



# PLAN OF ACTION OF THE KATSINA STATE JUDICIARY





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*Project NGA/S08: "Support to the Economic and Financial Crimes Commission and the Nigerian Judiciary"*

*As sponsored by the European Commission*

**PLAN OF ACTION  
OF THE KATSINA STATE JUDICIARY  
TO STRENGTHEN JUSTICE SECTOR  
INTEGRITY AND CAPACITY**

## Foreword

It is my pleasure to present this second, updated version of the Action Plan for Strengthening the Integrity and Capacity of the Justice System in Katsina State. This Action Plan had been first developed in 2003 by the first State Integrity Meeting for the Judiciary in Katsina State held on 18 and 19 June 2003 in Katsina.

After extensive stakeholder consultations, the Implementation Committee for the Action Plan has embarked on a review process of the plan in early 2007 and produced this updated version. Encouraged by the commitment pledged by his Excellency Governor Ibrahim Shema, the support we continue to receive by our international partners, as well as the broad involvement of all stakeholders in the planning exercise, we are confident that this new plan will boost justice sector reform in our State.

Yet, the real work starts only now. It is only if we all do our share and contribute to the implementation of this plan that we will be able to deliver on its ambitious objectives of enhancing access to justice, improving timeliness and quality of justice delivery, strengthening independence, accountability, integrity and oversight of the justice sector institutions. In this we should draw confidence of what has been achieved up-to-date. The preliminary findings of a study which we have conducted with the support of the United Nations Office on Drugs and Crime and the European Commission suggests that we are moving in the right direction. Today our court system is able to deliver justice faster as we used to do. Landmark decisions of the recent past are a testimony for the increased sense of independence and strength of the judiciary. As a result, our citizens now show greater confidence in our ability to meet their needs.

It is against this background that I call upon all stakeholders in the executive and legislative branches of government, the Nigerian Bar Association and the private sector, the Police and Prison Services, the non-governmental organisations and civil society, and my brother judges to step-up your relentless efforts to improve the services we deliver to our citizens and those who come to our country to invest and participate in our economy, to punish effectively those who violate our laws and to protect the poor, the weak and even the strong.



Saddik A. Mahuta  
Chief Judge



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TO STRENGTHEN JUSTICE SECTOR INTEGRITY AND CAPACITY**

<b>I. Enhance Access to justice</b>					
<b>Measures and Activities</b>	<b>Priority</b>	<b>Responsible</b>	<b>Starting Date</b>	<b>Cost in Naira</b>	<b>Output</b>
1. Enhance public enlightenment concerning Court related basic rights, court process, bail, legal aid, the complaints system, etc.	High	Katsina State Govt/Judiciary/ UNODC/NJI	August 2008	5,000,000	Increased awareness and understanding of court users and citizens at large of their basic rights, the court process and other relevant issues; resulting among others, in a reduction of court user complaints. <b>About 1,000,000 people reached.</b>
1.1 Establish Public Relations Units at Headquarters and at the Division level	High	CJ Katsina	2008	1,500,000	Five P. R. Units established
1.2. Public Relations Committee to elaborate outline for public awareness campaign 2008. Organize outreaches including drama to communities, mosques, churches and schools to enlighten the public on their basic rights	Medium	Public Relations sub Committee/ UNODC/ State Govt.	2008	2,000,000	34 sessions Of awareness programs organized for better awareness of basic rights and court processes by the citizenry.
1.3 Produce and Broadcast Radio/ TV Programmes "Know Your Rights" educating the public on various aspects of the judicial system and process as relevant from a court users perspective.	High	Public Relations Committee/ UNODC/ State Government	September 2007	500,000	20 Radio/ TV programs broadcast
1.4 Develop and disseminate information materials in English , Hausa and Ajami language (flyers, posters, stickers) aimed to provide court users with basic information as concerns their procedural rights, the court process, bail, legal aid and other relevant issues.	High	Public Relations Committee/ State Judiciary/UNO DC	Nov 2007	2,500,000	500,000copies of IEC materials produced and distributed
1.5 When it is ready, Translate Court User Charter into Hausa and Ajami languages and disseminate to all State Courts (if no national court user charter is adopted, develop one for Katsina State)	Medium	UNODC/ Public Relations Committee	February 2008	500,000	500 copies of CUC produced , translated and distributed.



