‘sex’ refers to the biological differences between females and males. These biological characteristics (such as hormones, reproductive organs, and genetic differences) are used to classify males and females. They are generally universal and are not usually amenable to change. On the contrary, ‘gender’ refers to learned differences between men and women, which vary from one culture to another thereby are not universal. Gender roles vary widely within and across cultures and can change over time. Gender refers not simply to women or men but also to their relationships. In other words, men and women are taught certain roles and appropriate behaviours according to their sexes. Many different factors influence gender roles in addition to cultures, such as class, nationality, ethnicity, sexual orientation, and age.

Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies, or programs, in all areas and at all levels. It is a strategy for making women’s, men’s concerns and experiences an integral dimension of designing, implementing, monitoring, and evaluating policies and programs in all spheres so that women and men benefit equally, and inequality is not perpetuated (ECOSOC, 1997).

Integrating gender issues in police reform is now recognized as key to operational effectiveness and institutional credibility. For example, increasing the recruitment of female staff, preventing human(woman) rights violations, and collaborating with women’s Organisations contribute to creating an efficient, accountable, and participatory police force that responds to the specific needs of men, women, girls, and boys.

Mainstreaming gender into police reform also involves identifying/assessing the different insecurities men, women, girls, and boys face. The assessment results might, in turn, highlight the need to include ‘gender initiatives’ that address the particular security needs of women, men, boys, and girls, and persons with disabilities, within police security programs.

Women often bring specific skills and strengths to police work, such as diffusing potentially violent situations and employing good communication skills to minimise force. In certain contexts, female officers are necessary to perform the cordon and search of women, widen the net of intelligence gathering, and assist victims of sexual exploitation and abuse. Creating a police service that is gender-responsive increases the credibility, trust, and legitimacy of the service in the eyes of the public. A gender-responsive police service also increases operational effectiveness through access to a broad range of skills, experiences, education, and culture, which maximises the ability to deliver solutions to domestic problems relating to women and children.

1.2. The Rationale for a Gender Policy for the Nigeria Police Force

Gender Equality, Empowerment of Women, and Social Inclusion (GEESI) principle, adopted in the 2021 National Gender Policy, is built on three pillars: Gender Equality, Empowerment of Women, and Social Inclusion. The GEESI principle, which has become a major driver of change across international and national communities, is also adopted for the 2024 NPF-

Gender Policy. It is uniquely linked to sustainable human development and building a just society (devoid of discrimination based on sex or circumstance), thereby promoting human rights, and protecting the health, social, economic, and political well-being of all citizens. Thus, attaining a gender-equitable society is bound with all other sustainable development goals, such as good governance, human rights, environmental sustainability, poverty reduction, and inclusiveness in development planning and practice.

The Police Force is pivotal in successfully implementing the 2006 National Gender Policy (revised in 2021). Therefore, the Police Force must mainstream gender concerns into its institutional framework. Engendering the Nigerian Police Force allows the police to appreciate better human society's conflicting/competing interests and needs. Importantly, the Police Force is mandated to protect all interests and groups, including women and other vulnerable groups. The NPF-Gender Policy provides ample opportunity to set guidelines for police operations within a gender-responsive framework that allows for respect for human dignity, social justice, and the elimination of those acts that serve as threats to individuals and national security.

Gender-blind legislation and/or policy could directly or indirectly condone gender inequality and exclusionary practices, including gender-based violence against women, boys, and girls. Also, the equality of women and men in security matters follows international norms and instruments, such as UN Security Council Resolution 1325, while gender equality institutionalisation makes governance structures more effective and representative of society's composition. By engendering the Nigerian Police Force, police officers can appreciate the heterogeneous nature, particularly the broad range of needs and interests of their target population, and in particular, the need to protect the marginalised and the excluded given societal structural imbalances.

In 2010, the Nigeria Police Force developed a Gender Policy (NPF-GP) in consonant with the global and regional mandates for gender-equitable practices for sustainable human development and given the progress that Nigeria has made instituting the National Gender Policy (NGP) in 2006, with core concern for legislative reforms to guarantee gender justice and respect for human rights. The revised NPF-GP (2024) leverages both the 2021 National Gender Policy, and the 1999 Constitution (as amended), which guarantees the equality of citizens. It also takes cognizance of other regional and global frameworks (CEDAW, Beijing Platform of Action, the MDGs, SDGs, Solemn Declaration on Gender Equality in Africa [SDGEA], African Charter and its Protocol on the Rights of Women in Africa for gender equality). The NPF-GP addresses gender-based discriminatory regulations and practices within the Nigeria Police Force. It targets social, economic, and cultural ideology limiting the ability of women within the Organization and the society at large. Overall, the 2024 NPF-GP seeks to ensure the Police institution effectively discharges its duty as a major security organ of the government.

Agenda 2030 also recognizes that “sustainable development cannot be realised without peace

and security; and peace and security will be at risk without sustainable development''. Thus, SDG 16 on peace, justice, and strong institutions is intricately linked with SDG 5 on gender equality. The achievement of gender equality, empowerment of women, and social inclusion have a central role in sustaining a viable security sector, including police service.

1.3. Legal and Policy Environment

1.3.1. The International Legal and Policy Environment

From its inception, the United Nations Charter recognizes gender equality and calls for the rights of individuals to be respected regardless of sex and whether they came from large or small nations. This recognition is enshrined in the United Nations Universal Declaration of Human Rights (UDHR) of 1948, in which member nations affirmed their commitment to basic standards of human rights. The Declaration also guarantees basic human rights for all individuals by prohibiting any form of discrimination based on race, religion, or sex. The principles of the Universal Declaration of Human Rights are to be enunciated in conventions over the decades as new insights emerge on the global status of women. Despite the Declaration and its adoption by governments worldwide, various forms of discrimination still existed, particularly against women. Thus, by 1952, it was important to recognize that women deserved political rights to participate in governance and choose representatives. This was captured in the Convention on Women's Political Rights (1952). The Convention on the Nationality of Married Women (1957) was adopted to guarantee the rights of women who get married across national boundaries, while the right to choose marriage was ensured in the Convention on the Consent to Marriage (1962). Other conventions were adopted to ensure that no discrimination exist between men and women. These include the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social, and Cultural Rights (ICESCR).

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) was adopted in 1979 by the UN General Assembly. This Convention began the advent of globalisation of the rights to equality for all women and guaranteed equal access to opportunities in politics (to vote and be voted for), business (to aspire to entrepreneurial goals), and public environments (to be Chief Executive). Over 180 countries embraced this convention, and they all agreed to put in place the necessary instruments, including legislation and programs to ensure that women enjoy all necessary rights and privileges. However, it must be noted that the adoption of CEDAW was a follow-up on other strategies that were in place before it. Notable among these are the Mexico Plan of Action (1975) which emanated from the first World Conference on Women. A major achievement of the Mexico Plan of Action was the United Nations Decade for Women (1975 – 1985) declaration by the General Assembly.

The first international human rights instrument that exclusively addresses violence against women was the United Nations General Assembly Declaration on the Elimination of Violence against Women (DEVAW-RES/18/104), which was adopted on 20th December 1993. In

defining violence against women, the Declaration explicitly includes "sexual harassment and intimidation at work, in educational institutions or elsewhere". To combat sexual harassment and other acts of violence against women, it is instructive for states to work towards preventing and investigating such acts. In addition, states are to develop comprehensive legal, political, administrative, and cultural programs to prevent violence against women. States are also to train law enforcement officials and collect statistics about the incidences on acts of violence against women.

The Beijing Declaration and Platform for Action (BPA) was adopted unanimously at the Fourth World Conference on Women on September 15, 1995. The Declaration includes 12 areas of critical concerns and hundreds of actions to be taken in relation to the advancement and empowerment of women. Among other interests, the BPA recognized the need for women to have improved economic status, participation in the political process, and empowerment. It was agreed that massive efforts should be channelled towards reducing poverty among women, especially in developing nations where over 70% of the women population live below the poverty line.

In 2000, a landmark achievement was made with the UNSCR 1325 which affirms that peace and security efforts are more sustainable when women are equal partners in the prevention of violent conflict, the delivery of relief and recovery efforts and in the forging of lasting peace. Same year (2000) also witnessed the Millennium Development Goals, which provided a global strategy for poverty reduction. Five (5) of the eight (8) MDG goals directly impact on the improvement of the status of women with Goal 3 in particular seeking to achieve gender equality in education by 2015, a goal fully supporting the Dakar Declaration on Education for All (EFA) (2000) which contains most of the ideals of the Beijing Platform of Action. Also, the Palermo Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, was adopted by the United Nations in 2000 in Palermo, Italy. The United Nations Office on Drugs and Crime (UNODC) is responsible for implementing the Protocol. It offers practical help to States with drafting laws, creating comprehensive national anti-trafficking strategies, and assisting with resources to implement them. The Protocol commits States to combat trafficking in persons, protect and assist victims of trafficking, and promote cooperation among states to meet those objectives.

The adoption of the Millennium Development Goals (2000) as a global strategy for poverty reduction further heightened the need to focus on the improvement of the status of women, while at its expiration in 2015, a new set of Sustainable Development Goals (SDGs) adopted by the United Nations further propelled a global vision for the achievement of gender equality and empowerment of girls (Goal 5) as a central point to all the 17 SDGs, and to be inculcated into various fields of human endeavour. Simply, SDGs propels national governments to prioritise the needs of the poorest and the most marginalised groups in national development.

The security and justice sector plays a pivotal role in achieving Agenda 2030 because security and justice are necessary elements for development. At the heart of the SDG 16 is the promotion of peace and security and inclusive societies for sustainable development, providing

access to justice for all, and building effective, accountable, and inclusive institutions at all levels. It recognizes inequality and poor governance as giving rise to violence, insecurity, and injustice. The targets of SDG 16 include reducing violence, ending violence against children, equal access to justice for all, effective, accountable, and transparent institutions. The concept of good governance, when applied to the security and justice sector, implies that accountable security and justice institutions provide security and justice as a public good via established and transparent policies and practices and within a normative framework that is compliant with human rights and the rule of law. SDG 16 therefore, is an explicit recognition of the importance of good security sector governance in underpinning development and peacebuilding.

1.3.2. The Regional/Sub-Regional Legal and Policy Environment

At the regional level, Africa has responded to the global waves of rights and development. In 1981, the African Charter on Human and Peoples' Rights was adopted as a major continental instrument in the field of human rights protection in Africa. In addition, Nigeria ratified the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol) on December 16; 2004. As expressed in the African Charter on Human and Peoples Rights (ACHPR), which was adopted in 1981 and became operational on October 21, 1986, member states established bodies to protect and promote human and people's rights. The most important obligation for each country is to adopt legislative or other measures to protect the dignity of Africa and its people.

The New Partnership for African Development (NEPAD) adopted in July 2001 was equally designed to address the current challenges facing the African continent. It addresses issues such as escalating poverty levels, underdevelopment, and the continued marginalisation of Africa in the globalisation processes, which were of serious concern to Africa leaders. Importantly, NEPAD has the acceleration of women empowerment as one of its strategic objectives, as it anchors the development of Africa on its resources and the resourcefulness of its people and ensuring that all partnerships with NEPAD are linked to all internationally agreed development targets and the gender equality and social inclusion agenda.

The adoption of the AU Gender Policy in 2009 and its implementation plan has been inspired by the overwhelming political will and commitment demonstrated by the African Union's Heads of States and Government who for the first time addressed issues around reproductive rights of women, recognized rape, sexual slavery, and other sexual violence, war crimes, as crimes against humanity.

At the sub-regional level, the ECOWAS Gender Policy development process was initiated in 2000, and the gender policy document was finalised in 2003 with the establishment of a Gender Technical Commission (which is a Gender Division within the Executive Secretariat). Moreover, there was a transformation of ECOWAS Gender Development Centre, which provides the necessary structures and frameworks for gender mainstreaming and a Strategic Plan framework and guidelines on the structures and mechanisms of the Gender Management Systems (GMS) for ECOWAS. These processes have placed ECOWAS on solid footing for the effective mainstreaming of gender issues in the sub-region. Countries like Liberia, and

Sierra Leone within the West Africa Region now have their police stations staffed primarily by female officers to provide a gender responsive environment that enhances reporting on cases of SGBV and other related vices against women and other vulnerable groups.

1.3.3. The Nigerian Legal and Policy Environment

A key strategy in promoting gender equality has been the adoption of ‘gender mainstreaming’ tools which ensure that women’s and men’s concerns and priorities are incorporated into development policies, strategies, and interventions at all levels and at all stages – policy formulation and program/project planning, implementation, monitoring, and evaluation among others.

The adoption of a National Gender Policy (NGP) in 2006 (revised in 2021) provides the needed impetus for promoting gender-sensitive and gender-responsive culture. The NGP focuses on transforming the policy environment within which gender equity programs will be implemented towards providing enabling structures and political will. In line with the framework of the 2006 NGP, sectoral policies on gender have been developed in education, health, agriculture, and the environment. Other complementary policies to promote the principle of gender equality and elimination of discrimination against women and the girl-child are the ‘Trafficking in Persons (Prohibition) Law Enforcement and Administration Act 2003 and the Child Rights Act, 2003

In recognition of the important role women play in conflict resolution and peace building, the Nigeria Government, launched its first National Action Plan (NAP) in August 2013 to domesticate the United Nations Security Council Resolution (UNSCR) 1325 adopted in 2000, in line with the international commitment to curbing violence against women, and ensuring that women and girls are involved in peace and security processes. Over 20 years after the adoption of UNSCR 1325 in Nigeria and its subsequent domestication through NAP, the Nigeria Security Sector is still laboured with the gruesome treatment of women in conflict and allied situations. Women are largely excluded from governance processes, conflict management structures, and peace building mechanisms. At the same time, the integration of gender equality measures within the security sector institutions (including the Nigeria Police Force) is still largely weak (UN Women Report on Gender Assessment on the Security Sector in Nigeria, 2020).

Some laws and policies have already been made at the national and sub-national levels, orchestrating zero tolerance to violence against persons, women and girls. Among these are the Child Rights Act of 2003, Violence Against Persons Prohibition Act of 2015, and a number of Laws against SGBV; and Harmful Traditional Practices, including widowhood practices and early/forced marriages.

A gender policy for the Nigeria Police therefore reinforces respect for human dignity, social justice, the elimination of discriminatory practices in accessing justice, and enhancement of community policing, which recognizes the unique roles of men and women in maintaining law and order.

1.3.4. The Process & Methodology of Revising the 2010 NPF-Gender Policy

A rigorous and inclusive situation analysis exercise was conducted involving selected senior Police Officers (males and females) who worked relentlessly with the consultants from the stage of project planning, design, and implementation of project activities. This process included conversations with diverse stakeholders, reviews of the institutional response to the 2010 NPF-Gender Policy; legal and policy reforms brought about by the 2010 NPF-Gender Policy; changes in internal practices and operations; attitudinal changes, lessons learnt, good practices recorded, and implementation gaps, among others. More importantly, the situation analysis exercise helped to set new priorities and strategies for the 2024 NPF-Gender Policy and its Strategic Implementation Framework.

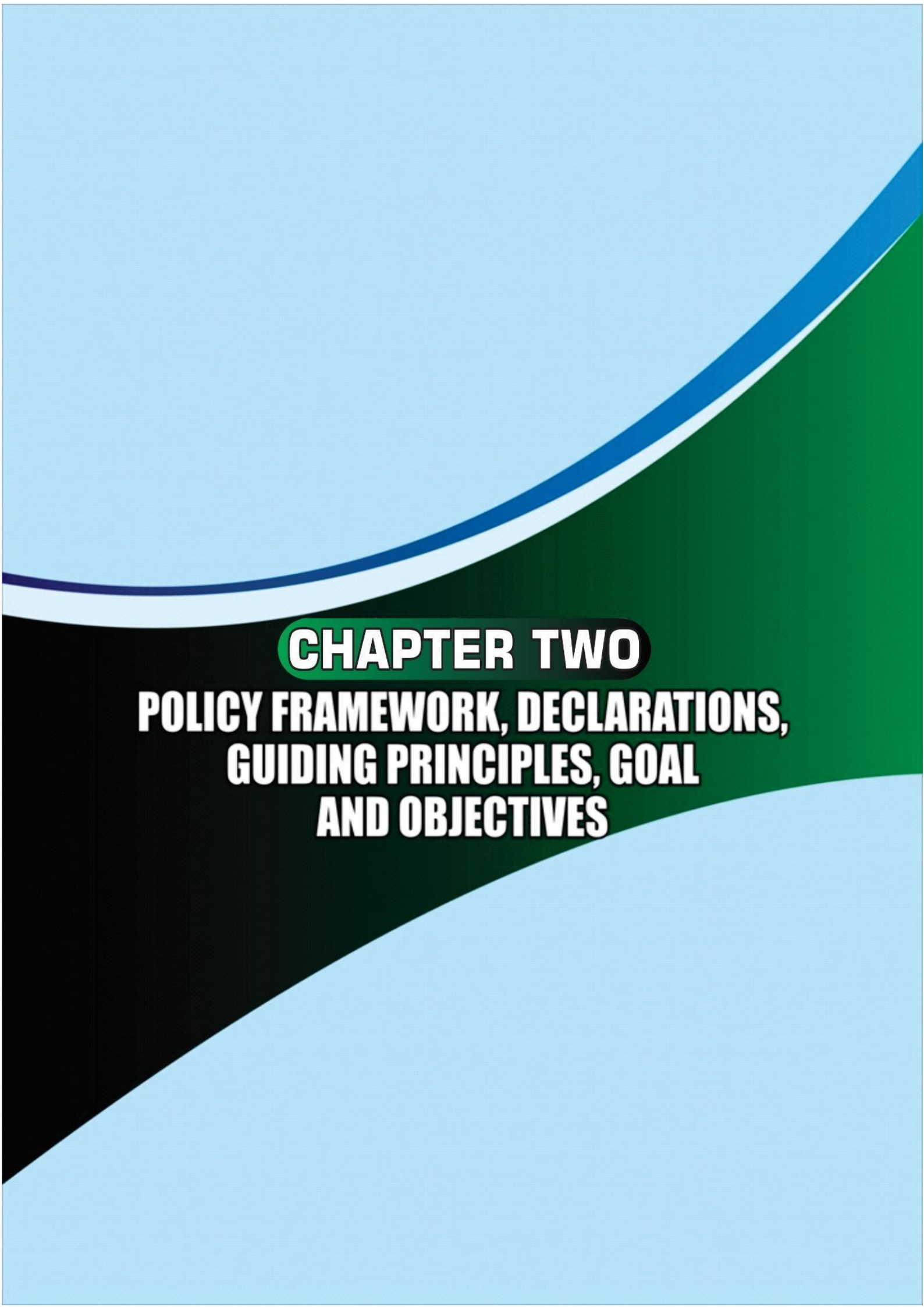
The policy review process adopted a participatory method. This method simply means that relevant stakeholders were involved with the project design, data collection and processing, policy formulation and drawing up of policy guidelines, validation and dissemination of the policy document.

The methodological approaches adopted for the project include:

- i. A Gender Gap Analysis/Situation Analysis (using the Issue-Based Approach)
- ii. Gender as a Methodological Tool for Mainstreaming and Institutional Change

Using mixed methods (Gender Audit Survey; Focus Group Discussions, Key Informant Interviews, Case Reviews, and Desk Reviews), both quantitative and qualitative data were collected and used as basic evidence for the gender gap analysis of the Nigeria Police Institution.

An important part of the methodological process is conducting a ‘Gender Mainstreaming’ Capacity Building Workshop supported and financed by UN Women. Some of the participants at this workshop were constituted as a technical committee that supported the development of the 2024 NPF-Gender Policy.



CHAPTER TWO

POLICY FRAMEWORK, DECLARATIONS, GUIDING PRINCIPLES, GOAL AND OBJECTIVES

CHAPTER 2: POLICY FRAMEWORK, DECLARATIONS, GUIDING PRINCIPLES, GOAL AND OBJECTIVES

2.1. Policy Framework

The 2024 NPF- Gender Policy is formulated within the framework of the Constitution of the Federal Republic of Nigeria 1999 as amended, which guarantees equality and right to freedom from discrimination; and the various global, regional, and national policy commitments to gender equality, women empowerment and social inclusion (including CEDAW; the Beijing Platform of Action; the SDGs; the Solemn Declaration on Gender Equality in Africa (SDGEA), The African Charter and Its Protocols on the Rights of Women in Africa; the UNSCR 1325 and its related resolutions, and the Nigerian National Gender Policy amongst others). Considering the tides of time, and as a signatory to global and regional legal instruments on gender equality and women empowerment, the Nigeria Government came up with the National Gender Policy (2006) (revised in 2021), which provides sectoral and institutional guidelines for achieving a just and gender-equitable society, with women and men contributing optimally and benefitting from national development. Gender being a cross-cutting issue in development demands that each sector/institution and at all levels of governance in Nigeria, adapts and adopts the National Gender Policy (NGP). Thus, the Nigeria Police Force was one of the first few institutions to adopt this policy in 2010 (NPF-Gender Policy, 2010). The policy provides an ample opportunity to set guidelines for police operations within a gender responsive framework that allows respect for human rights, social justice, and the elimination of those acts, procedures and policies that serve as threats to individuals and national security. This policy is now being revised after a period of over 10 years.

