

GPF DOCTRINE AND KEY THEMES

VISION

To be a professional, accountable public service, respecting human rights and the rule of law

MISSION

To provide an excellent service, protecting and serving the people of The Gambia

VALUES

Professionalism
Integrity
Honesty
Respect
Discipline

GPF is fully committed to fulfilling our statutory duties to all: protect life and property; preserve law and order; detect and prevent crime; apprehend and prosecute offenders; and enforce all laws and regulations with which they are charged

1. PRINCIPLES & CULTURE

- 1.1 Putting the public interest first in all that we do
- 1.2 Being accountable to the law and the people
- 1.3 Staying true to our values at all times
- 1.4 Building a culture of continuous professional development for all
- 1.5 People focused and service oriented including support for officers to reach their potential
- 1.6 Ensuring gender-mainstreaming is embedded in the organisational culture

2. STRATEGIC OPERATIONAL & ADMINISTRATIVE

- 2.1 Judicious use of funds and resources
- 2.2 Organised and coordinated policing to make best use of resources
- 2.3 Intelligence Led Policing and Community Policing fully deployed to combat crime and Domestic Violence
- 2.4 Enhanced partnership working to combat serious and organised crime
- 2.5 GPF will strengthen the capacity of officers to deliver excellent policing services for all

3. STATUTORY DUTIES

- 3.1 Protection of life and property with a focus on the vulnerable and marginalised, including repeat victims
- 3.2 Detained persons will be treated in compliance with human rights standards
- 3.3 Offenders charged with crimes will be dealt with fairly, without bias and in a timely manner
- 3.4 GPF will reduce and deter crime by adopting a crime prevention approach
- 3.5 GPF will respect, promote, defend and implement Human rights standards

4. POLICING ETHOS

- 4.1 GPF will deploy modern, effective and efficient policing methods supported by appropriate technologies
- 4.2 People and communities will be engaged and empowered as part of a Community Policing approach
- 4.3 A problem-solving approach will be adopted to provide longer term and sustainable solutions
- 4.4 Intelligence-led policing will be deployed to reduce and prevent crime
- 4.5 GPF will provide an effective system of case management and complaints including feedback mechanisms

5. PARTNERSHIP & INTEGRATED ACTIONS

- 5.1 GPF will develop and build partnerships to support the implementation of this doctrine
- 5.2 Wherever possible, GPF will integrate our actions with those of partner organisations to reduce the incidence and causes of crime and to mitigate risks to national security
- 5.3 GPF will work with partners, sister security services and communities to establish Policing and Community Safety Partnerships
- 5.4 GPF will work with the wider Criminal Justice System to improve coordination and effective service delivery

6. ACCOUNTABILITY AND TRANSPARENCY

- 6.1 GPF will support the further development and strengthening of accountability and transparency mechanisms (internal and external)
- 6.2 Performance management will be linked to identified priority areas both at individual and organisational levels
- 6.3 Identification of priorities will be coordinated with donor organisations

Strategic intent: Explanatory statements

| 1. PRINCIPLES & CULTURE | Strategic Intent |
|---|---|
| 1.1 Putting the public interest first in all we do | GPF will respond in a timely manner to public requests for assistance. We will work with partners to deliver timely, accessible justice, using early warning systems and quick response mechanisms. |
| 1.2 Being accountable to the law and the people | GPF will respect the rule of law and will be subject to internal and external monitoring and evaluation. |
| 1.3 Staying true to our values at all times | GPF will uphold our values at all times. We will execute our duties with diligence, competence, dedication, and respect for all. We will deliver a gender-sensitive policing service in line with the GPF strategy. We commit to ethical, honest and legitimate conduct at all times, demonstrating respect for all. |
| 1.4 Building a culture of continuous professional development for all | GPF will enhance our professional approach ensuring that officers’ knowledge, understanding, skills and behaviours are further developed, providing ready access to relevant legal texts, guidance and resources. |
| 1.5 People focused and service oriented including support for officers to reach their potential | GPF will work in cooperation and collaboration with partners and stakeholders to deliver people-focused policing to improve the standard of service delivery experienced by people living and working in both rural and urban environments. |
| 1.6 Ensuring gender-mainstreaming is embedded in the organisational culture | GPF will work with our staff, partners and stakeholders to mainstream gender perspective in all police operations and activities by implementing the five strategic elements (enhance representativeness; enhance visibility; enhance capacity building; gender sensitive environment; networking and coordination) in line with international Social Development Goal 5. |

