

FCT

JUDICIARY PLAN OF ACTION FOR STRENGTHENING JUSTICE SECTOR INTEGRITY AND CAPACITY 2008-2010



FEDERAL CAPITAL TERRITORY JUDICIARY



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FOREWORD

Justice will be an empty promise if an individual or group is denied access to our courts. The ends of justice will also be defeated when those who approach her temple do so with quivering and trembling steps; not because of the aura and awe the hallowed temple exudes, but in fear. Deep – rooted fear. Real or imagined fear that those charged with the administration of justice may be the greatest impediment to the attainment of justice.

The credibility of the justice system in any society is a reflection of the level of public trust enjoyed by its officials. Today, the Federal capital Territory Judiciary is a major beneficiary of the ever growing public confidence in the justice system. Recent Research studies carried out by the Legal Defence and Assistance project on behalf of the United Nations Office on Drugs and Crime (UNODC), show that court users in the F.C.T indicated interest to use our courts again should the need arise.

In spite of the above positive response by members of the public, we can not afford to rest on our oars in our effort to better the quality of justice dispensed in the F.C.T. Over the years we have always, in this increasingly complex society of ours, been in the lead in proffering constructive ways through which every individual, regardless of status or circumstances, is able to achieve greater access to an even better quality of justice. It is my pleasure to present the Action Plan for Strengthening Integrity and Capacity of the Justice System in the Federal Capital Territory. This plan was first developed by the First Integrity Meeting for the FCT Judiciary, held in Abuja on 12 and 13 November 2007 and subsequently refined through a series of stakeholder consultations. As such this action plan is a testimony to our continuous strives towards excellence in the FCT Judiciary.

This plan is a comprehensive set of measures aimed at bringing significant improvements regarding accessibility to justice, transparency in the judicial process, enhanced quality of judicial officers and personnel, and quality and timeliness of justice in the F.C.T.



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The Action plan which was first developed at the first integrity meeting in November 2007, has undergone several processes of refinement through a series of stakeholders consultations. Stakeholders from the Ministry of Justice, the Police, the prison services, the Bar, the Civil Society and the F.C.T. Judiciary. Acting together with these stakeholders, we have significantly contributed in making the Action Plan a reality.

We, in the FCT Judiciary and the other stakeholders do not pretend that this is a perfect or final document that holds the magic wand for an all time solution to justice delivery in the F.C.T. We do know that it is a living document that is subject to adjustments and improvements in response to societal dynamics. In it we have shown our resolve to strengthen judicial integrity and capacity, and devised the methodology of strengthening that concept without compromising the principle of judicial independence.

It is interesting to note that the F.C.T Judiciary has since commenced the implementation of most of the Action plan. Now in the F.C.T., the average period awaiting trial prisoners spend on remand is less than 12 months in a country where the national average is not less than 24 months. Our Civil Procedure Rules do not allow for more than 2 adjournments in all matters, while the national average remains higher. Electronic Libraries, Electronic recorders and transcribing machines have long become part of our court system. Certain cases like those from EFCC, ICPC and other Criminal matters are assigned to designated courts with a time limit for their disposal.

There is equally an Alternative Dispute Resolution (ADR) centre known as the Abuja Multi – Door Court (AMDC) which is fully functional and has equally proven to be a veritable alternative to litigation.

Yet, inspite of the implementation of the above, among others, there is the urgent need for the total implementation of the Action plan. This requires both the will on the part of all stakeholders and the financial resources to achieve this feat. I have no doubt in my mind that this Action Plan, when fully implemented, will not only strengthen and enhance the integrity and capacity of the justice sector, but will equally bring about a freer and more democratic



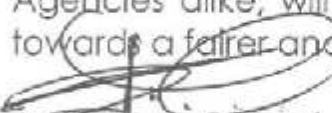
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society. Therefore, in realizing this Action plan, we call for strategic partnership, reaching across institutions and the other two branches of government – the Executive and Legislature. The support and assistance of Non-Governmental Agencies, and International Donor Agencies alike, will be a welcome development in this our resolve towards a fairer and equitable society.


Justice L.H. Gummi, OFR
Chief Judge
F.C.T.



