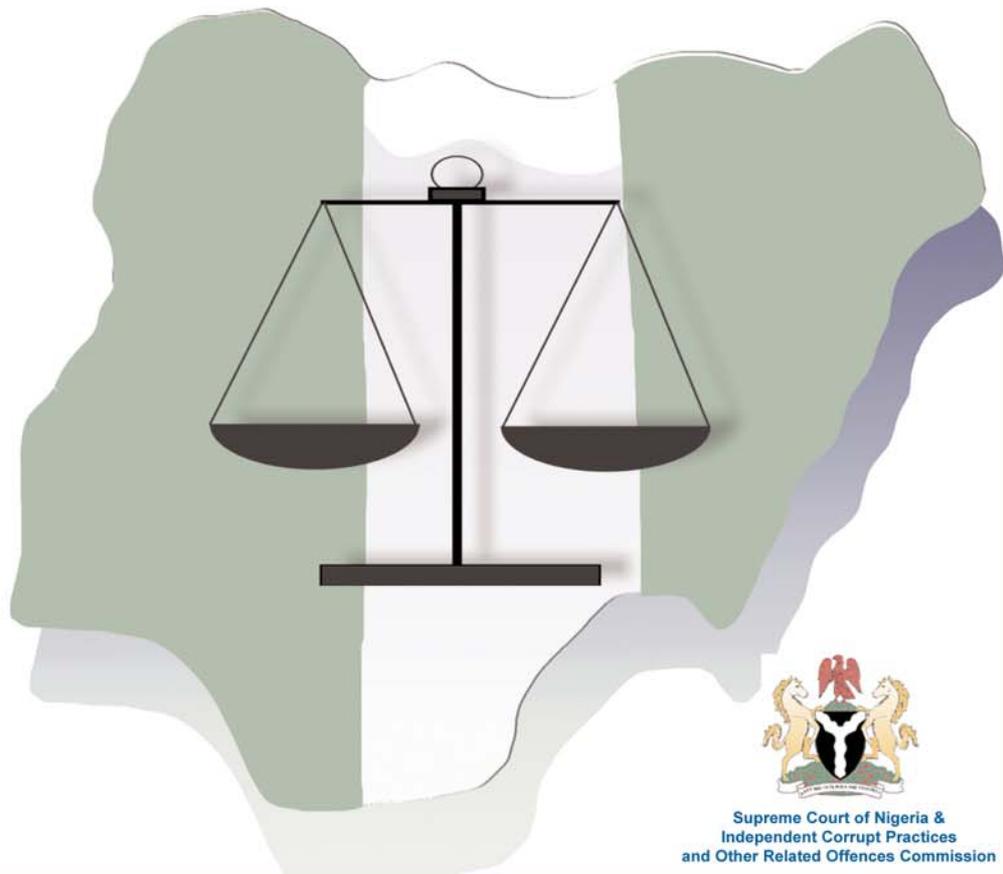




UNITED NATIONS
Office on Drugs and Crime

STRENGTHENING JUDICIAL INTEGRITY AND CAPACITY IN NIGERIA

AUGUST 2003



Progress Report #2

Anti-Corruption Unit

Progress Report # 2

Strengthening Judicial Integrity and Capacity in Nigeria

Progress Report; Mar 03- July03

**Abuja and Vienna
August 2003**

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I. BACKGROUND

A. Purpose of the Report

In this report, the United Nations Office on Drugs and Crime (UNODC) gives an account of the status of the judicial reform initiatives, both at the Federal level and within eleven Nigerian states (Abuja FCT, Benue, Borno, Delta, Ekiti, Enugu, Kaduna, Katsina, Kwara, Lagos and Plateau State). Together with the USAID funded National Centre for State Courts, the DFID funded British Council and the German Agency for Development Cooperation, UNODC supports these initiatives by providing technical expertise, policy advice, management support and financial resources. The purpose of this report is to take stock of the achievements made so far, both at the Federal level and within these pilot states, in order enhance the sharing of information on judicial reform measures and the practical aspects of their implementation throughout all Nigerian states.

Moreover, the report places the UNODC sponsored project on Strengthening Judicial Integrity and Capacity in Nigeria in context by giving an overview of how it fits into a broader international initiative.

The difference between Progress Report 1 and 2 is that we have added

- a new ODC Pilot State, Katsina State
- a new Chapter 7; Progress Made Across the 4 ODC Pilot States.

B. International context

The UNODC project on strengthening judicial integrity and capacity in Nigeria is not however, a self-standing exercise but rather part of a larger international judicial reform initiative, guided by an International Judicial Group on Strengthening Judicial Integrity, formed in April 2000 by the Chief Justices of Uganda, Tanzania, South Africa, Nigeria, Bangladesh, India, Nepal and Sri Lanka. Egypt and the Philippines joined the Group recently at its 3rd meeting in Sri Lanka in January 2003. Since its first meeting in Vienna 2000, the Group ascertained certain achievements:

- The creation of a *“safe” and productive learning environment for chief justices* in which they can be exposed to best practices regarding judicial reform, management of change and the strengthening of the rule of law;
- The formulation of a concept of judicial accountability which will be of practical effect and raise the level of public confidence in the courts without jeopardizing the principle of judicial independence;
- The establishment of the *objectives, scope and basic principles for judicial reform*;
- The development of a *Universal Declaration of Principles of Judicial Conduct*;
- The design of a *comprehensive assessment methodology*.