2. STRATEGIC OPERATIONAL & ADMINISTRATIVE

Strategic Intent

2.1 Judicious use of funds and resources

GPF will demonstrate value for money in the use of finances to deliver effective and efficient police operations which are overseen at strategic level and based on clear rationale, risk assessment and needs analysis.

2.2 Organised and coordinated policing to make best use of resources

GPF operations will be coordinated through a strategic tasking and coordination group to provide the framework for identifying key operational priorities and to deploy police and partner resources to preserve law and order and enable successful and effective operations in both rural and urban environments.

2.3 Intelligence Led Policing (ILP) and Community Policing (CP) fully deployed to combat crime and domestic violence

Intelligence will be systematically gathered, assessed and recorded from multiple sources to set local priorities in preserving law and order and dealing more effectively with crime and domestic violence. CP teams' gender representation will reflect their involvement in preventing crimes and incidents of domestic violence.

2.4 Enhanced partnership working to combat serious and organised crime

Working closely with relevant partners and stakeholders, GPF will develop information sharing agreements to enhance the effectiveness of measures taken against serious and organised crimes.

2.5 GPF will strengthen the capacity of officers to deliver excellent policing services for all

GPF will maintain a highly qualified and professional work force through capacity building and development in core and specialised police training in various fields both nationally and internationally

3. STATUTORY DUTIES

Strategic Intent

3.1 Protection of life and property with a focus on the vulnerable and marginalised, including repeat victims

GPF will be pro-active in identifying any groups of people who may be particularly vulnerable and requiring specific protection, to promote inclusivity and ensure our service delivery meets the standard set out in our mission, vision and values statements.

3.2 Detained persons will be treated in compliance with human rights standards

People subject to arrest will be treated fairly in accordance with the legislative standards. GPF will build our capacity to provide suitable conditions for detained persons regardless of gender, belief or status, in compliance with human rights standards to ensure their safety and security.

3.3 Offenders charged with crimes will be dealt with fairly, without bias and in a timely manner

GPF will comply with international human rights standards to ensure that any persons charged with offences will be brought before the courts within a reasonable time.

3.4 GPF will reduce and deter crime by adopting a crime prevention approach

GPF will establish crime prevention strategies which will reduce opportunities for crime and which will deter people from committing crimes.

3.5 GPF will respect, promote, defend and implement Human Rights standards

GPF will be pro-active in promoting and implementing human rights standards across all our activities

4. POLICING ETHOS

Strategic Intent

4.1 GPF will deploy modern, effective and efficient policing methods supported by appropriate technologies

GPF will conduct regular staff audits to identify how best to support and develop our staff to deploy pro-active and reactive approaches to deliver the most positive and sustainable outcomes. Methods used will respect the human rights of all and will be gender sensitive. Police staff will be supported and treated with respect to be effective in discharging their duties fairly and equitably.

4.2 People and communities will be engaged and empowered as part of a Community Policing approach

GPF will develop open and respectful working relationships with communities to encourage shared ownership of problems, improved accountability and joint identification of solutions. GPF will strengthen community confidence and trust by empowering communities to participate in finding solutions to local problems.

4.3 A problem-solving approach will be adopted to provide longer term and sustainable solutions

GPF will adopt the Community Policing ethos and through it will seek to deliver sustainable and cost-effective solutions to recurrent problems. Solutions will be focused on preventing crime and reducing harm.