The 2024 NPF-Gender Policy uses a gender-transformative perspective rooted in the GEESI Framework which addressed 3 major elements: *Gender Equality, Empowerment of Women, and Social Inclusion*. This brings to focus the overall drive for a society in which women and men; girls and boys; and the vulnerable groups (including PWDs, the elderly, widows, and the poor (men and women)) enjoy the same opportunities, rights, and obligations in all spheres of life.

2.2. The Policy Declaration

The Nigeria Police Force recognizes the negative impacts of gender inequality and discrimination, sexual and gender-based violence, including sexual harassment, in the society, and the negative impact on the institution of the Police Force. Accordingly, the NPF shall, among others:

- i. Align with international, regional and national/sub-national legal and policy environment in respect of basic human rights standards, and the elimination of all forms of discriminatory practices against women, men, girls, boys and the vulnerable groups in the society.
- ii. Ensure that NPF Act, Regulations, Force Orders, Standing Orders, and Policies are responsive to gender equity practices.

- iii. Integrate gender perspectives into all aspects of police operations, including recruitment and retention, welfare, training, transfers and placements, assignments, promotions, performance appraisals, as well as decision-making processes.
- iv. Set targets and initiatives to increase women representation at all levels within the police force, including command and /Management positions.
- v. Establish a department to coordinate the Gender Management System within the NPF system, headed by a Senior Police Officer not below the rank of Commissioner of Police (CP).
- vi. Restructure the existing Gender Unit within the NPF with mandates for system-wide gender mainstreaming, broad gender issues; including sexual and gender-based violence, and juvenile welfare matters which include cases relating to children, juveniles, and other domestic issues.
- vii. Recognize the practical and strategic gender-related needs of male and female police officers e.g. flexible work arrangements (respect for work-family life balance); 'parenting' as a core value in the NPF; parental leave policies etc.
- viii. Build structures within the Police Force to make mechanisms of reporting, and handling of sexual and gender-based violence more gender friendly, efficient, and effective.
- ix. Establish clear mechanisms to address cases of gender -based discrimination, harassment, and misconduct within the police force.
- x. Provide an enabling environment to give survivors of gender-based violence trauma-informed support and ensure that perpetrators are held accountable.
- xi. Design, implement and enforce all necessary measures to prevent and respond to sexual and gender-based violence and violence against women, including strict enforcement of the prohibition on the use of drugs, alcohol or any other intoxicating substance by police officers during official hours/duties.
- xii. Establish and maintain an up-to-date database of sex-disaggregated data across departments, and in particular, data on SGBV cases handled by the Police Departments.
- xiii. Adopt 'good' practices, broad-based consultations, and gender responsive mechanisms in its community policing strategies.
- xiv. Partner and collaborate with key stakeholders (State and non-State Actors, including other MDAs, Development Partners, CSOs, and the Private Sector Organizations) to leverage expertise and resources for advancing gender equality in policing.

2.3. Guiding Principles/Philosophy

The policy is guided by the philosophy and general principles of human rights, gender equality, and women empowerment as entrenched in International, Regional, National laws and instruments; expressed in the 2021 National Gender Policy as the GEESI principle (Gender Equality, Empowerment of Women, and Social Inclusion). Specifically, the policy adopts the general guiding principles of the 2021 Nigeria National Gender Policy for the security sector and the National Plan of Action (Nigeria) for the UNSCR 1325, which includes:

- i. Promotion and protection of human rights, social justice, and equity; and elimination of harmful gender stereotypes/discrimination in the Nigeria Police Force.

- ii. Commitment to gender equality as a development approach which shall inform police reform agenda, value re-orientation, and institutional transformation of the Nigeria Police Force.
- iii. Commitment to the protection and promotion of gender equality, women empowerment, and social inclusion in all Police engagements both within the force and in civic relations.
- iv. Making gender analysis an integral part of all policy articulation, implementation and evaluation undertaken by the Nigeria Police Force, including the Police Act, Regulations, Force Orders, and other relevant documents.
- v. Transformation of the policy environment within which gender equity programs are implemented and supported by adequate resources (financial and technical) through demonstrated political will.
- vi. Zero tolerance to all forms of sexual and gender-based violence in the NPF.

Along with these principles, the Policy is also built on existing structures and practices drawn from international experiences, best practices, and acceptable minimum standards. These principles are to be entrenched into the Police Regulation (Act /Force Order) for national compliance.

Policy Goal

The overall goal of this policy is to:

Increase the effectiveness and legitimacy of the Nigeria Police Force in its mission to promote and protect human rights, social justice and equity; eliminate all forms of gender-based discriminatory laws, policies, regulations and practices within the Force; ensure women's equal opportunities to join the police , be retained and promoted to the highest levels of leadership; and thus ensure that the Police Force as a major security organ of government, is able to effectively deal with sexual and gender-based violence in all its forms within the larger Nigerian society.

Strategic Policy Objectives

- i. Institutionalise gender equality as a core value in the Nigeria Police Force.
- ii. Incorporate in the Police Act/Regulations/Force Order, the principle of CEDAW and other global, regional, and national frameworks that support gender equality, women empowerment, and social inclusion.
- iii. Reduce the current gender gap in the Nigeria Police Force and make it an equal opportunity employer.
- iv. Build the capacity of the Nigerian Police Force to effectively mainstream gender considerations into Police doctrine for system improvement and operational effectiveness; and effectively handle cases of Sexual and Gender-Based Violence.
- v. Protect and promote women's (human) rights, and prevent, mitigate and respond to sexual and gender-based violence through appropriate preventive measures, buffers and related services.
- vi. Protect and promote female police officers' participation and representation across the police spectrums (e.g. adopt a gender quota system into the NPF internal security management frameworks).

- vii. Ensure that gender equity concerns are integrated into social protection, humanitarian actions, legislations, and policies relating to Police Service.
- viii. Adopt and convert NPF Gender Policy into Police Regulation, (Act/Force Order) (FO) to ensure compliance across the NPF rank and file.



CHAPTER THREE

POLICY PRIORITIES, GOALS, OBJECTIVES, TARGETS & STRATEGIC ACTIONS

CHAPTER 3: POLICY PRIORITIES, GOALS, OBJECTIVES, TARGETS & STRATEGIC ACTIONS

3.0. Introduction

The revised NPF-Gender Policy (2024) seeks to make the Nigeria Police Force a gender friendly/responsive institution, geared towards serving as an instrument of change and social transformation, through gender sensitive regulations, Force Orders, and improved technical skills in gender mainstreaming; and in the handling of gender-based issues within the force and in the larger Nigerian society.

The policy addresses the following priority areas:

- a. Gender responsive legal and policy reforms in the NPF (i.e. engendering Police Acts, Regulations & Force Orders etc.)
- b. System-wide gender mainstreaming in NPF systems and operations:
 - i. Making the NPF administration gender responsive.
 - ii. Integrating gender perspectives into all aspects of police operations, including recruitment and retention; welfare; training; transfers and placements; assignments; promotion; performance appraisal; and decision-making processes.
 - iii. Introducing gender responsive Police Reforms in handling violence & conflict situations, including:
- c. Sexual and Gender-based Violence
 - i. Women and Election Violence
 - ii. Gender, Social Protection, and Complex Humanitarian Actions
 - iii. Gender, Counter-Insurgency, Conflict Resolution and Peace building
 - iv. Other NPF internal security management frameworks
- d. **Gender responsive police reforms in human rights and access to justice**
 - i Human and women's rights (fundamental human rights)
 - ii Women's access to justice
- e. **Gender mainstreaming in other specific administrative process of the NPF**
 - i Gender Disaggregated data reporting & statistics in the NPF systems and operations
 - ii Gender responsive budgeting in the NPF
- f. **Capacity in Gender-Responsive Policing Tools**
 - i. Gender Auditing /Analysis Tools
 - ii. Gender Sensitive Search and Detention Protocols
 - iii. Gender Sensitive Language and Communication Tools
 - iv. Gender Mainstreaming analytical frameworks

3.1. Gender Responsive Legal and Policy Reforms in the NPF

Situation Analysis and Policy Concern:

Nigeria's ratification of regional and international instruments is a major step in the promotion of gender equality. Nonetheless, without conscious implementation of such instruments through the review and update of the constitution, other local legislation, as well as the passage

of new laws to align them with the ratified instruments; the promotion of gender equality, may remain nothing but a mirage. As a signatory to the various international instruments, treaties, declarations, conventions, and strategies on human rights and gender equality global standards, Nigeria is yet to domesticate and/or pass many of the gender-related international instruments into federal laws. The domestication of these treaties and strategies should be an act of the National Assembly as indicated in Section 12 (1) of the Constitution of the Federal Republic of Nigeria 1999 as amended, which stipulates that “no treaty between the Federation and another country shall have the force of law except to the extent to which any such treaty has been enacted into law by the National Assembly”. In view of this, it appears that only the African Charter has already been domesticated and presently forms part of the national laws in Nigeria. Since many of these international treaties are not national laws, they cannot be employed in defence of cases involving their violations before courts of law in the country. Neither can they be used to advocate for rights within the country. Hence, either state institutions or individual violators cannot be held accountable for any international treaty that has not been domesticated.

Despite a general commitment to the principle of non-discrimination as enshrined in Section 42 of the 1999 Constitution of the Federal Republic of Nigeria, the country falls short of the desired result of giving males and females equal opportunities to advance socially, physically, educationally, politically, and economically. Evidence abounds that several negative aspects of gender relations, such as gender-based division of labour, disparities between males and females, access to power and resources, and gender biases in rights and entitlements, remain pervasive in Nigeria. This is extended to existing Police Acts/Regulations/Orders and Practices which are found to be androcentric and masculinized.

In 2020, the Nigeria Police Force reviewed its Act removing earlier statements on the conditions of female police officers and allowing them some leverage with their male counterparts.

The 2024 revised NPF-Gender Policy reaffirms the following existing principles:

- a. Section 42 of the Constitution of the Federal Republic of Nigeria 1999 (as amended) expressly prohibits all forms of gender-based discrimination. Please find below:

“A citizen of Nigeria of a particular community, ethnic group, place of origin, **sex**, religion, or political opinion shall not, by reason only that he is such a person:

- i. be subjected either expressly by, or in the practical application of, any law in force in Nigeria or any executive or administrative action of the government, to disabilities or restrictions to which citizens of Nigeria of other communities, ethnic groups, places of origin, sex, religion or political opinions are not made subject; or
- ii. be accorded either expressly by, or in the practical application of, any law in force in Nigeria or any such executive or administrative action, any privilege or advantage that is not accorded to citizens of Nigeria of other communities, ethnic groups, places of origin, sex, religion, or political opinions.”

- iii. Section 42 of the Constitution of the Federal Republic of Nigeria 1999 (as amended), and the Section 135 of the Police Act 2020 (as amended), further prohibit all forms of gender-based discrimination contained in Police Act (2004). Section 135 of the Police Act 2020 states:

“The Police Force or other persons shall not, in the performance of his/her or its functions under this **Act, Regulations or Standing Orders** made under this Act, discriminate against any person on the basis of gender as provided under Section 42 of the Constitution of the Federal Republic of Nigeria 1999” (emphasis mine).

- iv. Section 139 (1) of the Police Act 2020 repealed Police Act 2004 which contains several obnoxious provisions restricting the rights of women police officers (Sections 121 to 128), including:
- General duties for women police officers
 - Employment of women police officers into clerical, telephone, and office orderly duties
 - Women police not allowed to drill under arms
 - Women police to apply for permission to marry (whereas male officers do not)
 - Not granting any special privileges to married women police
 - Discharging an unmarried woman police officer who becomes pregnant from the Force and shall not to be re-enlisted except with the approval of the Inspector-General

Notably, Section 135 of the Police Act 2020 prohibits all the above discriminatory treatments of women in the Nigeria Police Force.

Section 140 (6) further buttresses the provision of Section 139 of the Police Act 2020 (as amended). Section 140 (6) is to the effect that any regulations, order, or notice made or issued before the commencement of the 2020 Act, shall continue in force until it is either revoked or amended, **if and only if** such regulations or orders are not inconsistent with the Police Act 2020 (as amended). However, Regulations 121 to 128 (except for Section 125) of 1967 are inconsistent with Section 135 of Police Act 2020. They, therefore, cannot continue to be in force.

b. Sound Ground for NPF-Gender Equality Policy

- i. That the Constitution of the Federal Republic of Nigeria (CFRN) remains the ground norm and any law or regulation, (including Police Regulations 1967) that is inconsistent with any of the provisions of the Constitution, shall be void to the extent of the inconsistency.
- ii. That the Police Regulations 1967, being retained in the addendum of Police Act 2004, derives its validity there from.

- iii. The Police Act 2020 (as amended) is an Act of Parliament, and it has repealed Police Act 2004, without retaining the provisions of Regulations 121 to 128 (1967).
- iv. That Section 135 of the Police Act and Section 42 of the Constitution of the Federal Republic of Nigeria (1999) supersedes the provisions of Police Regulation No. 128 (b) and Section 91 (b) of Force Order 430 which restricts jewelleries worn by women police to wedding or engagement rings and wristwatches, which is contrary to what is obtainable in the Armed Forces and other paramilitary agencies in Nigeria.
- v. Based on the above submissions, and based on the provisions of Section 42 of the Constitution of the Federal Republic of Nigeria 1999 (as amended), Sections 135, 139 and 140 (6) of the Police Act 2020 (as amended), by implication, the provisions of Regulations 121 to 128 of Police Regulations 1967, retained in Police Act 2004, as well as any existing Force Orders which contain gender discriminatory provisions are no longer binding; while the provisions of Section 135 of the Police Act 2020 should therefore be reinforced by subsequent enactment by the Inspector-General of Police through Force Orders in line with international best practices.

Policy Statement

The 2024 NPF-Gender Policy aligns with the 1999 Nigeria Constitution as amended, International, Regional, and National Instruments and Frameworks as well as the UNSCR 1325, NAP; and 2021 revised National Gender Policy) which have the following core values: gender equality/equity, empowerment of women, and social inclusion.

Objectives

- i. Review all existing Police Act/Regulations/Orders and Practices to be in line with the principles of gender equality/equity, empowerment of women and social inclusion in tandem with the 1999 Nigeria Constitutions (as amended) and the revised 2021 National Gender Policy Framework among others.
- ii. See the emergence of a Gender Policy for the Police as enabler, and a positive way to ensuring professionalism, effective policing, and excellent performance as gender balancing in the force, where women alongside their male counterparts perform duties as Principal Staff officers (PSO's), Squadron Commanders, Operations officers, Commissioners of Police of Commands, among others.
- iii. Correct the present gender imbalance in the Nigeria Police Force (especially those relating to recruitment; welfare; training; transfers and placement; promotion; heading commands/other decision-making positions).
- iv. Eliminate gender discriminatory laws and policies from the Nigeria Police Force and its systems through gender audits, the transparent review of policy effectiveness and broad consultation with affected groups and informed Organisations.
- v. Incorporate in the Police Act/Regulations/Orders & Practices the principle of CEDAW, UNSCR (1325), AU Protocol on the Rights of Women in Africa, and other global,

regional, and national frameworks that support gender equality, women empowerment, and the inclusion of women in conflict resolutions and peacebuilding.

- vi. Reduce the current gender imbalance/gap in the Nigeria Police Force and make policing attractive to women and girls.

Targets

- i. Review existing Police Act/Regulations/Orders in line with the principles of gender equality and women empowerment as stated in relevant Global (e.g. CEDAW/BPA/UNSCR-WPS); Regional (e.g. the protocol to the African Charter on the Rights of Women in Africa); and National (e.g. the Nigerian Constitution; the National Gender Policy, etc.) frameworks by the Third Quarter of 2024.
- ii. Repeal all gender-based discriminatory laws and regulations as contained in the Police Act, Regulations and Orders by the Third Quarter of 2024, some of which are itemized below -
 - ❖ Section 121: outlines the general duties of women police²;
 - ❖ Section 122: restricts the employment of female police officers to duties, which are connected with women and children, and other general duties.
 - ❖ Section 123: prohibits women police from drilling under arms.
 - ❖ Section 125: disqualifies married women from enlisting in the police and stipulates that a policewoman who is single at the time of her enlistment must spend two years in service before applying for permission to marry;
 - ❖ Section 127: discriminatory treatment of an unmarried police officer who becomes pregnant.
 - ❖ Restructure NPF Governance and Systems for gender inclusivity.
 - Adopt and enact the 2024 NPF-Gender Policy into Police Regulations/Force Order (FO).
 - Include the most senior female police officer in the Force Headquarters/Zonal/State Commands and formations in the management team, Recruitment Boards; as well as all decision making committees for equity concerns by the First Quarter of 2024.
 - Post more female officers as heads of Zones, Commands and Formation to ensure gender balancing across the different spectrums of the Nigeria Police Force, by the Fourth Quarter of 2024.
 - Adopt gender-responsive budgeting (GRB) in NPF financial regulations; and ensure adequate funding of gender-related matters, by the Fourth Quarter of 2024.

Strategies

- i. Review of the existing Police Act/Regulations/Orders and make appropriate recommendations to the Management.

² Female Police Officers should be allowed to function beyond this prescribed area.

- ii. Domestication and the implementation of gender responsive Police Act/Regulations/Order and Practices.
- iii. Putting in place a Gender Technical Committee to draw up a strategic implementation framework and plan of action for the implementation of the revised 2024 NPF -Gender Policy³;
- iv. Adoption of a gender sensitive language in all official documents and other forms of communication in the NPF.
- v. Recognition and respect for the practical and strategic gender needs of male and female police officers (e.g. maternal/paternal roles are recognized and respected⁴).

3.2. System-Wide Gender Mainstreaming in NPF Systems and Operations

Situation Analysis and Policy Concern:

Gender mainstreaming is now seen as an integral part of police reform, and a key to operational effectiveness and institutional credibility. For example, increasing the recruitment of female staff, preventing human (woman) rights violations, and collaborating with women's Organisations contribute to creating an efficient, accountable, and participatory police force, which responds to the specific needs of men, women, girls, and boys. Ironically, the Nigerian Police is not only dominated by men, but modelled as a masculine institution; and some records of gender abuses as documented in the 2021 NPF Situation Analysis Report which provided the needed background data for the writing of this 2024 NPF-Gender Policy.

Policy Statement

Institutionalisation of gender equality as a core value in the Nigeria Police Force; while the Nigeria Police Force is declared an equal opportunity employer, with particular interest in maintaining gender responsive systems and operations.

Objectives

Adopt gender equality as a core policy and gender mainstreaming as an administrative tool across NPF systems and operations, including engendering in the following critical areas:

- i. Police Act/Regulations/Force Order & Practices
- ii. Police Organisational structure
- iii. Police operational protocols and procedures/training and logistics
- iv. Recruitment, retention, advancement (promotion) and welfare issues
- v. Codes of conduct and policies on discrimination, sexual harassment, and violence; and
- vi. Police curricula and training

³ Expectedly, technical support will be provided by UN Women and other Development Partners.

⁴ The National Gender Policy presents motherhood/parenting as a national service and a social responsibility of all employers of labour to recognize and respect this. For the NPF-Gender Policy, 'parenting' is to be recognized as a core value in the NPF system.

Targets

- i. In line with the National Gender Policy (2021), a Gender Management System is to be established and operated by the Nigeria Police Force by 2024
- ii. Gender mainstreaming in police operations, training, and logistics:
 - Gender restrictions barring female officers from combat roles shall be removed by 2024.
 - Male and female police officers shall be at liberty to serve in any specialised role within the NPF.
 - Gender issues shall be mainstreamed into police training curricula.
 - Gender shall be mainstreamed into all administrative processes.
 - Communications within the NPF shall be engendered (rather than masculinized e.g. use of ‘police officer’ rather than the generic use of ‘police man’; use of he/she; his/her rather than ‘he’ or ‘his’ in a generic form to represent both male and female officers etc.).
 - All logistics and planning shall be engendered i.e. consideration for the differential needs of men and women in all logistics planning, budgeting, and executions.
- iii. Administrative regulations shall be in consonance with international best practices and in line with the newly revised **2021 National Gender Policy** in such areas as: recruitment and enlistment; retention; promotion; postings and parenting, and specifically:
 - Recruitment and enlistment into the Nigeria Police shall reflect the **50:50** affirmative action by the year 2025.
 - Promotion of police officers shall be gender responsive e.g. the reason of childbirth shall not have adverse effect on the promotion of female police officers, rather, such female officers are allowed to uptake promotion examinations at the next available option without being penalised.
 - Postings of police officers shall be gender responsive, that is, due cognizance shall be accorded parenting duties, where a female officer is a nursing mother.
 - Maternity leave for female officers shall be in line with the Public Service Rules (PSR), while the reason for maternity leave shall not jeopardise other regular leaves for the female officers in this category e.g. annual leave.
 - Male police officers shall be granted paternity leave. The paternity leave, which is usually 14 working days, shall not in any way interfere with the normal annual leave of the police officer, and could be taken before and after wife’s delivery with proper documentation.
- iv. Gender mainstreaming in general conditions of service of the Police Officers
 - Officers within the official accommodation shall be allowed to live with their civilian spouses, after due vetting, and irrespective of their gender.
- v. Gender mainstreaming in community engagements
- vi. Police officers shall be trained on how to mainstream gender in all community engagements and interventions.