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PLAN OF ACTION OF THE FEDERAL CAPITAL TERRITORY JUDICIARY TO STRENGTHEN JUSTICE SECTOR INTEGRITY AND CAPACITY

I. Measures to Enhance Access to Justice

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
1. Enhance Public awareness of rights and legal issues					Increased legal awareness of the public, in particular of court users
1.1. Public enlightenment programs, including through public meetings, flyers, pamphlets, billboards, drama sketches, in local languages on basic rights and how to defend them, including bail issues, the possibility of the court to waive filing fees, and court process.	High	FCTA/ State Judiciary/ NCWS/ FIDA/ UNODC/ NJI/ Religious and Traditional institutions	1 st Quarter of 2008	2,000,000	
1.2. Increase collaboration with the media in the area of information dissemination.	High	CJ/NJI/UNO DC	2008	No cost	
1.3. Organize workshops for religious, community and traditional leaders on basic citizens' rights.	Medium	UNODC/ NJI/ State Judiciary/ NCWS/ AG/ FIDA/ FCTA Religious and traditional institutions	August 2008	5,000,000	
1.4. Produce a <i>Court Users Guide</i> to educate the public about rules and facilities of court.	Medium	UNODC/ NJI/ NBA/ MOJ	2 nd Quarter 2008	1,000,000	
1.5. Make special budgetary allocations for awareness raising to all courts.	High	MFCT/NOA/ PPRO	4 th Quarter 2008	1,000,000 PA	
1.6 Disseminate information on NGO's that provide free legal services and Increase capacity of such NGOs including provision equipment, materials, and funding.	Medium	FCTA, Donor agencies, Judiciary, NGOs/ UNODC	2 nd Quarter 2008	1,000,000	
2. Make the court process more understandable and user friendly					Increased understanding of court process by court users resulting in improved public confidence
2.1. Employ more skilled interpreters in the major languages and provide regular specialized training for them.	Medium	FCTA, JSC, CJ, UNODC/ NJI/ DONOR AGENCIES	2 nd Quarter 2008	2,000,000	



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I. Measures to Enhance Access to Justice (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
2.2. Improve on the system of initiating proceedings and case tracking system to make them more friendly	Medium	FCT Judiciary/ UNODC/NJI	2 nd Quarter 2008	1,500,000	
3. Encourage increased use of ADR					Reduced backlog and delays
3.1. Train relevant stakeholders (e.g. community leaders, religious leaders, lawyers, NGOs) on the use of ADR	Medium	AG / UNODC/FCT Judiciary/NJI	September 2008	3,000,000	
3.2. Establish Citizens' Rights Center (CRC) to handle minor civil claims and file outcome in court	Medium	CJ/ FCT Judiciary/AG	2009	To be determined	
3.3. Develop the equipment, Data Base and IT facilities of the AMDC to facilitate easy filing of cases, and online tracking of case progress.	High	FCT Judiciary/ FCTA/ UNODC/NJI	3 rd Quarter 2008	To be determined	
3.4 Strengthen the ADR centre already in existence by training the DRO's, the Neutrals and the NBA through workshops, seminars courses both locally and internationally.	High	AG/FCT Judiciary/NJI/ UNODC	ongoing	10,000,000	
3.5 .Train Judges, Magistrates, Area court judges, Customary court of appeal judges and the police on ADR and conduct a comparative study of the ADR mechanisms in other jurisdictions to keep the ADR mechanisms vibrant and effective.	High	AG/FCT Judiciary/ FCTA / NJI/UNODC	10,000	ongoing	
3.6 Introduce the concept of restorative justice especially for juvenile and minor offenders and develop techniques in the area of VOM, plea Bargains, Suspended Sentence, community involvement etc in the resolution of criminal matters .	Medium	NJI/AG/FCT Judiciary/ UNODC	2 nd Quarter 2008	To be determined	
4. Increase availability of free legal services to citizens					Increased percentage of accused (parties) who receive free legal services
4.1. Encourage and support Free legal services.	High	UNODC/NBA /NJI/FCT Judiciary	Immediate	No cost	