4.4 Intelligence-led policing will be deployed to reduce and prevent crime

GPF will systematically implement ILP within a legal framework, effectively resourced and supported by clear guidelines and standard operating procedures.

4.5 GPF will provide effective information, case management and complaints systems including feedback mechanisms

GPF will ensure technology based information, feedback and case management systems are in place to increase effectiveness and efficiency in handling data, including reporting back to complainants in order to sustain public trust in the police

5. PARTNERSHIP & INTEGRATED ACTIONS

Strategic Intent

5.1 GPF will develop and build partnerships to support the implementation of this doctrine

GPF will develop/enhance relationships with critical stakeholders and partners to strengthen bonds and enhance trust and legitimacy in implementing our mandate. Partnerships will be established which will provide support for victims of crime upon referral by GPF and agreement of the victim.

5.2 Wherever possible, GPF will integrate our actions with those of partner organisations to reduce the incidences and causes of crime and to mitigate risks to national security

GPF will pursue the establishment of mechanisms to enable better coordinated action, joint planning and complimentary target setting across the three criminal justice organisations (Police, Judiciary and Corrections). Joint operations will be undertaken with partner organisations when appropriate and desirable. GPF will continue to collaborate and coordinate with partners and stakeholders in developing the national threat and risk assessment mechanism

5.3 GPF will work with partners, sister security services and communities to establish Policing and Community Safety Partnerships

Partnerships will be established within the Community Policing structures to enable the development and local oversight of initiatives, including community watch, in collaboration with Village Development Committees and Ward Development Committees.

5.4 GPF will work with the wider Criminal Justice System to improve coordination and effective service delivery

GPF will improve coordination and information sharing with the criminal justice chain to ensure a more effective and efficient service for all users

6. ACCOUNTABILITY & TRANSPARENCY

Strategic Intent

6.1 GPF will support the further development and strengthening of accountability and transparency mechanisms (internal and external)

GPF will produce a range of Standard Operating Procedures, guidelines and work plans, cooperating and coordinating with partners on cross-cutting issues.
GPF will conduct regular staff audits to determine accurate resource requirements across the organisation.
A properly resourced monitoring and evaluation infrastructure will be developed and implemented.
GPF will work with partners and stakeholders to support external, civilian oversight.

6.2 Performance management will be linked to identified priority areas both at individual and organisational levels

Assessments of performance will be directly linked to the GPF strategic priorities.
Any implementation plan for performance management will include a comprehensive staff awareness and training programme.

6.3 Identification of priorities will be coordinated with donor organisations

GPF will work with donor organisations to ensure that there is harmony of priorities between the organisations.

Outline of Key Themes

Explanatory statement

| | |
|--|--|
| 1. PUBLIC SAFETY/CRIME REDUCTION | To enhance public safety and reduce crime through modern, effective policing methods and partnerships |
| 2. COMMUNITY POLICING | To engage and empower communities in partnership with the police to deliver effective, sustainable solutions to local problems |
| 3. POSITIVE IMAGE AND CAPACITY BUILDING | To enhance our professional approach ensuring that officers' knowledge, understanding, skills and behaviours are further developed |
| 4. HUMAN RIGHTS | To be pro-active in promoting and implementing human rights standards across all GPF activities |
| 5. GENDER MAINSTREAMING | To build a gender sensitive and friendly force that will give equal opportunity to female officers and provide a gender sensitive policing service to the public |
| 6. RESOURCE MOBILIZATION AND PARTNERSHIP | To partner with relevant stakeholders and the public in efficient service delivery |
| 7. INTELLIGENCE/TECHNOLOGY-LED POLICING | To improve operational capability and service delivery through the use of intelligence led policing and technology |
| 8. MONITORING AND EVALUATION | To enhance transparency and accountability mechanisms (internal and external) and improve coordination and collaboration with oversight organisations |