- Police officers shall be trained on how to navigate the different local cultures and traditions, while making the best gender equitable options to benefit local communities.
- vii. The capacity of all Heads of Commands and Units shall be enhanced on how to adapt Gender Mainstreaming tools to achieve gender sensitive administrative and Organisational functioning of the NPF.
- viii. Policymakers and all key actors in the NPF shall be sensitised on their respective roles in engendering the Police Force.

Strategies

- i. Strengthen the capacity of the Nigeria Police Force to operate a gender responsive system through effective partnership with key partners, including the Federal Ministry of Women Affairs, and the Development Partners.
- ii. Build the capacity of all Heads of Commands and Units on how to adapt Gender Mainstreaming tools to achieve gender sensitive administrative and Organisational functioning of the NPF.
- iii. Build the capacity of all Nigeria Police Officers to adopt gender mainstreaming principles in their operations, duties, and personal interactions.
- iv. Sensitize policymakers and all key actors in the NPF on their respective roles in engendering the Police Force.
- v. Establish gender sensitive criteria to guide recruitment, promotion, training, and other job enrichments for the Nigerian Police Force, thereby ensuring that women have equal representation through the ranks and ensure their participation in all levels of decision-making positions.
- vi. Design a proactive campaign targeted at secondary schools and tertiary institution students; possibly an internship program that would bring students closer to the police. Design a Police Open Day that would show-case activities of female police officers.⁵
- vii. Monitoring mechanisms should be in place to ensure compliance with equal opportunity recruitment criteria, and gender specific affirmative action to increase the quota of women in the Nigeria Police Force (especially in management positions).

⁵Increasing the number of women in the Nigeria Police Force is expected to support more effective community relations, since a police service whose composition more adequately reflects the population, it serves may result in greater legitimacy. It can potentially moderate extremes in the use of force, and above all, can result in a police service that responds effectively and with commitment to preventing abuses of women's rights. More women in the police does not automatically guarantee a more gender-sensitive police force, however because incentive systems and training may still reinforce operating practices that discriminate against women, particularly if women in the police are present in just token numbers. For this reason, efforts to recruit women must 'aim high' in the sense of seeking to attract large numbers of women to improve gender parity. Recruitment drives targeting women must avoid gendered divisions of labour and power that relegate women to the lower ranks and the least-valued tasks.

3.3. Gender Responsive Police Reforms in Handling Violence & Conflict Situations

3.3.1. Sexual and Gender-based Violence

Situation Analysis and Policy Concerns:

Although Nigeria is signatory to many of the UN Conventions and Declarations on GBV (in particular, CEDAW - 1979), CEDAW is yet to be domesticated in Nigeria. Notably, with upsurge in cases of GBV in the country, several laws have been passed to prohibit acts of violence against persons, women, and children, including the Child Rights Act of 2003, Violence Against Persons (Prohibition) Act (VAPP Act of 2015), and laws against Harmful Traditional Practices and Gender-based Violence at the sub-National level. The effectiveness of all these laws is much dependent on Police effectiveness and competencies in this area. Worst still, amidst the recent COVID 19 pandemic in the country is the unprecedented hike in the prevalence of SGBV, domestic violence, and intimate partner abuse.

Policy Statement

Ensure effective NPF's prevention, mitigation, and response to sexual and gender-based violence, holding perpetrators accountable, and giving appropriate support to survivors, thus enabling them to get the care and support needed, thereby promoting human dignity, and the safety of the survivors.

Objectives

- i. Hold perpetrators of sexual and gender-based violence and any form of violence against women accountable for their crimes.
- ii. Strengthen mechanisms for the prevention, mitigation and response to sexual and gender-based violence.
- iii. Build the capacity of the Nigeria Police Force to recognize and effectively handle cases of gender-based violence and violence against women both within the Nigeria Police Force, and in the larger Nigerian society.
- iv. Ensure implementation of relevant legal provisions against sexual and gender-based violence.
- v. Promote awareness of the negative impacts of sexual and gender-based violence within the Nigeria Police Force through training and retraining.

Targets

- i. Zero tolerance to all forms of sexual and gender-based violence, including sexual harassment within the Nigeria Police Force.
- ii. Police to support effective implementation of VAPP Act across states.
- iii. Police to diligently investigate and prosecute all cases of SGBV to secure conviction for deterrence.
- iv. Train police officers for investigation and prosecution of SGBV cases.
- v. Establish efficient database management systems for survivors of SGBV within NPF facilities, by 2024.

- vi. Provide/Upgrade Infrastructural facilities within NPF to assist in the prevention, responding, and care/rehabilitation of SGBV survivors as well as prosecution of offenders.
- vii. Establish sexual-offenders register within the NPF and in the community to monitor potential threats from previous sexual-offenders.
- viii. Equip the Nigeria Police with the skills and capabilities to handle sexual and gender-based violence, and to provide adequate help, protection, support and justice to survivors of Sexual and Gender-Based Violence by 2024.
- ix. Establish a SGBV Accountability System such that there is an effective complaint receiving and processing mechanism in the NPF by 2024.

Strategies

- i. Continuous sensitization and awareness to discourage stigmatisation of SGBV survivors.
- ii. Adequate funding to support services such as medical and psychosocial care for survivors of SGBV.
- iii. Include Gender Issues (e.g. gender relations; human trafficking and sex work), and Sexual/ Gender-Based Violence in the Curricula of Police Training Colleges and all other short-term trainings/lectures, including workshops, seminars, special lecture series, newsletters, NPF Website etc.
- iv. Build structures within the Police Force to make reporting, and handling of sexual and gender-based violence more gender friendly, efficient, and effective.
- v. Strengthen the Gender-Based Violence Unit in all Police Formations to provide information on survivors and perpetrators of SGBV; an enabling environment to give support to survivors of gender-based violence /violence against women; and punishment for perpetrators⁶;
- vi. Restructure the current Gender Unit for the Police Institutions with mandates for broad gender issues, including system-wide gender mainstreaming of units and departments of the NPF systems, dealing with sexual and gender-based violence, and juvenile welfare matters which include cases relating to children, juveniles, and other domestic issues among others.
- vii. Evolve special skills in police officers treating the cases of human trafficking and sex work.
- viii. Engage in trainings and re-trainings of female/male officers on gender issues especially those officers in charge of the Juvenile Welfare Sections.
- ix. Equip the Juvenile Welfare Units adequately and expand its mandate to include Childcare Sections and Family Protection Unit which are at par with UN standards, and to be established in all Police Commands.

⁶ This process may involve such operating system and mechanisms such as –provision of medical attention to the victim; referrals to shelters/NGOs with supportive services; modern gadgets and technologies for recording and reporting complaints of victims of SGBV; provision of Toll Free Hotlines for GBV victims (in particular victims of rape and sexual assaults; provision of logistics and infrastructures for GBV Units in the Police Stations; Counselling and Treatment Programme for victims and perpetrators of gender-based violence etc.

- x. Enforce the prohibition on the use of drugs, alcohol, or any other intoxicating substance during official hours/duties (this is to indirectly reduce conditions which may predispose a police officer to engage in VAW or any other related misdemeanours, especially under influence of alcohol or substance abuse).
- xi. NPF is to work with networks of NGO coalitions and Development Partners working on SGBV for effective response.
- xii. Strengthen collaboration with other stakeholders working in Sexual/Gender-Based Violence related areas e.g. Ministry of Health; Ministry of Women Affairs; Ministry of Justice; the Human Rights Commission, NAPTIP and Media among others.
- xiii. Draw up a criteria of what constitutes sexual harassment within the NPF, and lines of reporting and dealing with sexual harassment within the Force; Provide an annual report on SGBV cases, prosecutions, care, and support.

3.3.2. Women and Election Violence

Situation Analysis & Policy Concern:

Violence Against Women in Elections (VAWE) is a violation of political and human rights and frequently also a criminal or civil code violation that harms voters, candidates, election officials, activists and security and political professionals worldwide (IFES). Violence against women is used as a targeted and destructive tool in various ways throughout the electoral cycle to dissuade women from participating as election administrators, voters, and candidates. Curbing election violence is one of the operational duties of the Police. However, election violence impacts on men and women differently. It is therefore important for the Police to better understand these gender dynamics. More importantly, electoral violence has critical implications for the integrity of the electoral process because when women are prevented from voting for their preferred candidates, executing their campaigns, or fulfilling their mandate, democratic processes are effectively nullified (Para-Mallam, 2015). As elections are the main event by which formal political power is established, and voting rights are realised, VAWE remains the highest barrier to women realising their political rights (UN-Women, 2017).

Policy Statement

The NPF upholds a zero tolerance to violence against women and persons with disabilities in all electoral processes, putting in place special mechanisms for curbing, monitoring, and dealing with violence against women and persons with disabilities in all electoral processes.

Objectives

- i. Hold perpetrators of violence against women and persons living with disabilities during all electoral processes accountable for these crimes.
- ii. Strengthen the response mechanisms to violence against women and persons living with disabilities during electoral processes.
- iii. Build the capacity of the Nigeria Police Force to recognize and effectively handle cases of violence against women and persons with disabilities in any electoral process.
- iv. Support implementation of relevant legal provisions on violence against women and persons with disabilities, in particular, the VAPP Law of 2015.

- v. Promote awareness of the negative impacts of violence against women and persons with disabilities through training and retraining of police officers.

Targets

- i. Police to diligently investigate and prosecute to secure conviction of VAWE offenders.
- ii. Train police officers on how to better handle violence against women and persons with disabilities in electoral processes.
- iii. Establish efficient database management systems on violence against women and persons with disabilities in electoral processes.
- iv. Provide/Upgrade Infrastructural facilities within NPF to assist in the prosecution of perpetrators of violence against women and persons with disabilities during elections and other electoral processes.
- v. Establish and maintain a register of perpetrators of violence against women and persons with disabilities for appropriate sanctions.
- vi. Equip the Nigeria Police with the skills and capabilities to handle violence against women and persons with disabilities, and to provide adequate help, protection, support and justice to victims.
- vii. Establish a VAW Accountability System for effective complaint and processing mechanisms.

Strategies

- i. Adequate budgetary provision by the NPF to beef up mechanisms for dealing with violence against women and persons with disabilities during electoral processes.
- ii. Build structures within the Police Force to make reporting, and handling of VAWE efficient, reliable, and effective.
- iii. Strengthen the Sexual and Gender-Based Violence Unit in all Police Formations to provide information and support on VAWE.
- iv. Strengthen collaboration with other stakeholders working on VAWE.
- v. An annual report on VAWE cases, prosecutions, care and support for victims
- vi. NPF is to work with networks of NGO coalitions and Development Partners working on VAWE.

3.3.3. Gender, Counterinsurgency, Conflict Resolution, and Peacekeeping

Situation Analysis and Policy Concerns:

The Police Institution is at the frontline of resolving the ongoing conflicts and security challenges facing the country, including the Boko Haram insurgency, banditry, kidnapping, herdsmen conflicts in farming communities, militancy in the Niger-Delta and separatist movements in South-Eastern Nigeria. Boko Haram incessant attacks in the North-East have resulted in loss of lives, massive displacement, and unprecedented hardship for women in the region. Women, girls, and boys have been forcefully abducted and conscripted to become suicide bombers, laborers, informants, and sex slaves. The increasing insecurity, especially the abduction of girls from schools has forced many states in the North-East to close schools thereby exacerbating the crisis of out of school children in the region. Patriarchal norms, the lack of a solid legal framework, increased militarization, and marginalisation of women in

peace building and conflict resolution processes pose obstacles to implementing women, peace, and security agenda. The integration of gender issues into the security sector is now recognized as key to operational effectiveness and institutional credibility.

Policy Statement

A Nigeria Police Force that is equipped with gender responsive frameworks in its operational structures and command mechanisms to adequately respond to Counter - Insurgency, Conflicts, and Peacekeeping; and effectively protect lives of women, children, persons with disabilities, and the aged among others.

Objectives

- i. Integrate Gender Perspectives into the NPF counter-insurgency operations and command mechanisms.
- ii. Integrate Gender Perspectives into the NPF conflict resolutions and peace keeping operations and command mechanisms.
- iii. Strengthen the capacity of the male and female police officers to integrate gender perspectives into counter-insurgency, conflict resolutions, and peace keeping operations and command mechanisms.
- iv. Promote collaboration and partnership between other security institutions and relevant stakeholders to advance the gender integration agenda.
- v. Eliminate all types of human rights/gender abuses during counter-insurgency operations.
- vi. Ensure compliance to all human rights laws during counter-insurgency operations.
- vii. Promote active participation of women in peacebuilding.

Targets

- i. Adopt the provisions of the UNSCR 1325 and the National Action Plan on Women, Peace and Security (2017-2020) into the Police Act, Regulations/Orders and Practices.
- ii. Integrate UNSCR 1325 into the NPF reforms and adopt the National Action Plan in dealing with counterinsurgency, conflict resolutions and peace keeping in Police Operations and Command Mechanisms by 2024.
- iii. Build the technical capacity of police officers (men and women) in the adoption of UNSCR 1325 and the adoption of the National Action Plan in dealing with counterinsurgency, conflict resolutions and peace keeping in police operations and command mechanisms.
- iv. Provide safe spaces for women, children, and persons with disabilities in conflict and war situations.
- v. Incorporate UNSCR 1325 frameworks and the National Action Plan on women peace and security into existing training manuals/curricula in Police Colleges.
- vi. NPF to engender frameworks for working with the Internally Displaced Persons (IDPs).

Strategies

- i. Build the technical capacity of male and female police officers on frameworks for achieving the objectives of UNSCR 1325 and UNSCR 2250 on women, peace, and security.

- ii. Enhance professional competence of Police Officers working within the Gender Units on the use of gender-sensitive indicators and sex-disaggregated data for gender mainstreaming and M&E.
- iii. Train police officers in the use of gender-sensitive budgets as a tool of gender mainstreaming in the security sector.
- iv. Document and showcase the experiences and the contributions of outstanding female police officers, and women and girls at the community level, to conflict resolution and peace building.
- v. Mobilise resources to support more women to participate in early warning and early response (EWER) interventions in communities.
- vi. Promote collaboration between NPF and CSOs to undertake capacity building at community level for women and youth groups on peace building and EWER.
- vii. Vigorously implement laws addressing issues related to SGBV against girls and women in conflict zones.

3.3.4. Gender, Social Protection, and Complex Humanitarian Emergencies

Situation Analysis and Policy Concerns:

According to estimates from the United Nations High Commission for Refugees (UNHCR), there are over 2.9 million internally displaced persons (IDPs) in North-Eastern Nigeria (Mashi & Mohammed, 2020). Borno State alone is estimated to have over 1.4 million of IDPs in Nigeria (UN Special Rapporteur). Women are seldom represented in disaster management decision-making bodies as their needs and interests are rarely addressed. Their access to early-warning systems is also often minimal. Studies have shown that natural disasters and their subsequent impact, on average, do more harm to women than men. The National Emergency Management Agency (NEMA) is increasingly working from a participatory perspective with women in affected flashpoint locations through the Ministry of Humanitarian Affairs. The publication of the National Action Plan to support women's role in conflict prevention and peacebuilding provides a guide to building lasting peace. Current reports show that despite the international, regional, and national frameworks on Gender Issues in the sector, political will to sustain gender mainstreaming is consistently weak, while police officers are often ignorant of the provisions and focus of the UNSCR 1325 as well as the National Action Plan on Women, Peace and Security (2017- 2020) (UN Women, 2020). The Police Institution has a lot of roles to play ensuring that the rights of women and other vulnerable groups are protected, and not abused during humanitarian emergencies.

Policy Statement

NPF to protect the rights of women and the other vulnerable groups during humanitarian emergencies, while the National Disaster Management Framework is engendered.

Objectives

- i. Ensure that the National Disaster Management Framework is engendered, with clear duties for the NPF, in protecting the rights of women and the vulnerable groups during complex humanitarian emergencies in Nigeria.

- ii. Leverage the full potential of female police officers in managing complex humanitarian emergencies in Nigeria.

Targets

- i. Capacity development on social inclusion principles for humanitarian services training packages for male and female police officers.
- ii. NPF gender and disability data should be used as part of the process of monitoring the management of complex humanitarian emergencies in Nigeria.
- iii. Integrate a gender responsive management of complex humanitarian emergencies into Police training in Nigeria.

Strategies

- i. Adoption of rights-based, gender equality approaches and the principle of inclusivity by the NPF in their response to complex humanitarian emergencies in Nigeria.
- ii. Raising awareness, increasing the understanding and acceptance of gender equality and protection issues by male and female police officers in humanitarian activities.
- iii. Adoption of gender statistics and gender-disaggregated data by the NPF to ensure equitable access to humanitarian services for women, the aged, people with disabilities and other vulnerable groups (especially, those relating to police service).
- iv. Build capacity of police officers to undertake regular gender-responsive needs-assessment surveys for effective service delivery during humanitarian emergencies.
- v. Adequate budgetary provision by the police in gender responsive humanitarian emergencies and actions.

3.4. Gender Responsive Police Reforms in the Area of Human Rights and Access to Justice

3.4.1. Human /Women's & Disability Rights

Situation Analysis & Policy Concern:

The tripartite nature of the Nigerian legal system (English Law, Customary Law, and Sharia Law) makes women's rights issues difficult to unknot. A gender analysis of these laws presents different levels of discriminatory stances against women. Worst still, most international treaties, particularly those that relate to gender issues are yet to be domesticated and incorporated into the laws of the Federation. Observance of basic human and women's rights is a major responsibility of the law enforcement agents, particularly the Police. Sexual exploitations and abuses are presently common occurrences in Nigeria, which require that Police officers (females and males) are better trained to handle these occurrences from a gender perspective. Though a regimented institution, the rights of men and women within the Nigeria Police Force must also be preserved and protected.

Policy Statement

NPF to uphold respect for human (woman) rights principles and ensure that male and female police officers enjoy the same opportunities, rights and obligations including freedom from discrimination.

Objectives

- i. Promote respect for human/women's rights and principles and the entrenchment of a gender equality culture within the NPF.
- ii. Ensuring that NPF policies, plans, processes and operations are gender equitable and responsive.
- iii. Enhance the passage of laws and policies that enable increased participation of female officers in all forms of police duties.

Targets

Abolish police practices that are not in tandem with the promotion of women's rights and gender equality principles by 2024, including:

- i. Non enlistment of married women into the Nigerian Police Force.
- ii. Compelling women to stay 2 years on the job after enlistment before obtaining approval/permission to get married, while the intending fiancé is subjected to investigation and approval⁷;
- iii. Expelling unmarried pregnant women from police training institutions or from the Force.
- iv. Women not being allowed to drill under arms.

Strategies

- i. Strengthening of mechanisms for enforcing laws that regulate and penalise gender discriminatory practices.
- ii. Declaring the Nigeria Police Force an equal opportunity employer, with particular interest in maintaining a gender balance in the Nigeria Police Force.
- iii. In line with the 2021 revised National Gender Policy, the Nigeria Police Force shall adopt a 50:50 affirmative action which presents equal opportunities for both female and male officers in the Nigeria Police Force, and in matters of recruitment, promotion, training, and leadership positions.
- iv. Training, promotion, and job enrichment shall normally emphasise talents and performance, but, when necessary, some affirmative action shall be adopted to bridge noticeable gender gaps.
- v. Train female Police Officers on arms drill and on how to bear arms on their duties, including proficiency in musketry.

3.4.2. Women and Access to Justice

Situation Analysis and Police Concern:

The federal structure of governance in Nigeria establishes a three-tiered system of governance at the national, state, and local levels. This imposes constraints on the implementation and domestication of Federal laws at state and local levels. Gender injustice within the Nigerian justice system (whether from the Police, Courts, or Prisons) is further exacerbated by various forms of abuse of power, arbitrary arrest and unlawful detention, unfair denial of bail, delay in the prosecution of accused, extra-judicial executions, torture, prisons congestion, criminal punishment without fair trial, discrimination, among other ills (Malemi, 2010). The multi-

ethno-religious-cultural character of the federation coupled with its tripartite systems of law and administration of justice makes it difficult to checkmate gender discriminatory customary laws. The bottlenecks created by the patriarchal nature of the police system in Nigeria needs to be removed to lessen the pressure of discriminatory laws on women and girls in Nigeria.

Policy Statement

The justice system, including police operation and translation of laws must remove all gender-based declarations, assertions, and practices that are discriminatory against any gender group.

Objectives

- i. NPF to abolish from its regulations and practises all discriminatory customary and religious practices which negatively affect women, girls, persons with disabilities, widows, and other vulnerable groups.
- ii. Promote gender-sensitive police reforms in line with international best practices that enable the NPF to be a more accountable and effective essential service provider.