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I. Measures to Enhance Access to Justice (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
4.2. Increase capacity of the Legal Aid Council and MOJ, in particular through deployment of additional staff, training, enhanced facilities, adequate funding, etc.	Medium	Federal Government/ MOJ / Donor agencies/ UNODC	3 rd Quarter 2008	To be determined	
4.3. Expand coverage of legal aid to include civil cases by amending relevant statutes.	Medium	UNODC/ Federal Government/ MOJ	National Assembly/ NGOs /AG	To be determined	
4.4. Encourage Lawyers , FIDA, Legal Aid etc. to provide pro bono legal services and make filing of such cases a condition precedent for consideration for offices i.e. appointment to the Bench, offices in the NBA, SAN etc.	High	AG/ NBA/ NJI/ UNODC/ CJ	1 st Quarter 2008	No cost	
4.5. Conduct training workshops for the NBA, Legal Aid , FIDA and relevant NGOs on the provision of Pro-Bono legal services.	High	NJI/UNODC/ CJN/NBA/ FIDA	2 nd Quarter 2008	2,000,000	
4.6. Establish a forensic laboratory in Abuja to take care of Ballistics, hand writing and other forensic issues and training of personnel for such centers.	Medium	AG/ IGP/ CJ/FCTA/ NBA/ NJI/ UNODC/	1 st Quarter 2009	To be determined	
4.7. Training of personnel for the forensic center.	Medium	AG/ IGP/ CJ/FCTA/ NBA/ NJI/ UNODC/	2 nd Quarter 2009	To be determined	
5. Measures to ensure access to courts, in particular of vulnerable groups					Increased access to courts, in particular by vulnerable groups
5.1 Establish Family Courts in the FCT.	High	CJ /FCT	Ongoing	5,000,000	

Impact Indicators

- Affordability of court and lawyer fees for court users and business people
- Average number of adjournment per case-category
- Access to free defense for prisoners awaiting trial
- Access to information concerning their own case for court users, business people and prisoners
- Use of Alternative Dispute Resolution techniques, restorative justice and diversion concepts



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II. Enhance Timeliness and Quality of Justice Delivery

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
6. Review and amend, as appropriate, relevant procedural rules and laws, including the FCT High Court procedures, the Civil and Criminal Procedure Acts, the Evidence Act, the Police Act, the Sheriff and Civil Process Act and the Recovery of Premises Act					Reduce delays and inefficiencies caused by antiquated court procedures
6.1. Establish a Rules and Procedure Review Committee, and determine schedule for legal review.	High	CJ/AG/ National Assembly	4 th Quarter 2008	No Cost	
6.2. Determine schedule for the review of relevant legislation.	High	Rules and Procedure Review Committee	4 th Quarter 2008	No cost	
7. Enhance professional skills and capacity of Prosecutors and Investigating Police Officers (IPOs)					Improved quality of investigations resulting in more rapid proceedings and higher conviction rates
7.1. Determine minimum standard requirements in terms of professional qualifications for IPOs.	High	IGP/PSC	4 th Quarter 2008	No cost	
7.2. Set-up screening and appointment committee for IPOs.	High	IGP/PSC	4 th Quarter 2008	No cost	
7.3. Increase operational budget allocated for the purpose of investigation and prosecution.	High	IGP/PSC	4 th Quarter 2008	To be determined	
7.4. Training and retraining of IPOs, including in-house and on-the-job training on investigation and prosecution skills.	Medium	IGP/PSC/NJI/ UNODC	4 th Quarter 2008	3,000,000	
7.5. Train all investigators/Prosecutors and exhibit keepers in investigation, search and seizure, and handling of evidence.	High	UNODC/NJI/ FCT Judiciary/ NPF/ NGOs	4 th Quarter 2008	3,000,000	
7.6. Ensure the assignment of at least two IPOs to each case to prevent delays in court proceedings due to transfer of IPOs.	High	IGP/CP/DPOs	Immediately	No cost	
7.7. Facilitate appearance of IPOs and police prosecutors in court by paying them transport, allowances etc.	High	IGP/PSC	4 th Quarter 2009	To be determined	