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<b>I. Enhance Access to justice (continues)</b>					
<b>Measures and Activities</b>	<b>Priority</b>	<b>Responsible</b>	<b>Starting Date</b>	<b>Cost in Naira</b>	<b>Output</b>
<b>2. Establish an ADR mechanism</b>	Medium	<b>High Court/CJ/ State Government</b>	<b>Sept2007 - Jan 2008.</b>		<b>Enhanced accessibility for and satisfaction of court users with the services provided.</b>
2.1. UNODC expert to review existing ADR practices and outline options for the establishment of an ADR mechanism.	High	CJ/ UNODC/ NJI	Sept 2007	200,000	UNODC expert advisory Mission to Katsina
2.2 Establish structure, staff, procedures for the ADR mechanism taking into account the above recommendations	Medium	A committee should be set up for this specific activity	Jan 2008	1,000,000	CJ sets up committee on ADR systems
2.3 Raise public awareness on the establishment of the ADR mechanism and produce respective information materials for court users .	Medium	UNODC/NJI/ State Government	2008	500,000	Information materials on ADR system produced
2.4 Training of Judges , Magistrates and Shariah Court Judges on ADR, Restorative Justice, and Diversion Techniques, including the training of trainers	Medium	State Govt/ Judiciary/ NJI/UNODC	2008	2,000,000	50 Judicial officers Trained on ADR
<b>3. Enhance effectiveness of Legal Aid</b>		<b>Legal Aid Council/ UNODC/ NJI</b>	<b>ongoing</b>		<b>Improved access to justice for the poor</b>
3.1 Strengthen NYSC Legal Aid Clinic at the High Court and extend their operations to the judicial divisions. .	High	CJ and CR Katsina/ State Govt/UNODC	2007- 2008	1,000,000	Free Legal Aid available to 500 indigent persons and 200 awaiting trial inmates
<b>4. Enhance understanding by court users of court proceedings</b>		<b>UNODC/NJI/ DFID/State Judiciary</b>	<b>2007-2008</b>		<b>Improved understanding of court proceedings by non-English speaking court users</b>
4.1 Training of court employees on translation and interpretation of court proceedings from English into Hausa, using a training manual developed by DFID and the Center for Islamic legal studies (ABU), Zaria.	High.	CJ Katsina / State Govt/DFID/UNODC	Sept 2007	1,200,000	Training conducted for translators. All translators trained on use of the DFID manual



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#### **Impact Indicators**

- Affordability of court and lawyer fees for court users and business people
- Average number of postponements 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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<b>II. Improve Quality and Timeliness of Justice Delivery</b>					
<b>Measures and Activities</b>	<b>Priority</b>	<b>Responsible</b>	<b>Starting Date</b>	<b>Cost</b>	<b>Output</b>
<b>5. Improve case-flow management in the courts</b>	<b>High</b>	<b>State Judiciary/UN ODC/NJI</b>	<b>2007-2008</b>		<b>Improved performance and faster disposal of cases</b>
5.1 Develop Case-flow management software for Katsina State Judiciary.	Medium	NJI/UNODC/Implementation Committee	February 2008	500,000	Case flow management software developed
5.2 Provide software to all registrars in Katsina States	Medium	NJI/UNODC/State Govt.	March 2008	500,000	Software provided to all registrars
5.3 Training of 40-60 registrars in operating the case flow management software	Medium	NJI/UNODC/State Govt/Impl. Committee	May 2008	1,000,000	Training of 40 – 60 registrars on the software concluded
<b>6. Enhance IT Equipment of High courts, Magistrate and Sharia Courts</b>		<b>UNODC/ State Govt/Implementation Committee.</b>	<b>2007- 2008</b>		<b>Enhanced IT capacity for the Judiciary</b>
6.1 Provide desktop computers to magistrate and Sharia courts, within available budget	Medium	UNODC/ State Govt/Implementation Committee	May 2008	10,000,000	Desk top computers supplied to all judicial officers
6.2 Provide basic IT training for judicial officers and court employees	Medium	UNODC/NJI	June 2008	2,000,000	100, Judicial Officers Trained
<b>7. Enhance basic professional capacities and skills of , police prosecutors, investigators, court staff and bailiffs</b>		<b>Training Committee</b>	<b>2007- 2008</b>		<b>Improved knowledge and professional skills of justice sector staff</b>
7.1 Develop and conduct comprehensive justice sector training schedule for 2007, including training needs, content of training, target audience, number of training sessions and trainees etc.. Training programme should include: <ul style="list-style-type: none"> <li>○ Training of court employees on record management</li> <li>○ Training of magistrates court employees and police prosecutors on practice and procedure</li> <li>○ Training of prosecutors and court staff on professional ethics and skills for prosecution.</li> </ul>	High/Medium	Training Committee	September 2007- March 2008	5,000,000	200 Justice sector staff trained on professional skills and ethics.