Targets

- i. Police officers to apply gender-sensitive competencies, knowledge and skills when operationalizing the administration of Criminal Justice Act (ACJA).
- ii. NPF to collaborate on a judicial reform that supports the implementation of provisions of compensation, damages, and restitution to victims of gender-based violence and social discrimination.
- iii. NPF to support the implementation of an effective system of administration of non-custodial measures including rehabilitation, reformation, and social reintegration at federal and state levels for minors, nursing mothers, pregnant women, and people with disability to ensure decongestion of correctional facilities.

Strategies

- i. NPF to engender the advocacy to eradicate harmful practices affecting women, girls, and people with disability.
- ii. NPF to facilitate building the capacity of community policing for proper understanding and engagement with gender issues at the community level, especially harmful traditional practices.
- iii. Collaborate with the judicial system to integrate gender issues into judicial administration of customary courts and ensure adequate gender training for police and judicial officers.

3.5. Gender Mainstreaming in Other Specific Administrative Processes of the NPF

3.5.1. Sex Disaggregated Data & Gender Statistics in NPF Systems and Operations

Situation Analysis & Policy Concern:

One of the gravest challenges to the promotion of women's rights and gender equality mandates in the country is the dearth of disaggregated data and gender statistics. This makes it cumbersome to engage in a proper gender analysis and/or gender diagnostic assessment of the

police institution in Nigeria. It is difficult to assess progress made and areas needing urgent attention which negatively affects gender responsive planning and implementation of planned interventions.

Policy Statement

NPF as a gender responsive and gender equitable institution will strengthen its systemic response to the collection and the utilisation of gender disaggregated data and statistics in all its operations and systems.

Objectives

- i. **Prioritise** the collection and use of gender disaggregated data and statistics in all its operations and systems.
- ii. Use gender disaggregated data and statistics in policy and planning for the overall benefit of the NPF.
- iii. Invest in both human and material capacities for generating gender disaggregated data and statistics within the NPF.

Targets

- i. Availability of gender disaggregated data and statistics across units and departments by 2024.
- ii. M & E units within the NPF are equipped and strengthened to collect gender disaggregated data and statistics by 2024.
- iii. Units and departments of the NPF use gender disaggregated data and statistics for policy and planning by 2024.
- iv. Availability of infrastructure for gathering gender disaggregated data and statistics for the NPF by 2024.
- v. Staff within the M & E Units of the NPF and other related units are trained in the collection and use of gender disaggregated data and statistics by 2024.

Strategies

- i. Incorporate the collection and use of gender disaggregated data and statistics into the M & E Units of the NPF.
- ii. Build technical capacity of M&E units' staff and those within the Gender Units in collection and use of gender disaggregated data and statistics in NPF operations and systems.
- iii. Establish and fund infrastructure for the collection and use of gender disaggregated data and statistics for NPF operations and systems.
- iv. NPF to strengthen partnership and collaborations with stakeholders charged with collection and use of gender disaggregated data and statistics e.g. Ministry of Women Affairs; National Bureau of Statistics; local and international NGOs and Development Partners.

3.5.2. Gender Responsive Budgeting in the NPF Systems

Situation Analysis & Policy Concern:

Revenue mobilisation and allocations are critical to the implementation of social, political, and economic priorities of governments. Gender aware policy appraisal offers a means of identifying policy gaps and limitations as well as the adequacy of resource allocations. A gender aware policy appraisal makes a strong link between policy and resource allocation. A critical look at the various development plans in Nigeria shows that they are mostly gender blind as they respectively make no clear reference to gender concerns in development planning and budgeting. The lack of capacity to mainstream gender into policy planning and budgeting is the major challenge facing gender equality financing in Nigeria. Gender has not been a strong factor or index for resource (revenue) allocation in Nigeria. The current federal allocation formula does not provide guidelines on gender responsive budgeting. The absence of a legal backing and financial commitment to the implementation of the NPF-Gender Policy would need to be addressed if the policy is to deliver its mandates.

Policy Statement

The NPF will strive to adopt a gender responsive budgeting in its operations and systems, and in its drive to promote international ‘good’ practices in gender equity reforms.

Objectives

- i. **Prioritise** the use of gender responsive budgeting (GRB) in all NPF operations and systems.
- ii. Use gender responsive budgeting (GRB) in NPF policy and planning processes for the overall benefit of the NPF.
- iii. Invest in both human and material capacities for the use of GRB within the NPF.

Targets

- i. GRB is fully integrated and adopted into the NPF financial system by 2024.
- ii. NPF Financial and Accounting Units are equipped and strengthened to adopt GRB mechanisms by 2024.
- iii. Infrastructure for GRB is available within the NPF financial system by 2024.
- iv. Staff in the financial and accounting units of the NPF are trained in the use of GRB by 2024.

Strategies

- i. The GRB operational system is adopted for the NPF.
- ii. Technical capacity of staff in the financial and accounting units of NPF is developed on the use of GRB within the NPF systems.
- iii. Funds are made available for the institutionalisation of GRB within the NPF systems.
- iv. NPF collaborates with stakeholders on building capacity for the use of GRB within its systems (The Federal Ministry of Budget & National Planning; Federal Ministry of Finance; Police Service Commission; Ministry of Police Affairs; Federal Ministry of Women Affairs; local and international NGOs in the Security Sector; and Development Partners).

3.6. Capacity in Gender-Responsive Policing Tools

Situation Analysis and Policy Concern:

Capacity plays a central role in ensuring a successful delivery of the NPF-Gender Policy. The 2021 NPF Situation Analysis Report conducted shows that the NPF has a very low-capacity rating in Gender Mainstreaming and other related gender skills.

Policy Statement

NPF is committed to capacity building in the use of gender analysis and gender mainstreaming tools for all Police Officers

Objectives

- i. Ensure that police officers understand the purpose and the proper use of gender-responsive policing tools.
- ii. Enhance officers' sensitivity to gender related issues within the NPF and in their policing work in the communities.
- iii. Improve the capability of officers to gather accurate information and interpret data accurately to make informed decisions.
- iv. Enhance officers' communication skills and the use of tolerable gender language that can bring about mutual gender respect in policing.
- v. Enhance accountability and monitoring mechanisms as officers better understand their roles in achieving the goals of the NPF-Gender Policy.

Targets

- i. Basic Gender Concepts, analysis, and gender mainstreaming frameworks are integrated into curricula of Police Colleges in Nigeria by 2024.
- ii. At least 20% of the officers in the Nigeria Police Force will go through some Gender sensitivity training yearly, in the next five years.
- iii. General knowledge of Gender Issues in the NPF are incorporated into Police Promotion Criteria across ranks and file by 2025.
- iv. Regular refresher training on Gender Issues for senior Police Officers (2024).
- v. Use of gender-disaggregated data for evidence-based planning as from 2024.
- vi. NPF organises regular Community Workshops on Gender Issues, especially Gender - Based Violence and the like.
- vii. Annual Gender Equality Reports from all NPF Units (submitted to the Ministry of Women Affairs through NPF Gender Coordinating Office).

Strategies

- i. Development of Gender Curriculum for NPF across ranks.
- ii. Development of standardised Gender Instruments and Tools for NPF relating to such subjects as: the use of Gender Indicators; Gender Analysis/Audit Tools; Gender Sensitive Language and Communication tool; Protocols for Gender Sensitive Search and Detention; Gender Budgeting Tools; Gender Sensitive Action Plans etc.



CHAPTER FOUR

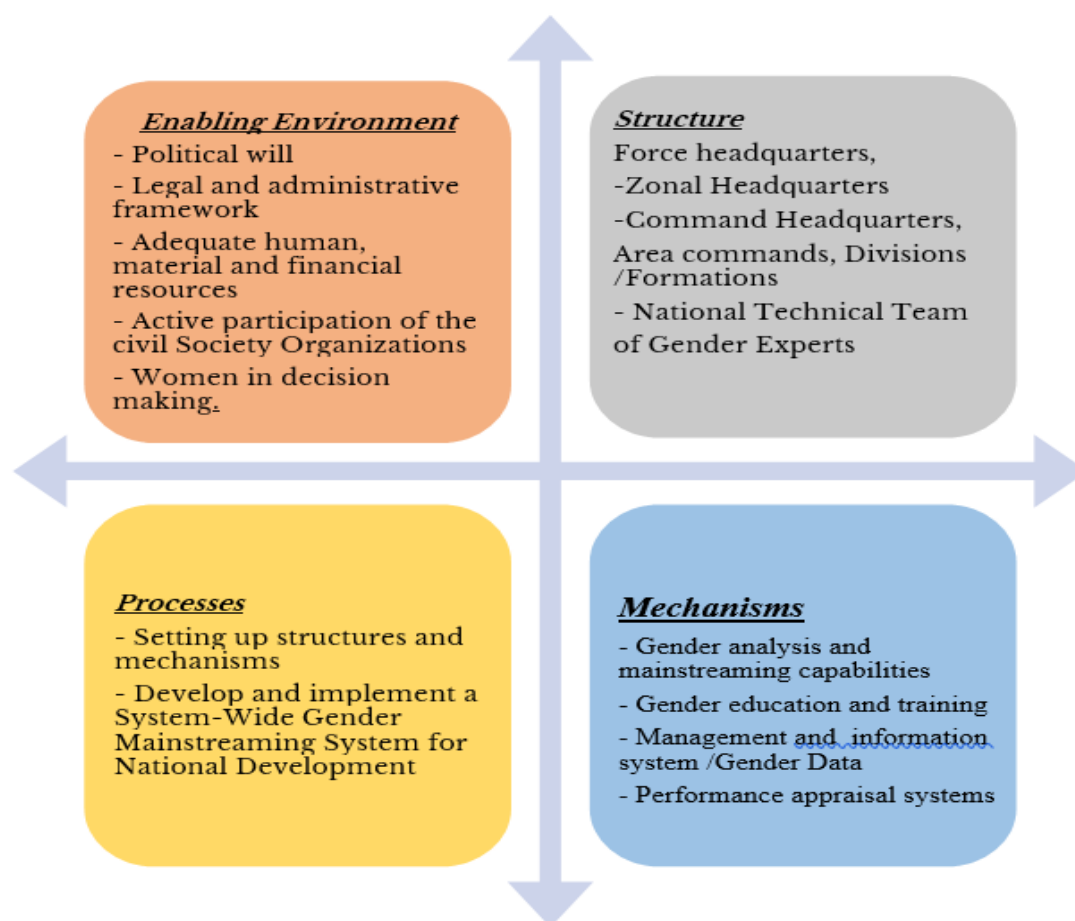
INSTITUTIONAL AND OPERATIONAL FRAMEWORKS

CHAPTER 4: INSTITUTIONAL AND OPERATIONAL FRAMEWORKS

4.1. Adoption of a Gender Management System for the NPF- Gender Policy

A major step in operationalizing this policy is the creation of the Gender Department in line with Gender Management System (GMS) within the NPF systems and operations which is a system adopted from the Nigerian National Gender Policy of 2021. The four operational categories in the GMS framework are also adopted for the NPF-Gender Policy, which provides a benchmark for creating an enabling environment for the policy. Details of the structures, processes, and mechanisms for using the GMS model to institute a system-wide gender mainstreaming within the NPF systems and operations are presented in Figure 4.1. The four pillars in the NPF-Gender Policy GMS are also further enumerated in the subsequent sections.

Figure 4. 1: The Gender Management System (GMS)



Source: Adapted from the Commonwealth Gender Management System Handbook, 1999

4.1.1. The GMS Pillar for Creating Enabling Environment for the Policy

This will involve actions geared towards –

- i. Establishing political will for the policy through sensitization and advocacy engagements with NPF management and senior police officers.
- ii. Creating (male/female) champions for the institutionalisation of the NPF Gender Policy.

- iii. A commitment to the adoption of gender equality and women empowerment as a core value in the NPF.
- iv. Legal and administrative support for the policy.
- v. Support from Development Partners and the Civil Society Organizations to ensure the success of the NPF Gender Policy.
- vi. Provision of adequate human and financial resources for the implementation of the policy.

4.1.2. GMS Structures

The following structures must be put in place for the sustainability of the policy –

(a) Force Headquarters

- i. Creation of Gender Department at Force Headquarters level to be headed by an officer not below the rank of Commissioner of Police to be referred to as Force Gender Officer (FGO) as a coordinating point for all engendering processes within the NPF under the supervision of IGP.
- ii. Creation of a Gender Critical Mass (a technical committee charged with the day-to-day functions for engendering the NPF) under the office of the FGO.
- iii. Administrative supervision of Gender Desk Officers in the respective Zones/Commands/Formations and Units.
- iv. The Ministry of Police Affairs and Police Service Commission's direct involvement in setting up infrastructure for the NPF engendering processes.
- v. Other innovative structures/mechanisms (which can be replicated at zonal and state levels) to enhance NPF's response to its engendering process should include, but not limited to: -
 - Creating specialised Units for Gender Affairs (possibly upgrading the current SGBV Units)
 - Women's Desks or Centres
 - A Critical Mass for Gender Work within the NPF
 - Feedback Mechanisms on Gender Work within the NPF
 - Official recognition of Male/Female Champions for the NPF Gender Equality Agenda

(b) Zonal/State Commands/Formations

- i. Creation of a Zonal/State/formations Gender Unit to be headed by an officer not below the rank of a Superintendent of Police to administer the Gender Units created under the operational supervision of Zonal AIGs/ Command CPs.
- ii. Creation of a Gender Critical Mass (a technical committee charged with the day-to-day functions of engendering the NPF) in the Zones/Commands/Formations.

(c) Area/Divisional Levels

- i. Creation of a Gender Critical Mass with overall implementation functions
- ii. Designation of Gender Desk officers for each Area Command/Divisional office
- iii. Establishment of a Gender Unit within the Area Command/Divisional office

(d) Community Level

Community policing is at the core of the police service. It is important to better equip police officers with gender analytical skills for resolving gender issues; such as, gender-based violence in local communities. It is important for the Police to work with the Gender Critical Mass in respective communities (made up of community leaders - men and women, boys and girls adjudged to be good representatives of their respective communities, in the spirit of volunteerism and community service). The Police will be able to build community trust through this local initiative(s), and impact gender specialized knowledge on community members.

4.1.3. GMS Mechanisms/Strategies

These include – (curricula in all police colleges and institutions)

- i. Use of gender mainstreaming as a methodological /administrative tool for engendering the NPF.
- ii. Gender training and education across the Police ranks, and in particular for the Gender Critical Mass.
- iii. Strengthening the Management Information system to better present gender issues and concerns through production of gender disaggregated data and statistics in the NPF operations and systems.
- iv. Monitoring and Evaluation of the engendering process (i.e. monitoring of progress in the implementation of the policy, reflective through periodic data capturing).
- v. Adoption and conversion of the NPF-Gender Policy into the NPF Regulations/Force Order (FO) and frameworks for institutional compliance.

4.1.4. GMS Processes

To achieve the policy goal, the following processes must be undertaken –

- i. Set up a GMS structure and mechanism.
- ii. Draw up a Strategic Implementation Framework/Action Plan for the Policy.
- iii. Effectively coordinate the Strategic Implementation Framework and Action Plan.

4.2. Operationalizing the Structure, Roles, and Responsibilities of the NPF

Gender Machinery

The Gender Management System provides the framework for institutionalising the policy and determining roles and responsibilities. However, the different administrative and operative arms of the Nigeria Police Force have specific institutional roles and functions to perform in the process of implementing the NPFGP (see Tables 4.1 & 4.2 below for details).

4.2.1. Creation of Gender Mainstreaming Structure (Departments)

To achieve policy objectives and the implementation of this policy, it is required that the following structures be created:

a. A Gender Department/within the NPF

This department shall have the overall function for the implementation of the policy at the FHQ/zonal/state/ area/divisional levels and formations. The Department will be responsible for a ‘performance appraisal’ of the policy to ensure regular review of the status of the policy. This Department/should preferably be an autonomous Department/ with oversight functions lying with the IGP at the Force headquarters, and AIGs, CP, and HODs sat Zonal, State, and Formation level etc., and with the following terms of reference:

- i. Overseeing the implementation of the NPF Gender Policy.
- ii. Ensuring feedback to the FGO on the policy implementation plans and strategies.
- iii. Putting in place capacity-building plans for officers around gender issues and gender-based violence etc.
- iv. Evaluating the progress made and challenges faced while implementing the policy.
- v. Working with FHQ/Zonal/State and Area/Divisional Institutions of the Police Force to ensure compliance/ implementation of policy.
- vi. Ensuring coordination within FHQ/Zonal/State and Area/Divisional Institutions on the implementation of the policy (at the: Police Force Headquarters; Ministry of Police Affairs; and the Police Service Commission; at the Zonal/State level, working with the Area Commands/Divisional Office and the Local Communities).
- vii. Providing administrative support to both the Gender Desk officers and the Gender Critical Mass.
- viii. Preparing and circulating fact sheets on the implementation activities of the Gender Policy within the Force.
- ix. Reporting quarterly to the Police Management Team at the FHQ/Zonal/State/Formations.
- x. Ensuring that gender is an integral part of every aspect of police policies and practices.
- xi. Coordinating gender related issues as they affect the force, including: -
 - Overseeing the effective management of a system-wide gender mainstreaming system within NPF.
 - Liaising with Development Partners/relevant Government Ministries/Departments/Agencies; Civil Society Organizations and other security agencies amongst others on gender related activities.
 - Ensuring compliance of the force with National and Global Gender Policies/goals.
 - Advising IGP on such gender matters as they affect the force.

b. Gender Critical Mass

This is a technical committee charged with a system wide gender mainstreaming function. It is made up of representatives from each department, to work with the FGO to ensure successful gender mainstreaming within the Police system. This technical committee will be established at the FHQ Zonal/State commands and formations.

c. Sexual Exploitation, Abuse and Harassment/Gender Discrimination Disciplinary Committee (SEAH)

It is proposed that the Nigeria Police establish an NPF-SEAH Committee with representation from the NPF, Police Service Commission and Ministry of Police Affairs that ensures that an

average police officer can easily report cases of SEAH and seek redress. Thus, the SEAH Committee should have the following Terms of Reference:

- i. Receive complaints from officers and the public on allegations of gender abuse and discriminations levied against officers of the Force and conduct enquiries.
- ii. Make recommendations to the IGP on appropriate sanctions on erring officers of the force found guilty of any form of gender-based abuses.
- iii. Strengthen the reporting system to enhance access to justice.
- iv. Ensure accountability and transparency in the reporting system.
- v. Monitor compliance with the NPF Gender Policy by all Police Commands and Formations.
- vi. Ensure support for survivors, victims, and whistle-blowers.

d. Community Level Committee on Gender-based Violence and Gender Equality: (Police Public Relations Committee)

As the Nigeria Police Force improves its working relationships with the grassroots, especially in tackling gender-based violence; it is important to create community level structures that will help monitor and facilitate community response to SGBV and gender equality issues. This committee is to be constituted with members representing all interest groups in target communities, including women, youths, and other vulnerable groups.

Table 4.2 presents details of the specific functions to be played by each domain, while also identifying all the collaborative partners and their respective roles in the implementation of the NPF-Gender Policy (2024 - 2029).