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II. Enhance Timeliness and Quality of Justice Delivery (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
8. Enhance effectiveness and efficiency of prosecution and legal advice provided by MOJ					Increased efficiency of court proceedings, including reduced No. of adjournments and improved conclusion rates.
8.1 Police should hire qualified legal practitioners into the Legal Dept. to handle prosecutions and provide legal advice.	High	IGP/AGF/PSC	4 th Quarter 2008	To be determined	
8.2. Police prosecutors without a legal background should be given the possibility of study leaves and study grants.	High	IGP/PSC	1 st Quarter 2008	To be determined	
8.3. Allow trained lawyers of the Police Legal Dept. to file cases in court without recourse to legal advice by AG Office	High	AG/ IGP/PSC	Ongoing	No cost	
8.4. Establish time limits of maximum two weeks for the rendering of legal advice by the AGs Office	High	IGP/AGF/PSC	Immediate	No cost	
8.5. The MOJ, as appropriate, to hire more lawyers into various Government agencies, and advise other Government agencies on the legal implication of their actions thereby reducing incidence of breaches	High	AGF/Head of Service	Immediate	To be determined	
8.6. Ensure adequate remuneration for lawyers in the MOJ	High	AGF/Head of Service	Immediate	To be determined	
8.7. Training and retraining for lawyers in the MOJ and police prosecutors on preparation of indictment and prosecution. Judges to volunteer to conduct such training.	High	AGF/IGP/PSC/ NJI/ UNODC/ FCTA	2 nd Quarter 2008	5,000,000	
8.8. Establish a reward mechanism for outstanding performance by lawyers and police prosecutors, including quarterly recognition of outstanding performances.	High	AGF/IGP/PSC	2 nd Quarter 2008	No cost	
8.9. Timeliness of delivery of legal advice should be made a yardstick for performance assessment by the MOJ.	High	AG	Immediate	No cost	



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II. Enhance Timeliness and Quality of Justice Delivery (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
8.10. Provide special allowances for lawyers and police prosecutors handling cases in court.	High	AGF/IGP/PSC	Immediate	To be determined	
8.11. As appropriate, qualified lawyers from ministry of justice should be considered for appointment to the higher and lower bench.	High	NJC/JSC	Ongoing	No cost	
8.12. Reorganize the filing system in the Police Legal Dept.	High	IGP/PSC	2 nd Quarter 2008	To be determined	
8.13. Train EFCC, NDLEA, SSS, Police and NAPTIP operatives on court procedure and HR.	High	EFCC/TRI/NJI	1 st Quarter 2008		
8.14. Set up a witness protection programme offering security to witnesses during and after trials.	Medium	IGP/PSC/AG/National Assembly	2 nd Quarter 2008	2,000,000 PA	
9. Increase professional skills and qualification of court staff					Improved administration of the courts and improved Justice delivery
9.1. Develop and provide in-house-training for different levels and categories of court staff.	Medium	CR/FCT/JSC	2008-2009	10,000,000	
9.2. Establish a training schedule covering all categories of staff, ensuring impartial training opportunities for all staff.	High	CJ/Training unit/Implementation Committee	2 nd Quarter 2008	No cost	
9.3. Ensure employment of qualified personnel, including through the strict compliance with existing best practices of employment.	High	JSC/CJ/FCTA	ongoing	No cost	
10. Enhance professional skills and diligence of judicial officers					Increased public confidence in the courts, including increased Job and user satisfaction
10.1. Ensure strict compliance with standards of appointment of judicial officers.	High	CR/ NJC/ CJ/ JSC	Immediately	No cost	
10.2. Regular and punctual sitting by judicial officers.	High	CR/ NJC/ CJ/ JSC	ongoing	No cost	
10.3. Prompt determination of matters before courts through efficient case management.	High	CR/ NJC/ CJ/ JSC	1 st Quarter 2008	No cost	



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II. Enhance Timeliness and Quality of Justice Delivery (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
10.4. Increase oversight and monitoring of all judicial staff by stakeholders.	High	CR/ NJC/ CJ/ NBA/JSC	4 th Quarter 2007	No cost	
10.5. Ensure strict compliance of judicial officers with relevant statutes and the code of conduct for judicial officers.	High	CR/ NJC/ CJ/ JSC	ongoing	No cost	
10.6. Facilitate attendance at local and international trainings for Judicial officers to acquaint them with modern trend in justice delivery. In that case the on going efforts on the electronic law library and IT proficiency should be sustained.	Medium	FCTA/NJC	On going (need for a sustained efforts)	25,000,000 PA	
10.7. Sustain action on the welfare of court personnel.	Medium	Government	On going	To be determined	
10.8. Provide adequate housing, transportation, in-house clinic, gymnasium, canteen, Christmas / Sallah bonus, Health Insurance Scheme to workers.	High	NJC/CJ	ongoing	To be determined, subject to budget	
11. Improved funding and effective resource management in the judiciary					Enhanced funding, and the transparent and accountable use of funding and resources by the judiciary
11.1. Improved funding for the FCT Judiciary.	High	NJC	2009	To be determined	
11.2. Proper training and retraining of court employees on budgetary processing.	High	NJI/UNODC/ CJ	3 rd Quarter 2008	3,000,000 PA	
11.3. Provision of IT equipment and Budget Software for the Budget & Planning Department.	High	FCT/Judiciary	3 rd Quarter 2008	5,000,000	
12. Reduce number and average time prisoners await trial and improve prison conditions					Reduced ratio of prisoners awaiting trial and reduced average time spent in remand
12.1. Ensure adequate logistical support for prison to ensure the timely production of prisoners in Court.	High	CJ/ CGP/ MOJ	Already 2 Black Maria vehicles from FCTJ to the Nigerian Prisons	15,000,000 PA	