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<b>II. Enhance Quality and Timeliness of Justice Delivery (continues)</b>					
<b>Measures and Activities</b>	<b>Priority</b>	<b>Responsible</b>	<b>Starting Date</b>	<b>Cost</b>	<b>Output</b>
<b>8. Improve access of judges and magistrates to legal resource materials</b>		UNODC/NJI	<b>October 2007- October 2008</b>		<b>Improved legal research capacities of judicial officers resulting in improved and more timely court decisions</b>
8.1 Publish and disseminate the Katsina State Law Report	Low	Katsina state Govt/ Judiciary	March 2008	10,000,000	Katsina state Law reports published.
8.2 Equip judges and magistrates with the electronic Nigerian Law Resource Series, and instruct judges and magistrates in the applications and use of the software and CDs.	IT	Training Committee/NJI/ UNODC/State Govt	November 2007	1,000,000	10 and 5 magistrates judges supplied with electronic resources and trained to use them.
<b>9. Introduction of electronic court recording machines in the High Court</b>		<b>CJ/ UNODC/NJI</b>	<b>January 2007- June 2008</b>		<b>Increased efficiency and transparency of High Court proceedings</b>
9.1 Provide Digital Court Recording machines to High Court and Judicial Divisions.	High	UNODC/NJI/ State Govt	December 2007	12,000,000	10 High Courts and 2 Magistrates courts equipped with Electronic Recorders
9.2 Provide legal Assistants to all Judges	Medium	State Govt/ Judiciary.	Jan 2008		Legal assistants provided to all judges.
9.3 Train 15-20 registrars in operating the court recording machines, including recording and transcription	High	UNODC/ NJI/ State Government	Nov 2007	500,000	15-20 Registrars Trained.
<b>10. Review of Rules and Procedures to further enhance the efficiency of justice delivery.</b>					Reduced caseload and backlog at the High Court level, Enhanced accessibility of the justice system
10.1 Review of the civil and criminal procedural rules with a view to assess their functionality and propose further amendments, as appropriate.	Medium	Law review committee/ CJ/ State House of assembly	Jan 2008	2,000,000	Civil and criminal procedure laws and rules reviewed including upward review of jurisdiction of lower courts





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#### **Impact Indicators**

- Average duration of cases per case-category
- Average time required for enforcement of court decisions
- Average Backlog per judge
- Average number of postponements 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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<b>III. Strengthen the Accountability, Integrity, Oversight and Independence of the courts</b>					
<b>Measures and Activities</b>	<b>Priority</b>	<b>Responsible</b>	<b>Starting Date</b>	<b>Cost</b>	<b>Output</b>
<b>11. Strengthen appreciation and adherence of judicial officers with the Code of Judicial Conduct</b>			<b>2007-2008</b>		<b>Increased compliance with standards of professional conduct</b>
11.1 Translate the codes of conduct for judicial officers and for court employees into Hausa and Ajami languages.	High	State Govt/NJI/State Judiciary	Jan 2008	500,000	Code of conduct translated . 300 copies printed and distributed.
11.2 Develop and install a software at the High Court to register, analyze, manage and report on complaints received and disposed of	High	Public Complaints Committee/ UNODC/ NJI	November 2007	2,000,000	Software developed and installed
11.3 Train Secretaries of the Public Complaints Committee in the management of complaints and the operation of the complaints software.	Medium	UNODC/ NJI	January 2008	300,000	3 Secretaries trained
<b>12. Improve standards and systems of Performance Evaluation of Judicial Officers</b>		<b>NJC/NJI/IMP Committee/ UNODC</b>	<b>Nov 2007- Sept 2008</b>		Enhanced professional accountability through fair, accurate and comprehensive criteria and systems for performance evaluation
12.1 Present international experiences and good practices in performance evaluation of judges.	Medium	UNODC/ NJI	November 2007.		Presentation of Best practices on performance evaluation at WGM and 3rd Integrity Meeting.
<b>Impact Indicators</b>					
<ul style="list-style-type: none"> <li>- Perception of judges, prosecutors, lawyers, court users and businesses concerning the independence of the judiciary.</li> <li>- Opinions of judges concerning fairness and transparency of recruitment and career development.</li> <li>- Availability, adequacy, and active knowledge of content of Code of Judicial Conduct</li> <li>- Frequency and content of performance evaluation of judges and prosecutors.</li> <li>- Perceptions concerning credibility, transparency, fairness and effectiveness of disciplinary authorities and disciplinary process</li> <li>- Awareness and use of any existing complaints system and mechanisms.</li> <li>- 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.</li> </ul>					



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<b>IV. Increase Coordination in the Criminal Justice System</b>					
<b>Measures and Activities</b>	<b>Priority</b>	<b>Responsible</b>	<b>Starting Date</b>	<b>Cost</b>	<b>Output</b>
<b>13. Improve case-flow management across criminal justice institutions, including police, Ministry of Justice, courts, and prisons</b>	Medium	UNODC/NJI/ CJ, AG, Commissioner of Police, Comptroller of Prisons	<b>Sept 2008</b>	<b>1,000,000</b>	Enhanced overall efficiency of the criminal justice process
13.1 Quarterly meetings of criminal justice sector stakeholders	High	CJ/AG/ State Govt	2007-2008	400,000	meetings held annually. Better coordination across
13.2 Ensure the participation of all criminal justice stakeholders in the Third National Integrity Meeting for the Justice Sector.	High	UNODC/ NJI/ CJN			Holding of 3rd National Integrity meeting inviting Criminal Justice stakeholders.
<b>Impact Indicators</b>					
<ul style="list-style-type: none"> <li>- Perceptions of judges, prosecutors, police and lawyers concerning the coordination among criminal justice institutions.</li> <li>- Perceptions of judges, prosecutors, police and lawyers on the quality of work performed by other criminal justice institutions</li> <li>- Existence and functioning of a criminal justice committee</li> </ul>					

**TOTAL COST: Naira 66,600,000 (approximately US \$ 544, 000 US dollar).**



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