TABLE 4.1: FRAMEWORK FOR THE INSTITUTIONALISATION OF THE 2024 NPF-GENDER POLICY

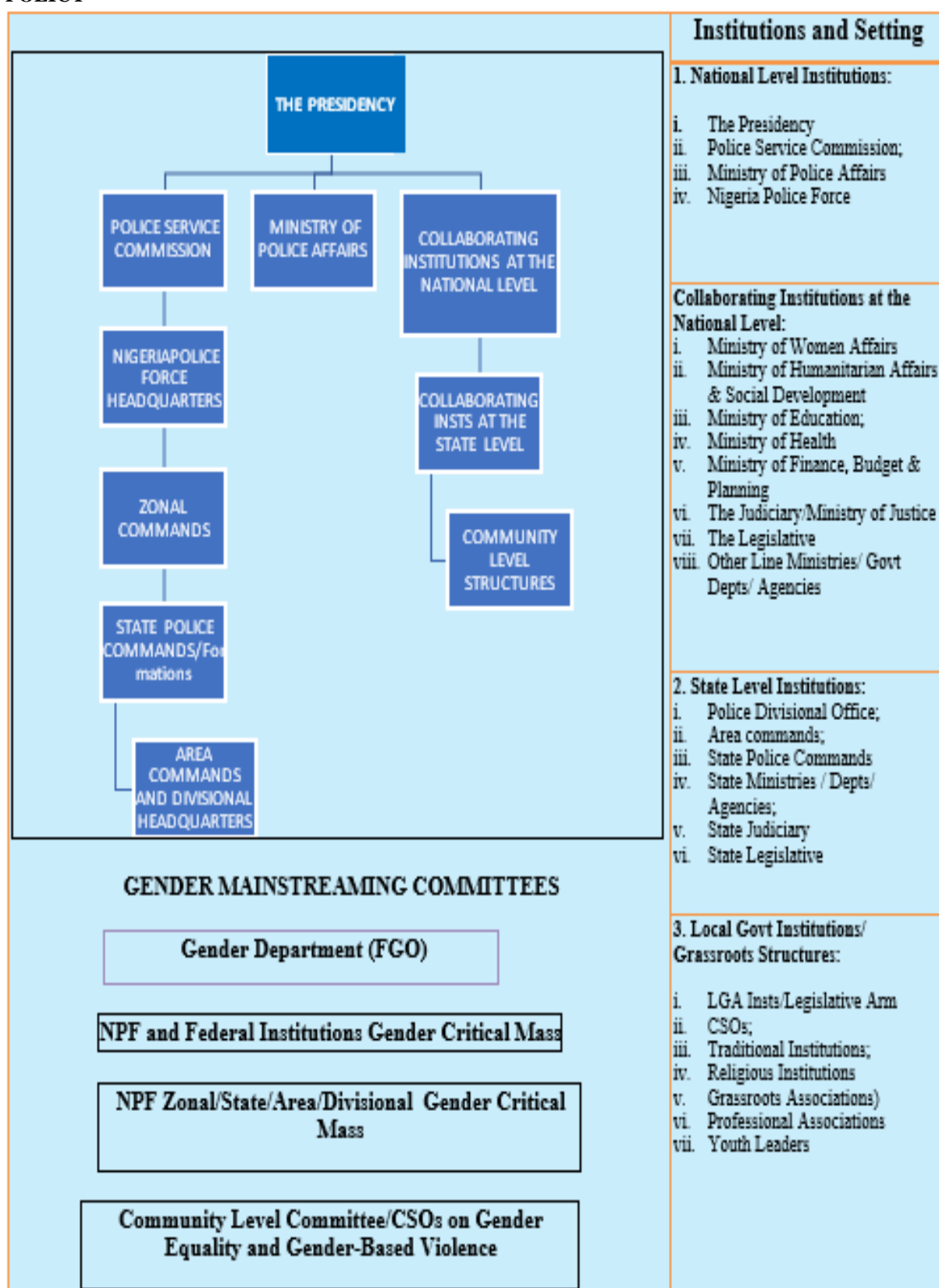


TABLE 4.2: INSTITUTIONAL ROLES AND RESPONSIBILITIES FOR THE 2024 NPF-GENDER POLICY

DOMAIN OF OPERATIONS	FUNCTIONS OF EACH DOMAIN	SPECIAL COMMITTEES & THEIR FUNCTIONS
NATIONAL LEVEL: (FHQ)		NATIONAL LEVEL
<p>1. Nigeria Police Force</p> <p>*Has overall responsibility for the implementation of the NPF Gender Policy</p>	<p>Facilitate the approval and adoption of the policy (important to agree on goals and targets).</p> <p>Establish a Gender Department to facilitate implementation of the policy, monitoring, and evaluation of policy impact.</p> <p>Agree on Gender Equality Specific Indicators</p> <p>Facilitate engendering of Police Training Curriculum.</p> <p>Adopt the creation of Gender Critical Mass at different institutional points.</p> <p>Ministry of Police Affairs to Mainstream gender equality into existing Police Act/Regulations/ Order etc.</p> <p>Embrace gender equality and women empowerment as a core value in the NPF.</p> <p>Set aside budgets for the NPF Gender Policy implementation.</p> <p>Support for capacity building /training programs for the entire Police Force in the area of Gender Issues/Gender Mainstreaming/ Gender-based violence.</p> <p>Police Service Commission should be given the overall function of sanctioning violators of the NPF Gender Policy; and for receiving complaints from officers and the public on issues of gender abuses within the Police Force etc.</p> <p>Police Service Commission should develop a Code of Conduct on Sexual Harassment and Abuse for the NPF, and ensure compliance</p>	<p>1. A National Gender Management Committee for the NPF:</p> <p>i. Membership: Membership from all the major Police Institutions at the National Level – NPF; Ministry of Police Affairs; and Police Service Commission</p> <p>ii. Functions: Set policy goals and targets. Coordinate implementation of policy. Monitor and evaluate policy impact. Facilitate institutional support for the policy including budgetary allocations and human resources/ other logistics support. Develop a Strategic implementation plan (to be adopted at institutional levels)</p> <p>2. Gender Critical Mass Created at institutional level (i.e. each institution is supposed to have its own GCM) Implement the Strategic Implementation Plan for the NPFGP at institutional level. Monitor and evaluate policy at the institutional level. Activities are coordinated by the Gender Department within I/State Police Force respectively.</p> <p>3. A Gender-Abuse Disciplinary Committee Situated within the Police Service Commission. Clear guidance on what constitutes gender abuse/ harassments and gender discrimination. clear procedure on reporting complaints Sanctions on defaulters (reprimands, reduction in Rank, Dismissal etc.)</p>
<p>2. Ministry of Police Affairs</p> <p>*Provides infrastructure and logistics support to implement the NPF Gender Policy</p>		
<p>3. Police Service Commission</p> <p>Carries out oversight function for the implementation and delivery strategies itemised for the NPF Gender Policy; and Receives annual report from the NPF on policy implementation and makes recommendations as appropriate</p>		
ZONAL/STATE COMMANDS/ FORMATION	FUNCTIONS OF EACH DOMAIN	ZONAL/STATE LEVELS/FORMATIONS
	<p>Provides leadership to the State level Gender Technical Team.</p> <p>Facilitate the implementation of policy at the state level.</p> <p>Set up a Technical Gender Team to facilitate implementation of policy, & monitoring and evaluation of policy impact at the State level</p>	<p>1. Divisional Gender Unit</p> <p>ii. Functions: Adhere to NPF gender policy goals and targets. Implementation of policy. Monitor and evaluate policy impact. Facilitate Institutional support for the policy through human resources deployment and management/ Adopt the National Strategic implementation plan for the Division.</p>

2.	Embrace gender equality and women empowerment as a core value in the NPF. Support for capacity building /training programs for the Zonal/State Desk Officers in Gender Issues/Gender Mainstreaming/Gender-based violence etc.	2. State Gender Critical Mass Implement the NPF Gender Policy Strategic Plan for the State. Monitor and evaluate policy at the state level.
COMMUNITY LEVEL	FUNCTIONS OF EACH DOMAIN	COMMUNITY LEVEL
1. Civil Society Organizations *Provides shadow report on the state of gender abuses/gender-based violence in the community	CSOs to work with LGAs to create Gender Critical Mass at the grassroots level (especially in communities with recorded high rate of gender abuse and gender –based violence) Monitor, and report cases of gender –based violence for treatment of victims and for the prosecution of perpetrators etc. LGAs to make budgetary allocations for programs/interventions relating to gender–based violence (especially in the area of treatment and care of victims, and prosecution of perpetrators). Community leaders to serve as important human resource in the change process (i.e. achieving gender equality and women empowerment in their local respective communities)	Community Gender Critical Mass: Membership: <ul style="list-style-type: none">● CSOs● Community Leaders (Men and Women)● Representatives of Women/Men Associations● Representatives of LGA Staff● Divisional Police Officer ii. Functions: <ul style="list-style-type: none">● Monitor and report cases of gender –based violence.● Prosecute perpetrators of gender –based violence and other forms of gender abuse.● Facilitate program interventions in gender–based violence and other forms of gender abuse etc.
2. Women’s Groups/ Associations *Voice and accountability on gender-based violence in the local communities		
3. Community leaders Traditional leaders Religious leaders Other Opinion leaders - cutting across men and women’s groups and youths’ groups (males/ females)		
PARTNERSHIP AND NETWORKING	FUNCTIONS OF EACH DOMAIN	COMMUNITY LEVEL
Ministry of Women Affairs (at both the Federal and State levels)	The Federal Ministry of Women Affairs shares existing best practices in other sectors with the NPF Gender Technical Committee. Provides support to the NPF Gender Working Group as may be required in the process of implementation and skill building in gender mainstreaming.	
Ministry of Education at both the Federal and State Levels	NPF partners with the Ministry of Education to sensitise schools on GBV	
Ministry of Health (at both the Federal and State levels)	Ministry of Health provides technical support to NPF where necessary in investigating cases of gender abuse and gender –based violence e.g. rape and other sexual assaults and to victims/survivors	
Ministry of Justice (Federal/State levels)	The Judiciary remains an important organ in instituting gender justice. It is important to build their capacity in gender sensitivity and gender justice.	
The Mass Media	Functions: To partner with the NPF in sensitising the public about the ills of gender abuse, sexual and gender-based violence. Be a mouthpiece of gender equality and women empowerment principles and practices. Feature in Television and Radio Programs that speak against gender-based violence. Publicise ‘shelters’ programs for victims of sexual and gender –based violence. Carry news on police reforms in the war against sexual and gender-based violence as contained in the NPF Gender Policy. Vi. Wide media coverage of cases of SGBV	
6. Development Partners: -UN WOMEN, NGOs & Other Development Partners in the Security Sector	Technical support for policy implementation/monitoring and evaluation. Technical support for capacity building of the police force in gender education and curriculum development for police colleges. Sensitization and Policy Influencing Advocacy with policy makers. Support for engendering Police Policies/Act/Regulations/Orders etc.	

PICTORIAL GALLERY



Prof. Olabisi Aina - Lead Consultant, facilitating Capacity Building Training for NPF Technical Committee on the Review Police Gender Policy at Royal Training Institute, Zuma Rock Resort Niger State, 2021



Prof Kehinde Olusola Olayode – Assistant Consultant, facilitating Capacity Building Training for NPF Technical Committee on the Review Police Gender Policy at Royal Training Institute, Zuma Rock Resort Niger State, 2021



Group Photograph: UN Women Programme Manager Peter Mancha with Consultants and NPF Technical Committee for the Review of Police Gender Policy at Royal Training Institute, Zuma Rock Resort Niger State, 2021



UN Women Programme Manager Peter Mancha with some Members of NPF Technical Committee for the Review of Police Gender Policy at Royal Training Institute, Zuma Rock Resort Niger State, 2021



IGP Kayode Egbetokun, Inspector General of Police at the 4th Annual Forum of Women, Peace and Security Sector Forum in Abuja, 14th December 2023.



Beatrice Eyong, UN Women Representative to Nigeria and ECOWAS at the public validation of NPF Gender Policy in Abuja, 17th August 2023



AIG Aishatu Abubakar, Force Gender Advisor at the public validation of NPF Gender Policy in Abuja, 17th August 2023



Peter Mancha, Programme Manager UN Women at the public validation of NPF Gender Policy in Abuja, 17th August 2023



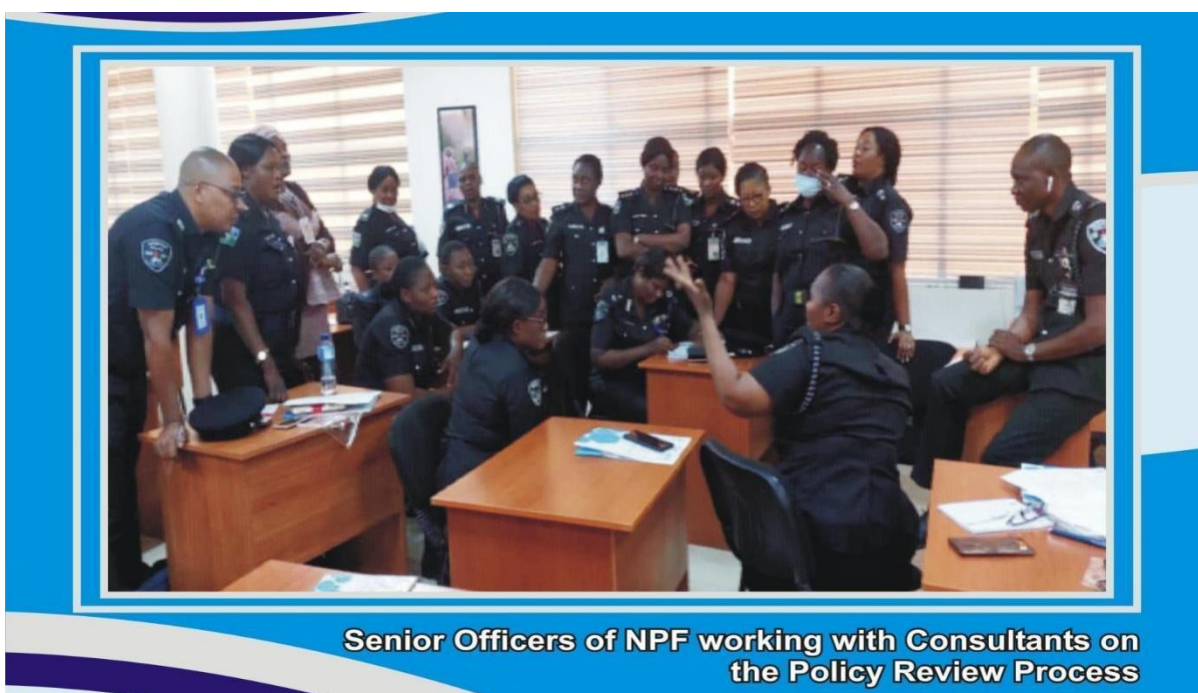
Group Photo: NPF Technical Committee for the Review of Police Gender Policy at the public validation of the policy in Abuja, at the public validation of NPF Gender Policy in Abuja, 17th August 2023



High-Level Stakeholders at the public validation of NPF Gender Policy in Abuja, 17th August 2023



Group Photo: Senior Police Officers with UN Women staff at a capacity building workshop to enhance operationalization of the NPF Gender Policy, Abuja, December 2023



Senior Officers of NPF working with Consultants on the Policy Review Process



CHAPTER FIVE

POLICY IMPLEMENTATION AND DELIVERY STRATEGIES

CHAPTER 5: POLICY IMPLEMENTATION AND DELIVERY STRATEGIES

To achieve the overall policy goal, several policy implementation and delivery strategies are itemised in this section.

5.1. Implementation Framework & Strategies

5.1.1. Gender Mainstreaming as a Core Implementation Strategy

The NPF-Gender Policy shall adopt gender mainstreaming as a core strategy for achieving the policy objectives and targets; and as spelt out in the 2021 National Gender Policy. By adopting a system-wide approach to gender mainstreaming, the policy will redefine policies, legal instruments, and the operational systems within the NPF.

To achieve the overall policy goal, the NPF-GP shall adopt the Gender Management System projected in the National Gender Policy. The Gender Management System focuses on an enabling environment, processes, structures, tools and mechanisms that will lead to a ‘system-wide approach’ to gender mainstreaming in the NPF that will necessitate –

- i. Identifying the general functions of all collaborating Institutions within the NPF as relating to the NPFGP.
- ii. Reviewing a Gender Mainstreaming Framework for the NPF.
- iii. Putting in place a Gender Management Committee to direct the institutionalisation of gender equality and women empowerment as a core value within the NPF.

5.1.2. Reform of Existing Act/Regulations/Orders and Practices

The gender equality and women empowerment agenda are to become part of on-going police reforms. To achieve a zero tolerance for gender discrimination and gender-based violence within the NPF, the existing Police Act/Regulations/Orders and Practices would need constant reviews, while obsolete sections are expunged.

Section 4 of the Police Act⁸ states that “the NPF was established for the prevention and detection of crime, apprehension of offenders, preservation of law and order, the protection of life and property and due enforcement of all laws and regulations with which they are directly charged and perform such duties within or without Nigeria as may be required of them by or under the authority of any other Act.”

As a signatory to many of the UN Declarations on Gender Equality and Women Empowerment (e.g. CEDAW; BPfA, etc.) Nigeria is bound to protect women’s rights and gender equality principles. Also, the Constitution of the Federal Republic of Nigeria 1999 (Section 42 (1) prohibits discrimination based on *ethnic grouping, place of origin, sex, religion, or political opinion*

⁸ Police Act 2020

In 2006, the Federal Government of Nigeria developed a National Gender Policy to ‘*build a just society devoid of discrimination, harness the full potentials of all social groups regardless of sex or circumstance, promote the enjoyment of fundamental human rights and protect the health, social, economic and political wellbeing of all citizens*’ This Policy has since been reviewed to cover the years 2021-2026.

The Nigeria Police Force has a duty to ensure the maintenance of law and order based on the aforesaid; while it is also accountable for its own actions, and to exhibit a greater respect for human/woman’s rights principles. The NPF is already one of the foremost institutions charged with the protection of human/woman’s rights.

5.1.3. Value Re-orientation and Gender Equality/Women Empowerment as a Core Value within the NPF

Gender inequality in history pervades human society. It is therefore expected that there will be a natural resistance to a gender equality and women empowerment agenda (often seen as culturally threatening). Consequently, it is important to give more attention/time to target intervention programs that would help adults to make necessary adjustments to embrace gender equality and women empowerment principles considering its ‘dual agenda’ i.e. benefits to individual women and men, and as an integral part of sustainable national development.

5.1.4. A Need for an Effective Coordination Framework for the NPF Gender Mainstreaming Model

The institutional arrangements for achieving the desired target of a system-wide model adopted for the NPF Gender Policy is important, as it assists in visualising its effects on systems and operations in the NPF. The core strategy for achieving the policy objectives and targets is to ensure that gender issues are mainstreamed across departments and units of the NPF (rather than treat the policy concern from a narrow perspective). Gender issues should become the concern of all officers, departments, and units. Gender sensitivity shall be reflective in all NPF operations and systems, to ensure that gender and social inclusion is mainstreamed across board.

All NPF structures, operations and processes will need to be gender-mainstreamed, thereby requiring that:

- i. Each department and/or unit has gender result indicators, which are budgeted and evaluated for technical soundness, appropriateness, and impact.
- ii. Gender focal persons should reside within each department and/or unit thereby serving as bridges of knowledge and feedback channels to the Gender Department at the Force Headquarters.
- iii. Implementation plans that clearly show how each policy site will implement gender should be available and accessible.

5.1.5. Recognition of the Coordinating Role of the Ministry of Women Affairs in the National Engendering Process

The Federal Ministry of Women Affairs has the ultimate responsibility for the effective coordination, monitoring, networking, and provision of technical support for the process of advancing gender equity and equality, women empowerment and social inclusion across all MDAs. It is therefore important that the NPF, in implementing the NPF-Gender Policy shall:

- i. Utilise the available technical resources and advisory services on gender mainstreaming and other social inclusion related issues in the FMWA.
- ii. Prepare a periodic report on gender equality and women empowerment related issues and present data to the Federal Ministry of Women Affairs as part of the national response.

5.2. Policy Delivery Strategies

- a. Policy delivery strategies are engaged at two levels: a. policy compliance strategies and
- b. Operational strategies for achieving results.

5.2.1. Policy Compliance Strategies

i. Political Will

Requisite support from the highest authority level within the NPF system is required for the successful implementation of the policy. To translate this policy into action, leadership commitment and interest is required. Leadership requires clarity of purpose and benefits of outputs for Organisational effectiveness and strengthening. Demands need to be made for leadership accountability to the policy at every level of leadership within the NPF. Also, achieving the objectives of the policy requires resources - human/technical, and material. Capacity needs to be built in gender mainstreaming and gender budgeting, all of which require institutional support.

ii. Policy and Legislation

The extent to which NPF legal and policy instruments are responsive to the NPF Gender Policy goes a long way to determine how much it will accomplish. Currently, NPF Act/Regulations/Orders and even practices are androcentric (i.e. projects masculine interests) and require a determined action to change. However, in line with international best practices, the NPF is becoming responsive to the new order - a gender responsive Police Service.

iii. Research, Data Management, and Evidence-based Planning

The dynamics of gender relations with its impact on socio-economic and human development is better understood and supported when based on evidence. Presently, the NPF has a dearth of data on gender issues and gender dynamics within the NPF. Policy makers are likely able to support the drive for gender equality and women empowerment when these are based on data and evidence which are usually provided by research outcomes.

Without gender disaggregated data and statistics, it becomes difficult to present the need for change within the NPF. Therefore, to propel the new Gender Policy in the right direction, it is important for the NPF to invest in generating gender disaggregated data and statistics within its systems and operations. Such data are important for planning and policy change. The M&E

Units of the NPF would need retooling to accommodate the intended changes, and there should be effective coordination of data gathering and sharing from bottom-up within the NPF system. NPF would need to strengthen relationships with other stakeholders in the sector, including the National Bureau of Statistics, the National Centre for Women Development, and the Gender Affairs Department of the Federal Ministry of Women Affairs. NPF will also need to invest in Gender Research.

iv. Capacity Building and Gender Architecture

NPF will need to invest in building technical skills to support the management of the series of Organisational responses to the new policy, and the architecture required to make the required institutional changes. It is also important to engender the Police Training Curricula to enhance knowledge of gender issues within the NPF systems. In all, the following skills are needed in operationalizing the policy: skills in gender mainstreaming, gender/social analysis, strategic planning, advocacy and communication skills, data gathering/ data analysis, and reporting skills.

It is important to build the skills of the Police Force at two levels, viz –

- Skill in gender mainstreaming as an administrative tool.
- Specific skills in core gender areas e.g. handling of sexual and gender-based violence/sexual harassment both at institutional and societal levels; handling gender issues in human trafficking, and sex work etc.