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II. Enhance Timeliness and Quality of Justice Delivery (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
12.2. Regular sitting of criminal courts at prisons.	High	CJ/ CGP/ MOJ	On- going	To be determined, subject to budgetary provision	
12.3. Build lock-up cells for prison authority in each Area Council to accommodate awaiting trial inmates only, separating them from convict inmate.	High	CGP/ Fed Govt/ MOJ/FCTA	4 th Quarter 2008	70,000,000	
12.4 Liberalize bail conditions.	Medium	CJ/ CGP/ MOJ	Immediate	No cost	
12.5. Train of prisons staff on HR, professional ethics, court procedure, prison standing order, and interaction with police.	High	Prison training school and	2 nd Quarter 2008	To be determined	
12.6. Review and revise prison standing order, as appropriate.	High	AJC/ Comptroller of Prisons	2 nd Quarter 2008	No cost	
12.7. Frequent prison audits to determine the status of prisoners awaiting trial.	High	CJ/AJC	ongoing	1500,000	
13. Improve IT capacity and availability of working materials to all courts in FCT					Increased efficiency of courts
13.1. Conduct comprehensive needs assessment and IT plan for 2008-2009.	Medium	FCTA / CJ	1 st Quarter 2008	To be determined	
13.2. Design of standard IT solutions for the various categories of courts, including hardware and software, as well as training and planning for maintenance and upgrading.	High	FCTA/CJ/NJI/ UNODC	2 nd Quarter 2008	1,000,000	
13.3. Provision of IT solutions in accordance with IT plan.	Medium	FCTA / CJ	2008-2009	20,000,000	
13.4. Install legal research facilities for all courts including internet access and employ IT competent staff.	High	CJ/ / NJI /	4 th Quarter	20,000,000	
13.5. Provide logistical support, including cars, proper accommodation and work environment for all judicial officers.	High	FCTA / CJ	Ongoing	To be determined	
13.6. Ensure sufficient budgetary allocation to the judiciary.	High	FCTA / CJ/NA	4 th Quarter 2008	To be determined	
14. Ensure speedy and complete enforcement of court decisions					Enhanced public confidence in the courts



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II. Enhance Timeliness and Quality of Justice Delivery (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
14.1. Create a Deputy Sheriff's department for the court.	Medium	CJ	2008	1,500,000.	
14.2. Create separate security outfit (court marshals' service) for the enforcement of court decisions. In the interim establish police post for the Judiciary.	Low	IGP/CJ	2008	To be determined	
14.3. Provide towing vans for easy removal of exhibits.	Medium	CJ/FCTA	2009	10,000,000	
14.4. Build more warehouses for storage of exhibits.	Medium	CJ/FCTA	2009	20,000,000	
14.5. Review of execution fees inline with present economic realities.	High	CJ/Rules	3 rd Quarter 2008	No cost	
15. Improved case-management					Reduced delay and reduced number of adjournments
15.1. NBA to advice lawyers to file all documents needed to hear a case at inception.	High	NBA/ State Judiciary	Ongoing	No Cost	
15.2. Improve filing and case tracking systems, and provide information to the public on the functioning of the case tracking system, as appropriate.	High	CJ/FCTA/ International Donors	4 th Quarter 2008	2,000,000	
15.3. Increase the number of fast track court systems in the FCT.	High	CJ/JSC/ International Donors	2008/2009	To be determined	
15.4 improve case flow management in the courts by providing case flow management software in particular its analytical functions with a view to enhancing its usefulness to the supervision and management of the courts.	Medium	CJ/FCTA/ UNODC/NJI	1 st Quarter 2009	2,000,000	
15.5. provide specialized training in the use of case management software.	Medium	CJ/UNODC/NJI/FCTA	1 st Quarter 2009	2,000,000	
15.6. Train official recorders and stenographers in the area of recording and producing court proceedings to speed up trial and appeal processes.	High	CJ/UNODC/ NJI	1st Quarter 2008 .	2,000,000	
16. More efficient and effective handling of corruption cases					Increased effective action in handling cases of corruption and economic crime