To redress the gender imbalance in the NPF, establish gender equality and women empowerment as a core value in the NPF, all Police Personnel must be in tune with the technical demands of gender mainstreaming into NPF institutions and functions. More importantly, a Critical Mass of Gender Sensitive Officers/Gender Advocates shall be built to champion this cause of change in the NPF. This Critical Mass is to be equipped with the requisite technical skills to bring about the desired change for the achievement of gender equality.

v. Accountability and Performance Targeting

Successful implementation of this policy hinges on defined accountability and performance targets including, among others:

- Effective monitoring and evaluation process
- Effective Coordination mechanisms
- Investment in capacity building for staff in the Gender and related units
- Availability of gender disaggregated data and statistics for policy and planning

iv. Tracking, Monitoring, Evaluation and Reporting:

The goal of tracking, monitoring and evaluation is to ensure compliance with policy performance standards, continuous assessment and iterative learning processes. Effective tracking, monitoring, and reporting procedures will require:

- Accurate and timely feedback on the effectiveness of Gender Mainstreaming (GM) efforts within the NPF systems and operations, with best practices documented.

- Regular system wide assessment of the impact of gender mainstreaming initiatives and activities in compliance with policy prescriptions and targets; and
- Identification of existing gender gaps and review of implementation strategies.

The overall M&E mechanisms will be guided by the criteria listed in Table 5.1

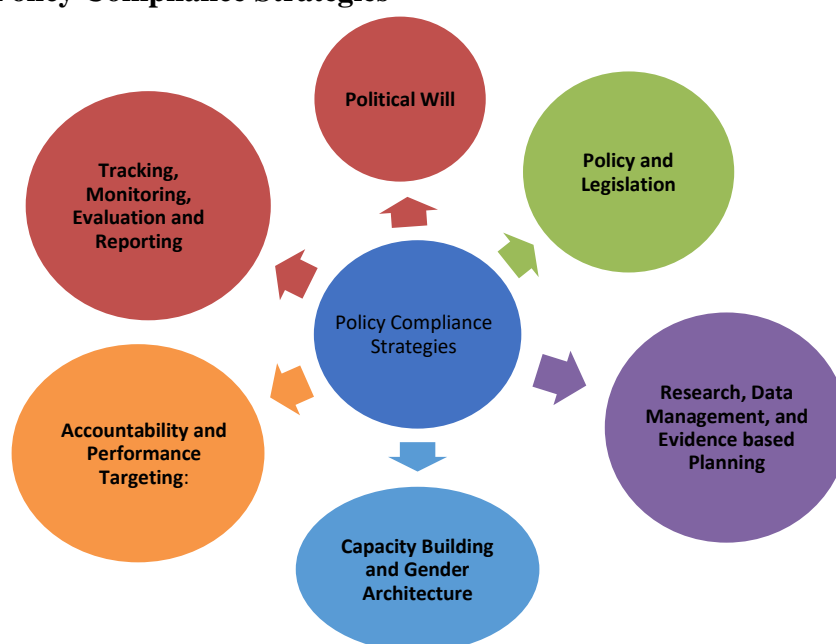
Table 5.1.: M&E Mechanisms for the NPF-Gender Policy

Relevance	Extent to which gender mainstreaming interventions reduces gender gaps and gender discriminatory practices within the NPF systems and operations
Efficiency	Use of available resources commensurate with outcomes and outputs obtained in relation to the inputs
Effectiveness	Degree to which expected results are achieved
Impact	Short and Long term impact of gender mainstreaming interventions within the NPF systems and operations - which could be both positive and negative (depending on institutional response and attitudes)
Timeliness	Immediate and/or delayed actions recorded in the gender mainstreaming process

v. Annual Reporting Mechanism

Annual reporting mechanisms will be instituted to ensure regular follow-up and review of progress in implementing the NPF-Gender Policy. This will require effective M&E across the NPF systems – FHQ/Zonal/State commands/Divisions and Formations levels. It will also involve information gathering, data analysis, data sharing, dissemination of annual data across the various levels of actions on gender mainstreaming within the NPF. Gender Data from the NPF is to be shared annually with the NBS; FMWA; and NCWD.

Figure 5.1: Policy Compliance Strategies



5.2.2. Operational Strategies for Results on Planned Actions

i. Mobilisation of resources/Financing the Policy

Without adequate financing and budgetary allocations for the implementation of this policy, most of the objectives will not be fulfilled. It is therefore important to provide adequate budgetary allocations for the implementation of the NPFGP within the NPF system.

It is important that gender budgeting becomes part of the gender balancing mandates of the NPF, while specific budgetary allocations are provided annually for specific gender-focused/women empowerment initiatives, and gender mainstreaming activities within the NPF systems.

The implication of gender budgeting must be clearly understood by the entire management of NPF, with gender budgeting principles imbibed in police service functions and roles. Institutional specific gender indicators will also better show any gender gaps in budgetary allocations within the NPF system.

Partnerships that translate into financial and technical skills advanced through support from Development Partners are important for the institutionalisation of gender mainstreaming within the NPF systems.

Access to technology as a tool for communication, advocacy, and life-changing information is an innovation that can help maximise resources to reach victims of gender abuse of all sorts.

ii. Advocacy

Field assessment showed that many police officers do not have much knowledge of key gender issues within the NPF; neither do they have a good understanding of key gender concepts. It is therefore important to expose all Police personnel to key gender concepts and their relevance to police work, such as gender discrimination; gender-based violence/violence against women – sexual harassment, domestic violence, rape; human trafficking; sex work etc. The following strategies shall be adopted:

- The success of NPF Gender Policy lies with support received from the NPF management, and senior officers of the Police Force (especially men). It is therefore important to specifically carry out advocacy activities amongst the NPF management and the senior officers of the NPF.
- Sensitization and advocacy activities should target the entire Nigeria Police System i.e. Force Headquarters, Zonal, States, Area Commands and Divisions as well as Formations.; Ministry of Police Affairs; Police Service Commission, amongst others.
- Evidence needs to be generated for effective advocacy to provide a context for advancing the need for transformative change.

iii. Information, Communication and Value Re-Orientation

Many negative stereotypes and socialisation processes are perpetuated and sustained by the media and other telecommunication platforms, which disseminate false or negatively biased information on gender. It is imperative therefore to have gender-responsive media and telecommunication outlets within the NPF to promote positive gender relations and value re-orientations on gender biases in police operations, in particular, stereotypes on SGBV, other forms of violence against women and girls.

NPF will maintain an effective partnership with the media and ICT institutions which can help boost innovative tools for reaching poor girls, boys, women, and communities; and for resolving the problems of SGBV which seem to be on the rise in the country.

iv. Knowledge Management

The NPF will invest in system tracking on gender mainstreaming outcomes, and proper documentation of what is working, and what is not working, and the actions to be taken for knowledge management to document policy change. Notably, the following actions shall be taken:

- Building a system that helps to collect and share constructive information on the engendering process in the NPF.
- Data collected and stored in accessible, easy to use and share mode that allows other stakeholders to learn from results of available data, and
- Regular review of the NPF Gender Policy and the strategies in place to achieve its objectives.

v. Peer Review

M & E information which captures best practices, implementation strengths and key learning points in the process of gender mainstreaming in the NPF will be shared locally and globally. Peer review procedure will be allowed with other actors in the security sector, including other MDAs, Development Partners, and Local NGOs.

The purpose of the Peer Review Mechanism will be to:

- Agree and budget for benchmarks and key indicators for evaluation.
- Enable the sharing of ideas and lessons learned.
- Ensure effective collaboration between related programs.
- Agree on and implement a joint mechanism for monitoring the delivery of the agreed results in a budget year.
- Hold each other accountable.
- A collegial approach to implementing the gender policy to maximise gains.
- Promotion of media engagements by sensitising the public on popularising the various dimensions of the NPF Gender Policy on Radio and TV Programmes.

vi. Networking and Coordination

Engendering the Police Force requires multi-level cooperation that cuts across systems and operations. In its gender-based reforms, NPF would need to partner and network with

stakeholders within and outside the NPF to bring about desired outcomes. Such networks include –

- Collaboration within NPF institutions to bring about desired results (e.g. the Force Headquarters, Zonal and State Commands; The Ministry of Police Affairs; and Police Service Commission, etc.)
- Networking with Line Ministries (e.g. Federal/State Ministries of Women Affairs, Humanitarian Affairs and Social Development, Education, Justice, and Health); as well as other Government Departments and Agencies such as the National Human Rights Commission and NAPTIP etc.
- Networking with Civil Society Organizations especially those working in local communities on issues of rights, social justice, and gender-based violence (specifically those providing therapeutic counselling, shelter and succour to victims).
- Working with Community Leaders (men and women) to institute gender concerns in a community-based policing initiative.

To be effective, the policy requires active coordination both at the institutional and service delivery levels. It is therefore important to institute a coordinating framework for the NPFGP, which consists of:

- Gender Department (tasked with the overall responsibility of implementing this policy within NPF institutions);
- A Gender Desk Officer in each Department /Unit within NPF institutions (at the Zonal, Commands, Divisions and Formations levels);
- A Gender Critical Mass⁹ (made up of Gender Desk Officers in the various Departments/Units or Divisions);

Figure 5.2: Policy Delivery Strategies



⁹ This is a resemblance of a Technical Committee responsible for gender related operational duties and mandates.

vii. Guide to operational effectiveness in relation to Gender Mainstreaming Mandates with the NPF:

The elements presented in Table 5.2. are important for operational effectiveness and delivery of this policy.

Table 5.2. Elements to Enhance Operational Effectiveness of the NPF Gender Mainstreaming Process

S/N	ACCOUNTABLE	EFFECTIVENESS	EQUITABLE	RIGHTS RESPECTING
1	Strong community level linkages, with respect for citizen's rights and obligations	Requisite technical skill in gender mainstreaming	Professional opportunities open to both female and male officers	Reduction in the use of force. Build more trust/confidence in policing
2	Independent mechanisms to investigate the police, for example, on matters relating to sexual harassments and gender-based abuses in the workplace and in the larger society	Mechanisms in place to reduce corruption and all forms of gender abuses	Equal pay for equal work	Equal treatment of officers, irrespective of gender.
3	Strong oversight mechanisms on gender related matters within the NPF	Equal training opportunities for both female and male officers across operations and systems	Equal access to career development opportunities	Occupational health maintenance for males and females
4	Inputs & feedback in police operations and functions on the engendering process	Address diverse security threats and impacts on women, children, and the vulnerable groups e.g. SGBV under diverse conditions	Enhance the use of GRB in the security sector, and in the NPF operations and systems	Equitable police services to all members of the community irrespective of socio-economic placement and classes



CHAPTER SIX

MANAGING FOR RESULTS AND REPORTING FRAMEWORK

CHAPTER 6: MANAGING FOR RESULTS AND REPORTING FRAMEWORK

6.1. Management for Results Benchmarking

The managing for results framework presents internal organisational restructuring that will enable the engendering of the NPF, in fulfilment of the NPF-Gender Policy mandates. This framework presents four management result areas which include:

- i. The overall policy strategic direction
- ii. Monitoring, evaluation, and shared learning experience (accountability, target setting, risk, and oversight)
- iii. Central Coordination Mechanism, and
- iv. Capacity and Resource for the Policy, including administrative, human, and financial capacity.

Management Result 1: Overall policy strategic direction within NPF systems and operations

The Gender Department sets the pace for the engendering of the NPF systems and operations, including the creation of an enabling environment; setting up processes and structures; and tools/mechanisms needed for gender analysis/gender mainstreaming and data gathering across departments and units of the NPF.

Management Result 2: Monitoring, Evaluation and Shared Learning

Monitoring and Evaluation is a key element in the delivery of the NPF-Gender Policy objectives and targets. It is therefore important to note that policy delivery will necessitate restructuring of the NPF M&E system to accommodate the engendering process. Effective M&E will offer efficient feedback mechanisms which will enable tracking and benchmarking of progress made, and areas needing adjustments and/or strategic change. This will also require a regular system-wide assessment of the impact of the policy. The impact assessment of the NPFGP is to be carried out on a routine basis (preferably bi-annually). This allows the documentation of ‘what went well’ and ‘what went wrong’ with the policy, and the extent to which the policy meets the needs of female and male officers. The assessment process also helps to document the extent to which the policy fulfils its identified objectives.

To enhance M&E response to the NPF-Gender Policy, it is important to institute regular training and retraining of M&E staff across the NPF systems to be technically equipped for the engendering process, and instituting gender analysis framework within the NPF M&E mechanisms. This will involve, among others:

- i. Engendering M&E units across NPF systems.
- ii. Development of M&E indicators to guide effective data collection, implementation, and assessment of the NPF-Gender Policy.
- iii. Designing of a logical framework to guide documentation of gender mainstreaming activities and impact across the NPF systems and operations.
- iv. Establishment of a Central M&E Committee on Gender comprising the various M&E units within the NPF system.

- v. The Central M&E Committee will deliver on outputs of the Strategic Development Results Framework and the Management Results Framework.
- vi. Seeking financial support within the NPF system, and from Development Partners working in the Security Sector.

Management Result 3: Central Coordination

To set clear roles for the implementation of the NPF-Gender Policy, a Gender Department should be created at the Force Headquarters, with a clear mandate. The Gender Department is to be headed by an officer not below the rank of a CP and shall be addressed as Force Gender Officer (FGO), directly responsible to the IG. This office has the mandate for the implementation of the NPF-Gender Policy across board.

The Management Result Framework clearly outlines roles of the different players within the NPF system and its collaborators (including Police Service Commission and Ministry of Police Affairs). All actors are to have coherent and clear lines of responsibility as highlighted in the Management System set up for the NPF-Gender Policy.

Management Result 4: Enhanced administrative, human, and financial capacity

To achieve the strategic development results framework set for the policy, it is important that the NPF Gender Department) is funded and supported to achieve necessary gender responsive restructuring of the NPF systems and operations; and that the GMS is implemented across levels.

6.2. Strategic Management Results

To achieve the objectives of the NPF-Gender Policy, it is important to have a clear understanding of strategies that support expected results, which include:

- i The coordination mechanisms provided by appropriate Gender Management System and a clear understanding of a system-wide gender mainstreaming system.
- ii Review of existing legal and policy frameworks which guide the operations of the NPF so that they are gender responsive.
- iii Equip implementers with requisite gender analytical skills for the implementation and operation of the policy.
- iv A strong M & E system that allows for evidence-based planning using gender disaggregated data and statistics.
- v Adoption of effective and efficient reporting framework that allows monitoring of progress made using the policy framework, and
- vi Reliance on a gender responsive internal budgeting system, and a multi-donor support for the implementation of the policy among others.

Table 6.1. presents some illustrations on some concrete evidence in this respect.

Table 6.1: Engendering the Legal and Policy Environment

OUTPUTS	KEY ACTIVITIES
-Establishment of the Gender Management System (Force Gender Department) to coordinate and implement the NPF-Gender Policy across NPF systems and operations	<ul style="list-style-type: none"> i. Establishment of NPF Gender Management System (Force Gender Department) as prescribed in the NPF-Gender Policy ii. Ensuring that all levels of the NPF has its own Gender Management System, (Gender Officers at Zonal, States, Area Commands, Divisions and Formations) with a central coordination by the Office of the Force Gender Officer iii. Development of a Risk Assessment Model
-NPF-Gender Policy is adopted across NPF systems and operations (all departments and units) - with a system-wide gender mainstreaming within these systems	<ul style="list-style-type: none"> i. Promote awareness/create sensitization about the NPF-Gender Policy ii. Conduct advocacy for the adoption of the NPF-Gender Policy across levels
-Review of all gender discriminatory Act/Orders/Regulations and Practices still in existence within the NPF	<ul style="list-style-type: none"> i. Collect baseline data to establish the extent of gender gaps within the NPF for policy and program actions. ii. Gender analysis of NPF policies, establish gender gaps, and strategies for engendering these policies. iii. The IGP to review all sections of the Police Act/Orders and Regulations that are gender discriminatory and recommend same to the Minister of Police Affairs for amendment.
-Equip NPF with technical and financial capacity to implement the NPF-Gender Policy	<ul style="list-style-type: none"> 1. Capacity building and training for all police officers across all levels in line with the recommendations of the Gender Policy 2. Organise training for all senior police officers so that they better understand the mandates of the policy, and what NPF stands to gain in the process 3. Inclusion of GMS training into the curricula of all Police Training colleges and institutions 4. Facilitate the development of work plans for all Gender Units across different levels and ensure the implementation of the Framework 5. Develop a resource mobilisation strategy for the implementation of the NPF-Gender Policy 6. Presentation to the Management Team within the NPF the budgetary needs of the policy 7. Organize Donor funding roundtables on the NPF-Gender Policy 8. Undertake advocacy to the IGP on the need to establish a GMS structure for the NPF & the possible use of affirmative action to ensure that female police officers are always part of the management team
-Monitoring and evaluation mechanisms established for the NPF-Gender Policy	<ul style="list-style-type: none"> 1. Develop baseline indicators' strategy 2. Engage experts to undertake the baseline needed for implementation 3. Undertake baseline data collection and analysis

	4. Undertake annual review meetings on implementation with relevant stakeholders
-Reporting Framework on the Implementation of the NPF-Gender Policy	i. Collection of gender disaggregated data and statistics to monitor progress in the implementation of the policy ii. Ensure that gender data inform policy and reforms in the NPF
-Multi Donor/Government coordination enhanced to support the NPF-Gender Policy	i. Policy dialogues conducted around gender issues in the NPF annually with Stakeholders within and outside government, especially with Development Partners ii. Quarterly meetings of the Roundtable instituted on a quarterly basis led by the FGO iii. Technical Committees set up for the implementation of the NPF-Gender Policy to render annual reports of their activities to the FGO.

6.3. Strategic Development Results Framework

The strategic development results framework helps to link policy priorities targets with strategic actions (see Table 6.2).

Table 6.2. Strategic Development Results Framework

Strategic Approach	Targets	Priority Actions	Indicators	Timeline	Responsible Persons/Agencies
1. Gender Responsive legal and policy reforms within the NPF					
i. Review Police Act/Regulations/Force Orders & Practices to correct gender imbalances in the NPF ii. Domesticating the principles of CEDAW, UNSCR (1325), AU Protocol on the Rights of Women in Africa, and other global, regional, and national frameworks that support gender equality, women empowerment, and the inclusion of women in conflict resolutions and peace building. iii. Make police service attractive to women to encourage their enlistment, and to reduce gender imbalance in the NPF.	i. Review existing Police Act/Regulations/Force Orders in line with the principles of gender equality and women empowerment, and international standards ii. Repeal all gender-based discriminatory laws and regulations as contained in the Police Acts, Regulations and Orders iii. Establish the NPF Gender Management System iv. Restructure NPF Governance and Systems for gender inclusivity	i. Review of the existing Police Act/Regulations/Orders and make appropriate recommendations to the Management on Domestication and the implementation of a gender responsive Police Act/Regulations/Order and Practices ii. Establishment of a Gender Management System for the NPF iii. Putting in place a Gender Technical Committee to draw up a strategic implementation framework and plan of action for the implementation of the revised NPF Gender Policy ¹⁰ . iv. Adoption of gender sensitive language in all official documents	*Number of legal instruments reviewed and engendered. *Implementation and use of engendered legal instruments within the NPF. *Gender Management System established *Gender Technical Committee is in place with clear mandates *Adoption of gender sensitive language within the NPF *Respect for practical and strategic	2024	NPF Management Team/FGA/Force Legal Department; Police Service Commission Ministry of Police Affairs Ministry of Women Affairs Ministry of Finance, Budget, and National Planning Development Partners (Technical Support)

¹⁰ Expectedly, technical support will be provided by UN Women and other Development Partners.