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II. Enhance Timeliness and Quality of Justice Delivery (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
16.1. Improve professional skills of specialized prosecutors and judges in handling cases of complex economic crime, including corruption.	High	NJI/ UNODC/ TRI/CJ/ICPC, Servicom, EFCC	2 nd Quarter 2008	2, 000,000	
16.2. Take all necessary and verifiable data through a designed data form for all witnesses to ensure attendance in court.	High	CJ/CR	2 nd Quarter 2008	2, 000,000	
16.3. Two public enlightenments on the need for attendance in court by witnesses through radio and TV jingles, town hall meetings, hand bills, posters etc.	High	FCT/ Judiciary/ UNODC/NJI	3 rd Quarter 2008	4,500,000	
16.4. Provision of funds for witness allowance through budgetary allocations.	High	CJ/AG	2008	To be determined	

Impact Indicators

- Average duration of cases per case-category
- Average time required for enforcement of court decisions
- Average Backlog per judge
- Average number of adjournments required because of absence of parties, witnesses, accused
- Case-management authority of judges room for delay tactics of prosecutors, lawyers and parties
- Quality of record-keeping
- Availability of judicial resources (laws, jurisprudence of higher courts, legal literature, sentencing guidelines)
- Perceptions of stakeholders concerning consistency, coherence, predictability of court decisions
- Opinions of judges and prosecutors concerning adequacy of continuous professional training (quality and frequency)
- Time required for prisoners awaiting trial to initiate/ conclude their case (first instance)



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III. Strengthen Independence, Accountability, Integrity and Oversight					
Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output
17. Ensure compliance of judicial officers and judicial staff of all cadres with their oath of office, the relevant codes of conduct, and the Bangalore Principles of Judicial Conduct					Improved professional ethics of judicial officers
17.1.Setting up anti-corruption units and Servicom desks in all courts.	High	CJ/ ICPC/ Servicom/ EFCC	4 th Quarter 2008	1,000,000	
17.2.Establish an effective and efficient public complaint mechanism, including a Public Complaints Committee, the membership of which should cut across all stakeholders in the justice sector.	Medium	CJ/PCC	1st Quarter 2008	Minimal	
17.3.Establish a permanent desk officer to receive complaints and increase the provision of public complaints/suggestion boxes to all courts	Medium	CJ/PCC	2 nd Quarter 2008	600,000	
17.4.Develop and install a software to register, analyze , manage and report on complaints received and disposed	Medium	UNODC/CJ/NJI/FCTA	1 st Quarter 2009	1,000,000	
17.5 .Train relevant officers on the operation of the public complaint mechanism and the designed software.	Medium	CJ/UNODC/ NJI	1 st Quarter 2008	3,000,000	
17.6.Any alleged cases of corruption among judicial officers should be given priority attention and perpetrators should be sanctioned, as appropriate	High	Courts/ CJ/ JSC/ NJC	ongoing	No cost	
17.7.Establishment of a comprehensive data base of all cases including cases of alleged misconduct of all judicial officers and staff	High	CJ/NJC/ EFCC	2009	2,000,000	
17.8. Diligent supervision of staff by the presiding judicial officers and Heads of Department.	High	CJ/ anti-corruption unit	2008	No cost	
17.9. Train all judicial officers on the principles and values enshrined in the code of conduct for judicial officers and the Bangalore principles. Select some officers to train as Trainers.	High	NJI/UNODC/ FCT/ Judiciary	From April 2008	2,000,000 Ongoing	
17.10. Train all court registrars and other court employees on the principles and values enshrined in the code of conduct and work ethics	High	NJI/UNODC/ FCT/Judiciary	Ongoing	2,000,000	



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III. Strengthen Independence, Accountability, Integrity and Oversight (continues)					
Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output
17.11. Simplify, reprint and disseminate the judicial code of conduct and other standards and laws reflecting the basic citizens' rights to the public.	Medium	UNODC/NJI/CJ/FCTJ	Ongoing	2,000,000,	
18. Enhance judicial independence					Reduced interference with judicial appointments and decision-making
18.1. Inform policy makers and collaborate with the media about the role of the Judiciary.	Medium	Judiciary/NJC/NJI	1 st Quarter 2008	To be determined	Information disseminated about the role of the judiciary.
18.2 .Increase Budgetary allocation to the judiciary and ensure full fiscal independence.	High	FCTA/NA/CJ	2008/2009	To be determined	
18.3. Ensure effective monitoring and implementation of budgetary allocations	High	FCTA/NA/CJ	2008/2009	To be determined	
19. Enhance the performance evaluation and oversight of courts and individual judges					Increased acceptance of performance evaluation by judicial officers
19.1. Training for members & staff of judicial service commission on the need to strengthen the adherence to the judicial regulations, performance evaluation and criteria for the appointment and discipline of lower judicial officers and judicial staff.	High	NJI/UNODC/JSC/FCTA	2 nd Quarter 2008	1,000,000	
19.2. Strengthen the inspectorate division of lower Bench by the provision of logistical support (transportation, IT equipment, etc.)	High	UNODC/NJI/CJ	On going	10,000,000	
19.3.Train professional evaluation officers	Medium	UNODC/NJI	2008-2009	2,000,000	
20. Reinforce a merit based recruitment and career system for Judicial Officers					Reduced level of interference with judicial appointments
20.1. Appointment and career progression should be merit based, free of religious, ethnicity, gender or political influence	Medium	JSC/NJC	On going	No cost	
20.2. Ensure periodic review of performance evaluation quarterly or bi-annually.	High	JSC/NJC	On going	No cost	
20.3. Review current methodology, format and criteria used for the evaluation of judicial officers.	High	NJC	4 th Quarter 2008 effect	To be determined	



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III. Strengthen Independence, Accountability, Integrity and Oversight (continues)

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
20.4. Redesign the evaluation form for judicial officers to strike a balance between quantity and quality of judgment, rulings and other judicial tasks	High	NJC/ JSC	4 th Quarter 2008 effect	To be determined	
20.5. Interactive sessions between the judicial officers and assessors on the performance evaluation before and after presentation.	High	JSC/NJC	On going	No cost	

Impact Indicators

- Perception of judges, prosecutors, lawyers, court users and businesses concerning the independence of the judiciary.
- Opinions of judges concerning fairness and transparency of recruitment and career development.
- Availability, adequacy, and active knowledge of content of Code of Judicial Conduct
- Frequency and content of performance evaluation of judges and prosecutors.
- Perceptions concerning credibility, transparency, fairness and effectiveness of disciplinary authorities and disciplinary process
- Awareness and use of any existing complaints system and mechanisms.
- Frequency of court users, business people and prisoners being asked by judges, prosecutors, police, lawyers and court staff to pay a bribe to solve or accelerate their cases.



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IV. Measures to Increase the Coordination in the Criminal Justice System

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
21. Improve communication among stakeholders					Increased appreciation of stakeholders of the roles, functions and responsibilities of the criminal justice institutions
21.1. Organize quarterly criminal justice stakeholder forum, including CSO involvement.	High	CJ /AJC	2 nd Quarter 2008	1,000,000	
22. Strengthen the effectiveness of the Administration of Justice Committee					Improved coordination among criminal justice institutions at the policy and operational level
22.1. Strengthen the Administration of Justice Committee, in particular through establishment of permanent secretariat. AJC to develop and adopt the Terms of Reference of the secretariat (staffing, functions, budget)	High	AJC/CJ	3 rd Quarter 2008	5,000,000	
22.2. Convene a meeting to Assess and redefine the roles, functions and powers of criminal justice institutions and the cooperation and coordination among them, and propose recommendations for improvements, as appropriate.	Medium	AJC to establish special WG	2 nd Quarter 2008	2,000,000	
22.3. AJC to issue letter to IG and COPS recommending that police prosecutors should be authorized to accept service on behalf of the IG or COP in matters they have been assigned.	High	AJC chair	Immediate	No cost	
22.4. Reduce frequency of transfer and have minimum notice of six months B/4 transfer of IPOs and Police Prosecutors.	High	IGP/COP/ PSC/ AJC	Immediate	No cost	
22.5. IPOs and Police Prosecutors should work in teams during the investigation phase. IGP and COP to issue directive to that effect.	High	IGP	Immediate	No cost	
23. Enhance ability and willingness of witnesses to appear in court					More reliable appearance of witnesses in courts and reduced number of adjournments
23.1. Budgetary provision to be made to the High Court for the purpose of compensating witness transport costs	Medium	FCTA/CJ/ NA	4 th Quarter 2008	No cost	