		<p>and other forms of communication in the NPF. Such language like Police Officer for Police man, Chair or Chairperson instead of Chairman, Staff instead of manpower, average person instead of average man. This gender neutrality in language will go a long way to address some of the concerns in the NPF Gender Policy</p> <p>-Recognition and respect for the practical and strategic gender needs of male and female police officer</p> <p>-Develop specific Framework/Plans of action for policy implementation</p>	<p>gender needs/interests of female and male police officers.</p> <p>*A strategic plan of action for policy implementation is developed</p> <p>*Proportion of officers reporting sexual harassment and other forms of gender-based abuses in the previous 12 months in view of existing anti-discriminatory laws and policies.</p> <p>*Effectiveness or otherwise of strategies in place to curb SGBV within the larger Nigeria society</p> <p>*Whether or not discriminatory practices still exist within the NPF</p>		
2. System-wide gender mainstreaming within the NPF systems and operations					
<p>i. Engender critical areas:</p> <p>-police Organisational structure.</p> <p>-Operational protocols, procedures, and logistics etc.</p> <p>-administrative processes (recruitment, promotion, training etc)</p> <p>-other conditions of service etc</p>	<p>i. Establishment of a Gender Management system for the Police.</p> <p>ii. Gender mainstreaming in police operations, training, procedures, and logistics</p> <p>iii. Adherence to international best practices in administrative regulations</p> <p>iv. Engendering general conditions of service</p> <p>v. Building technical capacity of all heads of Commands in</p>	<p>-Capacity building in gender mainstreaming.</p> <p>-Advocacy on gender mainstreaming with senior police officers</p> <p>-Gender sensitive criteria to guide recruitment, promotion, training, and job enrichments etc.</p> <p>-Compliance mechanism to ensure adherence to the policy mandates</p>	<p>*List of officers that were trained</p> <p>*Date of Advocacy & leadership response to the engendering process</p> <p>*A copy of the Criteria and Guide</p> <p>Number of departments and units that comply to the NPF-Gender Policy mandates</p>	2024	<p>NPF Management Team/FGA</p> <p>Police Service Commission</p> <p>Ministry of Police Affairs</p> <p>Ministry of Women Affairs</p> <p>Ministry of Finance, Budget, and National Planning</p> <p>Development Partners (Technical Support)</p>

	<p>gender mainstreaming.</p> <p>vi. Sensitization of all senior officers on the relevance of gender mainstreaming in police service.</p> <p>vii. Gender mainstreaming in Police community engagements and operations at the grassroots level</p>				
3. Gender Responsive Police Reforms in Handling Violence & Conflict Situations					
3.1. Sexual and Gender-based Violence in Police Reforms					
<p>i. Strengthen NPF-SGBV architecture:</p> <p>ii. Sanction perpetrators</p> <p>iii. Strengthen response mechanisms</p> <p>iv. Build technical capacity in handling SGBV</p> <p>v. Implement SGBV mandates in line with international best practices</p> <p>vi. Sensitization on the negative impacts of SGBV</p>	<p>-Zero tolerance to SGBV within NPF system</p> <p>-Implementation of VAPP Act in police operations</p> <p>-Stiffer sanctions for perpetrators</p> <p>-Enhanced training for police officers in handling SGBV/VAW cases</p> <p>-Database management systems for SGBV within the NPF system</p> <p>-Use of forensic evidence and Sexual offenders register</p> <p>-GBV Accountability System</p>	<p>-Restructure existing SGBV Units: to be treated as a component of the Force Gender Mainstreaming System under the office of FGA</p> <p>-Zero tolerance to stigmatisation of SGBV victims.</p> <p>-Funding to support care of victims</p> <p>-Engendering Police training curricula</p> <p>-Strengthen reporting mechanisms</p> <p>-Develop Sexual Harassment Guide for the NPF</p> <p>-Annual Report on SGBV cases, prosecution, care and support</p> <p>-Strengthen collaboration with other actors and partners</p>	<p>*SGBV Unit is restructured in compliance with the 2024 NPF- Gender Policy.</p> <p>*Reduction in stigmatisation of SGBV victims/survivors.</p> <p>*Special funding of the GBV Unit to cope with its functions, including care of survivors.</p> <p>*Police training curricula is engendered.</p> <p>*SGBV reporting mechanism is enhanced.</p> <p>Existence of a Sexual Harassment Guide for the NPF.</p> <p>*Existence of annual reports on SGBV cases, prosecution, care, and support.</p> <p>*Number of Organizations collaborating with NPF on SGBV</p>	2024 - 2026	<p>Force/ Gender Unit (Force Head Quarters/FGA). GBV Units across the country</p> <p>Police Service Commission</p> <p>Ministry of Police Affairs</p> <p>Ministry of Women Affairs</p> <p>Ministry of Finance, Budget and National Planning</p> <p>NBS;</p> <p>Development Partners (Technical Support)</p> <p>National Human Rights Commission</p> <p>NAPTIP</p> <p>CSOs</p>

3.2. Violence Against Women and PWDs in Elections						
I Enhancing Police role in curbing Violence Against Women in Elections	-Funding to the NPF for VAWE response -Building structures within the Police Force to make reporting, and handling of VAWE efficient, reliable, and effective -Strengthening the Gender-Based Violence Unit in all Police Formation to provide information and support on VAWE -Strengthening collaboration with other stakeholders working on VAWE -An annual report on VAWE cases, prosecutions, care and support for victims. -NPF is to work with networks of NGO coalitions and Development Partners working on VAWE	-Funding to the NPF for VAWE response -Building structures within the Police Force to make reporting, and handling of VAWE efficient, reliable, and effective -Strengthening the Gender-Based Violence Unit in all Police Formation to provide information and support on VAWE -Strengthening collaboration with other stakeholders working on VAWE -An annual report on VAWE cases, prosecutions, care, and support for victims. -NPF is to work with networks of NGO coalitions and Development Partners working on VAWE	*Availability of funds to support work on VAWE *Existence of a viable reporting system on VAWE within the NPF * SGBV Units in the NPF are equipped to handle VAWE *Existence of viable collaboration on VAWE *Viable annual reporting mechanisms on VAWE within NPF *List of NGO coalitions and Development Partners working with the NPF on VAWE	2024 - 2026	Force Gender Unit (Force Headquarters/FGA) SGBV Units across the country Police Service Commission Ministry of Police Affairs Ministry of Women Affairs Ministry of Finance, Budget, and National Planning NBS Development Partners (Technical Support) National Human Rights Commission NAPTIP CSOs	
3.3. Engendering Counter-Insurgency, Conflict Resolution and Peace Keeping						
i. Engender counter-insurgency operations and command mechanisms. ii. Engender Conflict Resolutions and Peace Keeping operations and command mechanisms. Iii Build technical capacity of the male and female police officers, Iv. Promote collaboration and partnership. v. Eliminate all types of human rights/gender abuses . vi. Ensure compliance to all human rights laws. vii. Promote active participation of women in peacebuilding.	i Adopt the provisions of the UNSCR 1325 and the National Action Plan ii. Integrate UNSCR 1325 into the NPF reforms. iii. Build the technical capacity of police officers (men and women) iv. Provide safe spaces for women, children and persons with disabilities. incorporate UNSCR 1325 frameworks and the National Action Plan in police training vi. Engender frameworks for working with the Internally Displaced Persons (IDPs)	I Build the technical capacity of male and female police officers on UNSCR 1325 and UNSCR 2250 iiEnhance professional competence of Police Officers working within the Gender Units iiiTrain police officers in the use of gender-sensitive budget. ivShow case best practices vMobilize resources Collaboration between NPF and CSOs UNSCR 1325 viAction Plan Implement laws addressing SGBV in conflict zones	*Technical capacity of male and female officers on UNSCR 1325 is built; *Officers in the Gender Units; and in the GBV Units are trained *Training in GRB is conducted for a variety of officers (females and males) who work on the gender agenda in the NPF *Collaborations between NPF and CSOs on	2024 - 2026	Force Gender Unit (Force Headquarters/FGA); GBV Units across the country; Police Service Commission; Ministry of Police Affairs; Ministry of Women Affairs Ministry of Finance, Budget and National Planning; NBS Development Partners (Technical Support); National Human Rights Commission NAPTIP CSOs	

			UNSCR 1325 Action Plan *Best Practices are show-cased		
3.4. Engendering Social Protection and Complex Humanitarian Action					
i. Enhancing the role of the Police in Gender, Social Protection, and Complex Humanitarian Actions. ii The National Disaster Management Framework is engendered, with clear duties for the NPF. iii Leverage the full potential of female police officers in managing complex humanitarian emergencies in Nigeria	i. Capacity development for female and male officers on social inclusion principles for humanitarian services ii. NPF gender and disability data used as part of the process of monitoring the management of complex humanitarian emergencies in Nigeria. Iii Integrate gender responsive management of complex humanitarian emergencies into Police training in Nigeria	i. Complex humanitarian emergencies is engendered. ii. Female and male police officers are trained to handle humanitarian action. iii. Gender statistics and gender-disaggregated data for humanitarian emergencies Iv. Regular gender-responsive needs-assessment surveys for effective service delivery during humanitarian emergencies V. Adequate funding for the police in gender responsive humanitarian emergencies and action.	*Gendered humanitarian emergency response. *Female and male officers have training in gendered humanitarian action (List of officers that have such training). *Existence of gender data in the sector *Needs assessment surveys carried out in the sector (copies of technical reports) *Availability of funds for humanitarian work and the engendering process	2024 -2026	Force Gender Unit (Force Head Quarters/FGA) GBV Units across the country Police Service Commission Ministry of Police Affairs Ministry of Women Affairs Ministry of Finance, Budget, and National Planning NBS Development Partners (Technical Support) National Human Rights Commission NAPTIP CSOs
4. A Gender Responsive Police Reforms in the Area of Handling Human Rights & Access to Justice					
4.1. Human and Women's Rights					
*Police reforms in Human and women's rights are gender responsive, and in line with international best practices. *Promote respect for human/women's rights and principles. *Ensuring that NPF policies, plans, processes, and operations are gender equitable and responsive. *Enhance the passage of laws and policies that enable increased participation of female officers in all forms of police duties.	Amend police practices that are not in tandem with the promotion of women's rights and gender equality principles: e.g. Non enlistment of married women into the Nigerian Police Force Compelling women to stay 2 years on the job after enlistment before obtaining approval/permission to get married while the intending fiancé is subjected to investigation and approval ¹¹ Expelling unmarried pregnant women from police training	Strengthening of mechanisms for enforcing laws that regulate and penalize gender discriminatory practices. iv. Nigeria Police Force declared as an equal opportunity employer, v. The Nigeria Police Force shall adopt a 50:50 affirmative action which presents equal opportunities for both female and male officers in the Nigeria Police Force, including matters of recruitment, promotion, training, and leadership positions.	*NPF has zero tolerance to gender discrimination *NPF becomes an equal opportunity employer *Affirmative Action 50:50 adopted by the NPF *Female officers are trained in arms drill etc. *Proportions of positions held by women and men within the NPF	2024	Force Gender Unit (Force Head Quarters) GBV Units across the country Police Service Commission Ministry of Police Affairs Ministry of Women Affairs Ministry of Finance, Budget, and National Planning NBS Development Partners (Technical Support) National Human Rights Commission NAPTIP CSOs

¹¹ If this must hold, it must also be mandatory for male police officers and their spouses.

<p>*Gender responsive, inclusive, participatory & representative in decision-making at all levels within the NPF</p>	<p>institutions or from the Force</p> <p>Women that marry civilians giving up their official residential accommodations in the barracks</p> <p>Women not being allowed to carry arms.</p> <p>Reluctance to allow Female Police Officers to head State Commands and other Police Formations.</p> <p>The use of alphabet 'W' against a Policewoman's name and rank e.g. W ASP Mary Ojo.</p> <p>The use of a different serial number for Policewomen (e.g. female police officers being given special kind of A/P numbers to easily identify them as women).</p> <p>Prescribing limited training and restricted sphere of posting for female police officers</p> <p>Not allowing the civilian spouses of female police officers to stay with their wives in the barracks.</p> <p>Non-payment of rent subsidy to a female officer married to male police officer.</p> <p>Fixing a 'W' before the names of Policewomen.</p> <p>*Ensure that women are part of the decision-making bodies within the NPF</p>	<p>vi. Training, promotion, and job enrichment shall normally emphasise talents and performance, but, when necessary, some affirmative action shall be adopted to bridge noticeable gender gaps.</p> <p>vii. Train female Police Officers on arms drill and on how to bear arms as their duties, including proficiency in musketry.</p> <p>viii. Decision-making within the NPF is engendered.</p>	<p>decision making organs</p> <p>*Percentage of officers who are tolerant towards female leadership within the NPF</p> <p>*Proportion of female officers in the management positions</p>		
4.2. Women and Access to Justice					
<p>i. Police reforms in the area of women issues and access to justice are gender responsive, and in line with international best practices.</p>	<p>i. Police Officers (males and females) to be better positioned operating the Administration of Criminal Justice Act (ACJA) from a gender perspective.</p>	<p>i. NPF to engender advocacy to eradicate harmful practices affecting women, girls and people with disability.</p> <p>ii. NPF to facilitate building the capacity of</p>	<p>*NPF operations at the grassroots level are engendered</p> <p>*NPF supports engendering processes at</p>	<p>2024</p>	<p>Force Gender Unit (Force Headquarters Quarters FGA)</p> <p>GBV Units across the country</p> <p>Police Service Commission</p> <p>Ministry of Police Affairs</p>

<p>ii. NPF is to update its regulations and practises that are discriminatory, customary and religious practices which negatively affect women and girls, persons with disabilities, widows and other vulnerable groups.</p> <p>iii. Promote police reforms that adopt a gender responsive justice system in line with international best practices.</p>	<p>ii. NPF to collaborate on a judicial reform that supports the implementation of provisions of compensation, damages, and restitution to victims of gender-based violence and social discrimination.</p> <p>iii. NPF to support the implementation of an effective system of administration of non-custodial measures including rehabilitation, reformation, and social reintegration at federal and state levels for minors, nursing mothers, pregnant women, and people with disability to ensure decongestion of correctional facilities.</p>	<p>community policing for proper understanding and engagement with gender issues at the community level, especially harmful traditional practices.</p> <p>iii. Collaborate with the judicial system to integrate gender issues into judicial administration of customary courts and ensure adequate gender training for police and judicial officers.</p>	<p>the community level</p> <p>*NPF collaborates with local NGOs/CSOs on the engendering processes at the community level</p>		<p>Ministry of Women Affairs</p> <p>Ministry of Finance, Budget, and National Planning</p> <p>NBS</p> <p>Development Partners (Technical Support)</p> <p>National Human Rights Commission</p> <p>NAPTIP</p> <p>CSOs</p>
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5. Gender Mainstreaming in other Specific Administrative Process of the NPF

5.1. Sex Disaggregated Data and Gender Statistics

<p>i. Gender disaggregated data & statistics in the NPF systems and operations.</p> <p>ii. Prioritise the collection and use of gender disaggregated data and statistics in all its operations and systems.</p> <p>iii. Use gender disaggregated data and statistics in policy and planning for the overall benefit of the NPF.</p> <p>iv. Invest in both human and material capacities for generating gender disaggregated data and statistics within the NPF.</p>	<p>i. Availability of gender disaggregated data and statistics across units and departments by 2024</p> <p>ii. M & E units within the NPF are equipped and strengthened to collect gender disaggregated data and statistics by 2024</p> <p>iii. Units and departments of the NPF use gender disaggregated data and statistics for policy and planning by 2024.</p> <p>iv. Availability of infrastructure for gathering gender disaggregated data and statistics for the NPF by 2024.</p> <p>v. Staff within the M & E Units of the</p>	<p>i. Incorporate the collection and use of gender disaggregated data and statistics into the M & E Units of the NPF</p> <p>ii. Build technical capacity of M&E units' staff and those within the Gender Units in the collection and use of gender disaggregated data and statistics in NPF operations and systems</p> <p>iii. Fund infrastructure for the collection and use of gender disaggregated data and statistics for NPF operations and systems.</p> <p>iv. Partnership and collaborations with stakeholders charged with collection and use of gender disaggregated data and statistics.</p>	<p>*M&E units of NPF are engendered</p> <p>*Technical capacity of staff in the M&E units are built in engendering monitoring and evaluation processes within NPF</p> <p>*Funds are available for the engendering processes in the M&E units in the NPF.</p> <p>*Partnership and collaboration with other actors in the sector - NBS, Federal</p>	2024 - 2026	<p>Force Gender Unit (Force Head Quarters/FGA)</p> <p>GBV Units across the country</p> <p>Police Service Commission</p> <p>Ministry of Police Affairs</p> <p>Ministry of Women Affairs; Ministry of Finance, Budget, and National Planning;</p> <p>NBS</p> <p>Development Partners (Technical Support)</p> <p>National Human Rights Commission</p> <p>NAPTIP</p> <p>CSOs</p>
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	NPF and other related units are trained in the collection and use of gender disaggregated data and statistics by 2024.		Ministry of Women Affairs and Development Partners etc.		
5.2. Gender Responsive Budgeting					
i. Gender responsive budgeting in the NPF. ii. Prioritise the use of gender responsive budgeting (GRB) in all NPF operations and systems. iii. Use gender responsive budgeting (GRB) in NPF policy and planning processes for the overall benefit of the NPF. iv. Invest in both human and material capacities for the use of GRB within the NPF.	i. GRB is fully integrated and adopted into the NPF financial system by 2024. ii. NPF Financial and Accounting Units are equipped and strengthened to adopt GRB mechanisms by 2024. iii. Infrastructure for GRB is available within the NPF financial system by 2024. iv. Staff in the financial and accounting units of the NPF are trained in the use of GRB by 2024.	i. The GRB operational system is adopted for the NPF. ii. Technical capacity of staff in the financial and accounting units of NPF is developed on the use of GRB within the NPF systems, iii. Funds are made available for the institutionalisation of GRB within the NPF systems. iv. NPF collaborates with stakeholders on building capacity for the use of GRB within its systems	*Existence of a GRB operational system in the NPF. *Technical capacity of NPF staff is built (at least 80% of staff in the relevant units). *At least 80% of funding required is available. *Collaboration with other actors is 70% successful.	2024	Force Gender Unit (Force Head Quarters/FGA) GBV Units across the country Police Service Commission Ministry of Police Affairs Ministry of Women Affairs Ministry of Finance, Budget, and National Planning NBS Development Partners (Technical Support) National Human Rights Commission NAPTIP CSOs

6.4. Baseline and Performance Benchmarks

The 2010 NPF-Gender Policy was never adopted nor used within the NPF system and operations. Hence, there was no established M&E mechanism to monitor and/or to evaluate progress made in gender mainstreaming in the NPF. A baseline assessment is a critical part of the policy monitoring and evaluation process aimed at providing benchmarks, and information on selected outcome indicators of critical areas of concern. The assessment is to ascertain if there has been any progress on the development of indicators as well as show the extent of progress made. The objectives of a baseline assessment are to:

- i. Document the status of gender equality and women empowerment within the NPF systems and operations.
- ii. Provide information on the extent of progress made towards achieving the objectives of the policy.
- iii. Identify critical areas of concern for future reforms and interventions.
- iv. Compare performance of NPF in gender mainstreaming with other peers using global and regional performance indices, thereby helping Nigeria to chart a new course of action in engendering policies and planning for development.

The new NPF- Gender Policy seeks to ensure accountability and learning through effective monitoring frameworks and reliable statistics.

Table 6.3: Baseline Indicators¹²- Strategic Development Results Framework

Baseline Activities	Timeframe	Responsibility
-Institutional assessment of the NPF systems and operations on responsiveness to gender mainstreaming	January - June, 2024	Overall Responsibility
-Gender and social inclusion analysis of NPF Act/Orders/Regulations & Practices to establish gender gaps; and development of strategies that would fast track the implementation of the 2024 NPF - Gender Policy		Nigeria Police Force
-Current review of curricula in Police Colleges and plan to engender these curricula		Police Service Commission
-Review of the current SGBV units within the NPF system: Structure. Reporting Prosecutions Staffing including recruitment, training, leadership etc.		Ministry of Police Affairs
-Ensuring that the SGBV units created across NPF systems and operations are incorporated within the central Gender Mainstreaming system as implicated within the revised 2024 NPF-Gender Policy		Federal Ministry of Women Affairs
-Creation of Gender Units which now incorporates all gender mainstreaming activities within the NPF systems and operations, including SGBV Units, which are a component part of the gender mainstreaming process in the NPF	2024 - 2028	Federal Ministry of Humanitarian Affairs & Social Development
-Strengthening of the NPF M&E system to incorporate the gender mainstreaming mandates across the NPF systems and operations		National Commission for Persons with Disabilities ¹³
-Baseline on how NPF is complying with the different women's rights laws ¹⁴		National Bureau of Statistics
-Baseline on how NPF is complying with the Convention and optional Protocol on the Rights of Persons with Disabilities (CRPD)		NAPTIP (National Agency for the Prohibition of Trafficking in Persons)
-Analysis of current levels of female officers in all management positions in the NPF (DIGs/AIGs/CPs etc.)		<p><u>Process</u></p> <p>-Develop methodology for the collection and analysis of the baseline with the National Bureau of Statistics.</p> <p>-Develop terms of reference for the teams that will be responsible for the collection and analysis of the baseline data.</p> <p>-Identify teams – both internal and external – to conduct assessments and develop baseline for the NPF-Gender Policy</p> <p>-Commission baseline studies</p> <p>-Validation of baseline studies with all critical stakeholders</p> <p>-Analyze final reports and present to NPF and its Partners</p>

¹²Baseline indicators must be established as the first step in implementing the NPF Gender Policy. The first 6 months will be dedicated to the establishment of baseline to ensure annual monitoring of progress.

¹³ It is assumed that the engendering process in the NPF will restructure Gender Units, enlarge it to incorporate gender mainstreaming activities within the NPF systems, including GBV functions, and other gender related activities within the NPF systems and operations.

¹⁴ See a list of the women's rights laws in Appendix 2

-Documentation of current state of gender disaggregated data and statistics within the NPF systems and operations, and institute strategies to achieve policy mandate in this respect		
-Strengthening Police roles in the engendering of conflict resolution, peace keeping, and management of humanitarian actions in the Northeast; the Niger Delta, and other conflict-ridden areas in the country.		

6.5. Critical Thresholds, Indicators and Expected Outcomes

The Overall strategy to achieve optimum performance of the NPF-Gender Policy requires tracking policy objectives and the achievement of the respective targets, which must be in line with global and regional best practices. It is therefore important to document baseline indicators, on which performance indicators will be compared. Performance shall derive from short- and medium-term progress assessment of the policy.

The performance indicators will also use the SDG global benchmarks and the newly revised 2021 National Gender Policy benchmarks for its projections. For example, the adoption of the 50:50 affirmative action adopted globally, and to which the Nigeria government is a signatory. The 2021 National Gender Policy has also upheld the 50:50 affirmative action by 2026, to which the NPF-Gender Policy adheres.