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IV. Measures to Increase the Coordination in the Criminal Justice System

Measures and Activities	Priority	Responsible	Starting Date	Cost in Naira	Output Indicators
23.2. Review the amounts paid to witnesses to reflect real cost of transport.	Medium	AG/CJ/FCTA	4 th Quarter 2008	To be determined	
23.3. Improve coordination in the administration of criminal justice institutions by the provision of a central monitoring computer unit. Each component serving as a prompt/ check on each other and the exact position of each case will be revealed.	High	CJ/IGP/MOJ/CP	3 rd Quarter 2008	5,000,000	This will facilitate the keeping of criminal records.

Impact Indicators

- Perceptions of judges, prosecutors, police and lawyers concerning the coordination among criminal justice institutions.
- Perceptions of judges, prosecutors, police and lawyers on the quality of work performed by other criminal justice institutions
- Existence and functioning of a criminal justice committee

TOTAL Cost = Naira 304,600,000 = Approx. US\$ 2,604,000

The Hon. Chief Judge of the FCT in furtherance of the realization of the activities in the FCT Action Plan will establish the following committees to supervise and monitor the effective implementation of the activities set out in the Action Plan

	COMMITTEES	FUNCTION
	COMMITTEES TO BE ESTABLISHED TO IMPLEMENT MEASURES	TO MONITOR THE ACTIVITIES TO ENSURE THE CONTINUING FUNCTIONS OF THOSE EXISTING COMMITTEES
1	IMPLEMENTATION COMMITTEE	To monitor the activities of all committees established and to ensure continuing function of all existing committees.
2	PUBLIC COMPLAINS COMMITTEE	Receiving, investigating, and addressing public complaints and bringing such to the attention of the appropriate authority.
3	COURT USERS COMMITTEE	Conducive atmosphere and users satisfaction of all facilities and services ensured
4	ADMINISTRATION OF JUSTICE COMMITTEE	Speedy dispensation of justice, fostering co-ordination amongst relevant stakeholders
5	RULES AND AMENDMENT COMMITTEE	To ensure that the rules of courts advised are abided with. The CJ needs to amend or introduce new rules
6	CONTINUING EDUCATION COMMITTEE	Enhance knowledge acquisition , organizing training workshops and courses for all cadres of judicial officers and judiciary staff.



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Abbreviations:

ADR	Alternative Dispute Resolution
AG	Attorney General
AJC	Administration of Justice Committee
CGP	Comptroller General of Prisons
CJ	Chief Judge
COP	Commissioner of Police
CSO	Civil Society Organizations
DRO	Dispute Resolution Officer
EFCC	Economic and Financial Crimes Commission
FCTA	Federal Capital Territory Administration
FIDA	International Federation of Women Lawyers
IC	Implementation Committee
ICPC	Independent Corrupt Practices Commission
IGP	Inspector General of Police
JSC	Judicial Service Commission
MOJ	Ministry of Justice
NA	National Assembly
NAPTIP	National Agency for the Prohibition of Trafficking in Person
NBA	Nigerian BAR Association
NCWS	National Council of Women Societies
NDLEA	National Drug Law Enforcement Agency
NGO	Non governmental Organization
NJC	National Judicial Council
NJI	National Judicial Institute
NOA	National Orientation Agency
NP	Nigerian Police
PA	Per Annum
PPRO	Police Public Relations Officer
PSC	Police Service Commission
SSS	State Security Service
TRI	Training and Research Institute
UNODC	United Nations Office on Drugs and Crime
VOM	Victim Offender Mediation
WG	Working Group

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Peculiar Instincts