CHAPTER SEVEN

CONCLUSIONS & FORWARD LOOKING STRATEGIES

CHAPTER 7: CONCLUSIONS & FORWARD-LOOKING STRATEGIES

7.1. CONCLUSIONS

The NPF-Gender Policy is in line with global, regional, and national policy mandates on gender equality, empowerment of women, and social inclusion principles in policy and planning for sustainable human development. Total respect for fundamental human rights and social justice (including gender justice) is highlighted as the NPF-Gender Policy sets forth a framework for integrating gender analysis, gender mainstreaming, and women empowerment principles within the Nigerian Police systems, operations and training institutions.

The NPF-Gender Policy has several strategic directions, with the following six presenting an overarching influence:

- i. Institutionalisation of gender equality principles as a core value within the NPF and the use of the gender mainstreaming framework as an administrative tool to deliver on gender equality principles across the Police Departments and Units, and in their role in community policing.
- ii. Incorporation of the principle of CEDAW and other global, regional, and national frameworks that support gender equality and women empowerment into the Police Act/Regulations/Force Orders and Practices.
- iii. Building the technical capacity of NPF and its management in gender analysis, planning and gender mainstreaming, so as to effectively engage in system-wide gender mainstreaming in its systems and operations; and to best handle cases of sexual and gender-based violence/violence against women under different dimensions.
- iv. Reduce the current gender gap in the Nigeria Police Force and make the Nigeria Police Force an equal opportunity employer.
- v. Promote the use of gender-disaggregated data, and statistics within all Nigerian Police Institutions.
- vi. Establish accountability procedures for the implementation of the NPF-Gender Policy, including coordination, networking, and monitoring.

7.1.1. Gender Equality as a core value & Gender Mainstreaming as an administrative tool in engendering the NPF

Gender mainstreaming remains a core practice in engendering the Nigeria police systems, operations, and as a tool for achieving the NPF gender equality mandate. It helps set the tone for conducting a gender gap analysis to monitor any form of gender discrimination both at the level of policy and practice, and importantly to assess the impact of interventions on both women and men. Important prerequisites for such assessment are the production of gender disaggregated data and statistics, subsequent to which each operating department/unit within the NPF will be able to ask and provide answers to the following questions:

- i. What key gender issues do we have? i.e. gender gaps?
- ii. What are the key dimensions of these gender issues?
- iii. What are the negative impacts of neglecting such gender issues?

- iv. What different impacts can this have on the lives of female and male police officers; and the community - men and women; boys and girls?
- v. Are these gender dimensions captured as important issues for action in our current operations & practices?
- vi. What is the specific action(s) to be taken? i.e. determining gender mainstreaming goal/objectives?
- vii. What gender sensitive indicators are to be identified and what milestone (s) are intended?
- viii. What gender equity/equality outcomes are intended?
- ix. Who gains or losses by this action?
- x. Are the intended goals SMART? (specific, measurable, achievable, reliable, and time bound)
- xi. Are there any institutional supports (including technical and financial supports) for the NPF Gender Mainstreaming Unit and its activities?

7.1.2. Review of Existing Police Act/Regulations/Force Orders

The extent to which this policy can achieve its intended goals and objectives will likely depend on the quick response to the call for a review of the existing Police Act/Regulations/Force Orders from a gender perspective. This is because the Police Institution is controlled by these orders and regulations, usually obeyed to the last letter being a regimented institution.

The Gender Policy calls for a major shift in the treatment of matters relating to the reproductive roles of male and female police officers (including marriage obligations, pregnancy, and maternity), as the existing Police Act/Force Orders/Regulations almost present these as non-compatible to police work. It is therefore envisaged that the revised 2024 NPF-Gender Policy will help institute a gender friendly Police Force, with total respect for the biological function of female and male officers, of childbirth and child rearing. By this, it is expected that the biological differences between men and women will be celebrated rather than abhorred. NPF should also be able to treat motherhood and fatherhood with responsibilities, and a function to our national existence.

By this Policy, it is expected that the NPF will provide a balance between family life and life within the police force, while childbearing is seen as a national service, for the future of Nigeria is the future of its children. The NPF may therefore embrace family friendly policies such as flexible hours for female officers with infants; provision of protection for pregnancy and maternity especially during training and operations; provision of crèches; and more attention paid to occupational health and safety among others (e.g Maternity and Paternity leave).

7.1.3. Capacity building for the NPF in Gender Analysis/Planning and GBV

A major prerequisite for achieving the objectives of the NPF-Gender Policy is to commit to building the technical capacity of NPF management that have the overall responsibilities for engendering the Police institution. This may start with the members of the various Gender Committees identified in the institutional framework (i.e. at the National, state, and local/grassroots levels). While it is important to target the senior officers who are more involved with management duties, it is also important to send this wave of change through the

rank and file, if gender respect is to become a core value for the police, and SGBV is to be reduced on a large scale.

7.1.4. Promote Gender Equality Values

As the NPF becomes an equal opportunity employer, it is assumed that more women would be recruited into the Nigeria Police Force, while roles and responsibilities within the Force will be determined by expertise and experience rather than by gender. This will result in better use of talents. To achieve this, it is assumed that the NPF will put in place both short- and long-term strategies in the areas of recruitment, promotion, training, and other administrative procedures which in the past failed to take recourse on gender disparities.

7.1.5. Promote the use of Sex-disaggregated data, and Gender Statistics for NPF Institutions

Research and documentation of gender data are nouveau in this sector. To monitor change and to be accountable for change, it is important to institutionalise more research interest on gender issues within the Nigerian Police Force, while all administrative and operational data are sex/gender disaggregated.

7.1.6. Establish accountability procedure for the implementation of the Gender Policy

A system of coordination, networking and monitoring of policy implementation and impact is better established when roles and responsibilities are clear; and backed up with infrastructural support, including budgets, physical infrastructures, and human resources. It is important to allocate budgets to implement the policy and to create requisite offices/units with full responsibility for implementation, monitoring, and evaluation. It is important that the NPF networks with other relevant institutions to bring about the intended change in this sector.

7.2. Some Forward Looking Strategies

Following the validation and adoption of this policy, it is proposed that the following forward-looking strategies are considered as priorities –

- i. Publication and Dissemination of the 2024 NPF-Gender Policy to policy makers/ strategic stakeholders.
- ii. Setting up the Requisite Committees for Implementation of the NPF-Gender Policy
- iii. Setting up a Technical Committee of Experts to overview the suggested strategic implementation framework and plan presented in this policy as the first step of action, review, adopt, and project immediate policy action.
- iv. A review of Curriculum for Police Training Institutions from a gender perspective.
- v. A review of the NPF-Gender Policy at the end of every 5 years following the adoption and publication of this policy.
- v. Domestication of the NPF-Gender Policy by requisite institutions (Police Service Commission and Ministry of Police Affairs etc.) and at Zonal/State/Area Commands, Divisions and Formations etc.

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Senior Officers of NPF working with Consultants on the Policy Review Process

APPENDIX 1: GLOSSARY OF GENDER ANALYSIS TERMS

CEDAW The Convention on Elimination of All forms of Discrimination against women (CEDAW) provides the basis for realising equality between men and women through ensuring women's access to, and equal opportunities in, political and public life; and state parties have agreed to take appropriate measures including legislation and temporary special measures so that women can enjoy human rights and fundamental freedoms.

Development A process with economic and social dimensions that entails quantitative changes in aggregates such as Gross National Product, as well as changes in institutional, social and administrative structures (Todaro, 1989), with the objective of effecting the material and social advancement of the population.

Empowerment The process of generating and building capacities to exercise control over one's life through expanded choices. Empowerment is linked with inherent self-confidence, knowledge, skills, attitudes, and voice. It is a function of the individual's initiative that is backed up by institutional change.

Engendering: Engendering is the process of making an activity or event gender responsive.

Evaluation A time bound exercise that aims to assess systematically and objectively the relevance, performance, and success of ongoing and completed programs and projects.

Gender The socially and culturally constructed differences between men and women, boys, and girls, which give them unequal value, opportunities, and life chances (Kabeer, 2003). It also refers to typically masculine and feminine characteristics, abilities, and expectations about how women and men should behave in society. These characters are time bound and changeable.

Gender Analysis Qualitative and quantitative assessments to determine the differential impacts of development activities on women and men and the effect that gender roles and responsibilities have on development efforts and to trace the historical, political, economic, social, and cultural explanations for these differentials (McGregor and Basso, 2001).

Gender Awareness The recognition of the differences in the interests, needs and roles of women and men in society and how they result in differences in power, status, and privilege. It also means the ability to identify problems arising from gender inequity and discrimination.

Gender Blind The situation where potentially differential policy impacts on men and women are ignored.

Gender Budget A budgeting method that analyses the incidence of budgets on men and women and girls and boys. Gender budgeting entails analyses of revenue and expenditure impacts to avoid or correct gender imbalances.

Gender Discrimination Differential treatment to individuals on the grounds of gender.

Gender division of labour Different work roles assigned by society to men and women. For example, women tend to be engaged in unpaid domestic work, low pay, low status, and informal sector jobs, while men tend to be employed in higher paid and formal sector work.

Gender Equality The absence of discrimination based on one's gender in the allocation of resources or benefits or in access to services.

Gender Equity Fairness and justice in the distribution of benefits and responsibilities between men and women.

Gender Gap A difference in any aspect of the socio-economic status of women and men, arising from the different social roles ascribed by society for women and men.

Gender Issues/Concerns A gender issue/concern arises when there is a discrepancy, discrimination, and injustice.

Gender Indicator An indicator that captures gender-related changes in society over time and in relation to a norm (Beck, in Taylor, 1999).

Gender Mainstreaming The process of assessing the implications for women and men of any planned action, including legislation, policies, or programs, in all areas and at all levels. It is a strategy for making women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic, and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality (ECOSOC, July 1997).

Gender Neutral The assumption that policies, programs, and project interventions do not have a gender dimension and therefore affect men and women in the same way. In practice, policies intended to be gender neutral can be gender blind.

Gender Policy An Organization's policy that integrates gender in the mainstream of its program activities, where the policy also designates institutional arrangements, responsibilities, management functions and tools/guidelines for mainstreaming.

Gender Relation This is a power relation between men and women in terms of access to resources and decision-making and the relative positions of men and women in the distribution of resources, responsibilities, benefits, rights, power, and privileges.

Gender Sensitivity A mind set where people recognize or are aware of gender-based discrimination which hinders enjoyment of human rights. It is an understanding and routine consideration of the social, cultural, and economic factors underlying discrimination based on gender.

Gender Stereotyping Constant portrayal in the media, the press or in the education system, of women and men occupying certain roles according to the socially constructed gender division of labour and expectations in behaviour (African Development Bank, *The Gender Policy*).

Gender System The system that defines attributes, ways of relating, hierarchies, privileges, sanctions and space in which men and women are organised. In most communities in Africa, women are dominated by men via patriarchal power, which has been a traditional and indeed a historical privilege for men.

Gender Training The provision of formal learning experiences and skills to increase gender analysis and awareness skills, which serve to recognize and address gender issues in the programming process. Training can include the three dimensions of political: introducing gender concepts and analysis, the professional: providing staff with “how-to” skills and the personal: challenging an individual’s gender attitudes and stereotypes.

Gender Transformative Approach (GTA): A Gender Transformative Approach (GTA) is a framework used to address gender inequality and promote gender equity. It seeks to challenge and change the root causes of gender-based discrimination, rather than just treating the symptoms.

Practical Gender Need The need that relates to the roles, such as reproduction, production, and community, that men and women currently have, and which do not necessarily change their relative position in society.

Productive Work This work is carried out to produce goods and services intended for the market.

Reproductive Work This is domestic work or other caring work that is often carried out by women without pay. It includes childbearing and nurture and involves the maintenance of social and family structures upon which productive labour depends.

Sex The biological state of being a male or female. Sex is not equal to gender. .

Strategic Gender Interests Those that help society achieve gender equity and equality. The satisfaction of strategic gender needs improves women’s status in relation to the men.

Women’s Empowerment Address discrimination and oppression against women by devising programs and strategies that increase women's capacities, opportunities, access and understanding of their human rights, create conditions for them to become agents of their own development and be able to find sustainable solutions for change at personal, family, and civil society levels. Women can then contribute to the reduction of poverty, improve nutrition, and seek health care, monitor child survival, prevent HIV/AIDS, stop harmful cultural practices, and go to school freely without coercion.

APPENDIX 2: LIST OF LEGAL INSTRUMENTS ON HUMAN/WOMEN'S RIGHTS & SGBV

LEVEL	LEGAL INSTRUMENTS
INTERNATIONAL	<p>Universal Declaration of Human Rights (UDHR) (1948)</p> <p>UN Convention on Consent to Marriage, Minimum Age for Marriage, and Registration of marriages decrees that no marriage can occur without the consent of both parties (1963)</p> <p>The International Covenants on Human Rights (1966)</p> <p>Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) - 1979</p> <p>Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (1985)</p> <p>UN General Assembly, Declaration on the Elimination of Violence against Women (1993)</p> <p>Beijing Platform for Action (1995)</p> <p>UN General Assembly Resolution 52/86 on Crime Prevention and Criminal Justice Measures to Eliminate Violence against Women (1998)</p> <p>Convention on the Rights of the Child (1991)</p> <p>UNSC Resolution 1325 (2000)</p> <p>Adopted Optional Protocol to the Convention on the Rights of the Child regarding child trafficking, child prostitution, and child pornography (2000)</p> <p>Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (2001)</p> <p>Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women (2004)</p> <p>Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (2009)</p> <p>Sustainable Development Goals (SDG) (2015)</p>
REGIONAL	<p>The African Charter on Human and Peoples' Rights (1983)</p> <p>Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (2004)</p> <p>The Protocol to the African Charter on the Rights of Women in Africa (2003)</p> <p>ECOWAS Gender Policy (2003)</p> <p>The Solemn Declaration on Gender Equality in Africa (2004)</p>
NATIONAL	<p>The Nigeria Criminal Code Act of 1990</p> <p>The Constitution of the Federal Republic of Nigeria (1999)</p> <p>The National Policy and Plan of Action on Elimination of Female Genital Mutilation in Nigeria (Federal Ministry of Health) (2002)</p> <p>Child Right Act (CRA) (2003)</p> <p>Anti – Torture Act</p> <p>The National Strategic Plan of Action for Vesico-Vaginal Fistula (VVF) Eradication in Nigeria (2005)</p> <p>National Gender Policy (2006)</p> <p>National Policy and Plan of Action on Elimination of Female Genital Mutilation in Nigeria (2013)</p> <p>Trafficking in Persons (Prohibition) Enforcement and Administration Act (2015)</p> <p>Violence Against Persons (Prohibition) Act (VAPP) (2015)</p>

	Revised National Gender Policy 2021
STATE	<p>Law Prohibiting Female Circumcision and Genital Mutilation in Edo State (1999)</p> <p>Bayelsa State Female Genital Mutilation (Prohibition) Law (2000)</p> <p>Ogun State Female Circumcision and Genital Mutilation (Prohibition) Law (2000)</p> <p>Enugu State Law Making it unlawful to infringe the Fundamental Rights of Widows and Widowers (2001)</p> <p>Rivers State Abolition of Female Circumcision Law (2001)</p> <p>Rivers State Harmful Traditional Practices Law (2003)</p> <p>Anambra State Malpractices against Widows and Widowers (Prohibition) Law (2004)</p> <p>Cross River State Domestic Violence and Maltreatment of Widows (Prohibition) Law (2004)</p> <p>Ebonyi State Laws Against Domestic Violence and Related Matters Law (LADV) (2005)</p> <p>Anambra State Gender and Equal Opportunities Law (2007)</p> <p>The Prohibition Against Domestic Violence Law of Lagos, State Law No 15, 2007</p> <p>Cross River State Law to Prohibit Girl-Child Marriages and Female Genital Circumcision or Genital Mutilation (2009)</p> <p>Ekiti State Gender Policy (2011)</p> <p>Ekiti State Gender-Based Violence (Prohibition) Law, 2011 No. 21 Of 2011</p> <p>Jigawa State Gender Policy (JSGP) (2013)</p> <p>Plateau State Gender and Equal Opportunities Law (2015)</p> <p>The Ebonyi State Violence Against Persons Prohibition (VAPP) law (2018)</p> <p>Enugu State Gender and Equal Opportunities Bill (2017)</p> <p>Kaduna State Gender and Social Inclusion Policy (GESI) (2017)</p> <p>Kaduna State Violence Against Persons (Prohibition) (VAPP) Law (2018)</p> <p>Gender and Social Protection Policy in the State of Osun (2018)</p>

APPENDIX 3: LIST OF OFFICERS AND TECHNICAL PARTNERS WHO PARTICIPATED IN THE REVIEW OF THE REVISED NPF-GENDER POLICY (NOVEMBER - DECEMBER 2021)

***Venue: Royal Institute for Training and Human Capital Development, Zuma
Rock Resort Niger State***

Date: November 8-12, 2021

S/N	NAME	SEX	DESIGNATION & COMMAND/ FORMATION/DEPT.
1	AIG Aishatu Abubakar	F	Force Gender Adviser
2	ACP Tabitha Bako	F	AC General Investigation FCIID, Abuja
3	ACP Angela Akaro	F	ACP Zonal CID Zone II Osogbo
4	SP Uformadu Georgelyn P	F	ICT Dept.
5	SP Ojirika Mary Jessica	F	Imo Command
6	CSP Omuyeh O. Regina	F	Edo-State Command
7	SP Umar Y. Giade	M	Force HQTRS
8	ACP Grace Longe	F	DRP & P National Institute Of Police Studies
9	Kwambo Hauwa Ahmad	F	Deputy Director Police Service Commission, Abuja
10	DR Nkechi Eze	F	ACP Medical Rivers State Command
11	ACP Abimbola S. Abdulraheem	F	AC Admin Zone 16, Yenagoa Bayelsa State
12	ACP Adekola Bunmi	F	AC Admin Zone 17 Akure Ondo State
13	ACP Naomi N. Job	F	ACA PLATEAU STATE
14	CSP Grace Agboola	F	Gender Desk Officer Lagos
15	CSP Hailiaza S. Musa	F	Zone 15 Maiduguri
16	SP Hadiza Sabo	F	Kaduna State
17	DCP Omolara Oloruntola	F	DCSCID Uyo AIS
18	ACP Alice A. Abbah	F	NPF, Abuja FCID
19	CSP Bakari Musa, PSC	M	NPF MTC Bukuru, Jos
20	CSP Lami Galadima	F	NPF FAB Abuja
21	CSP Fadawa Favor G	F	NIG. Police Academy Kano
22	SP QudratAliu	F	NIG. Police Sokoto
23	Surayya Mikaila Adam	F	POWA
24	CSP Enere Makoju-Akaba	F	Nigeria Police Force
25	MRS Hajana Shuaibu	F	POWA
26	DCP Regina Cosmas Udoette	F	Ebonyi State Command Abakaliki

27	SP Asabe Bako	F	Bauchi State Command (Zone 12)
28	DSP Onche Eneayi	F	DOPS FHQ
29	ACP UduakOtuIta	F	Ogun State Command Zone 2
30	CSP AremuAdenim	M	Force Public Relations
31	DSP Victoria A. Moses	F	FCID Abuja
32	Ameh E. Lydia	F	CSP FHQ ICT Dept
33	DCP Omolara I. Oloruntola	F	DCSCID Uyo AIS Command
34	DCP Regina Cosmas Udoette	F	Ebonyi State Command, Abakaliki
35	CSP Ruth O. Okunbo	F	FHQ Medical Abuja
36	ACP Aminu Ado Aliyu	M	ACA DTD
37	Faith Bwibo	F	Communication Officer, UN Women
38	ACP Ramatu Sada	F	FHQ Abuja
39	CSP Oluwatoyin Oladesolu-Adesay	F	Police Hospital Jigawa
40	Dan Nengel	M	Program/Finance Associate, UN Women
41	Hauwa Zannah Umar	F	FHQ Abuja
42	Laidi Philip	F	NPF FHQ Abuja
43	Habiba Kabiru	F	POWA
44	Gladys Edegware	F	Legal Officer, Legal Dept
45	Matilda Ugowe	F	Legal Officer, Legal Dept
46	Ayuba Para	M	FPRD
47	Stella N. Gede	F	AC LEGAL D. FCID
48	Michelle Okwoche	F	Peace-keeping
49	DCP Betty Otimuwmu	F	Zone 1BUjelobAnambara
50	CSP Funmi B. Kolawole	F	FCT, Gender Abuja
51	WSP Michelle Okwoche	F	Directorate of Peacekeeping FHQ
52	Peter Mancha	M	Program Specialist, UN Women
53	CONSULTANTS		
54	Prof Olabisi Aina (Lead Consultant)	F	CGWCSD/Obafemi Awolowo University, Ile-Ife
55	Prof K.O Olayode (Consultant)	M	Obafemi Awolowo University, Ile-Ife
56	Dr. Sharon Omotoso (Consultant)	F	WORDOC, University of Ibadan, Ibadan
57	Dr Osayekemwem Ebenezer (Technical Support)	F	CGWCSD Ile-Ife



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