During the first meeting, which was organized by UNODC in collaboration with Transparency International, the Group considered means of strengthening judicial institutions and procedures as part of strengthening national integrity systems. Subsequent to delineating the *objectives, scope and basic principles for judicial reform*, three of the participating member states, namely Nigeria, Sri Lanka and Uganda, volunteered to pilot test some of the identified reform measures.

II. UNODC-PROJECT ON JUDICIAL INTEGRITY IN NIGERIA

A. *Main Objectives of the Project*

Following the First Meeting of the International Judicial Group on Strengthening Judicial Integrity, the Hon. M.L. Uwais, Chief Justice of Nigeria, in collaboration with the UNODC, elaborated a project on Strengthening Judicial Integrity and Capacity in Nigeria, which was launched in October 2001 at the First Federal Integrity Meeting for Chief Judges, in Abuja.

The main objectives of the UNODC supported pilot project are to:

- Develop, based on the findings of a *comprehensive baseline assessment* of the types, locations, levels and cost of corruption in the courts, action plans for strengthening judicial integrity and capacity in three Nigerian pilot states.
- *Implement the action plans* in nine pilot courts across the three pilot states to improve their performance regarding: (i) access to justice; (ii) timeliness and quality of the trial process; (iii) public confidence in the courts; (iv) efficiency and effectiveness in handling complaints against judges and court staff, and (v) co-ordination across the criminal justice system institutions (Judiciary, DPP, Police, Prison Services and the Bar).
- Ensure sustainability of reform measures by transferring planning, monitoring and implementing skills and processes to the judiciaries in the pilot states and closely involve key institutions, such as the Independent Anti-Corruption Commission and the Nigerian Institute of Advanced Legal Studies.
- Identify those measures that have proven to be successful during the pilot phase and support their implementation throughout all thirty-six states in Nigeria.

B. *First Federal Integrity Meeting for Chief Judges, Oct. 2001*

The Justice of Nigeria invited, all thirty-six Chief Judges of the Nigerian states, the Minister of Justice, the Police, the Prison Services, Customs and the Independent Corrupt Practices Commission. During this meeting, the participants with the assistance of questionnaires, identified four key areas of judicial reform, namely: (i) quality and timeliness of the trial process, (ii) access to the courts, (iii) public confidence in the judiciary and (iv) efficiency and effectiveness in dealing with public complaints.

Within these four broad objectives, working groups reached consensus on the introduction of seventeen measures to strengthen the performance of the courts and identified fifty-seven impact indicators against which progress could be measured. The workshop, furthermore, selected Borno, Delta and Lagos as pilot states for implementation.

C. *Comprehensive Assessment of Judicial Integrity and Capacity, Feb/Jun 02*

In order to facilitate facts-based action planning and to identify key issues to be addressed during the implementation stage, CICIP sub-contracted to the Nigerian Institute of Advanced Legal Studies (NIALS) the task of conducting a comprehensive assessment of judicial integrity and capacity in the three pilot states (Borno, Delta and Lagos), based on the fifty-seven indicators agreed upon by the First Federal Integrity

Meeting for Chief Judges. This assessment was aimed at producing a clear and coherent picture of the country's current condition with respect to the (1) levels, locations, types and costs of corruption in the justice system, (2) the institutional structures that encourage corrupt practices and (3) possible remedies for corruption within the justice system. The assessments would also provide the baseline for the monitoring of the judicial reform programme.

For this purpose an assessment methodology was designed including: (i) *a desk review* regarding corruption in the justice system; (ii) *surveys* of a total of 5776 judges, lawyers and prosecutors, court users, court staff and the business community, (iii) *an assessment of the legal anti-corruption framework*, including the Anti-Corruption Act 2000, the Criminal and Penal Act as well as other relevant codes and rules, (iv) *a review of the institutional and organisational framework of the justice system*, in particular focusing on its vulnerability to corrupt practices; and (v) *an assessment of court cases* focusing on the identification of the abuse of procedural or substantive discretion. In November 2002, the first draft of a technical report was submitted and is currently being revised and improved by the Institute. It would appear that local consulting and research capabilities on court-related matters are not in abundance in Nigeria. The National Institute of Advanced Legal Studies encountered a number of difficulties in identifying and securing the necessary specialized expertise required for processing and analyzing this sizeable data set.

D. State Integrity Meetings for the Judiciaries of Born/Delta/Lagos, Sep 02

Three State Integrity Meetings for the judiciaries of Borno, Delta and Lagos State were conducted in September 2002. The meetings, which were attended, by a broad based group of stakeholders in the justice system established detailed action plans delineating measures within the broad areas identified at the First Federal Integrity Meeting for Chief Judges.

More specifically the meetings identified actions to (i) improve access to justice, (ii) increase the timeliness and quality of justice, (iii) enhance public confidence in the courts, (iv) establish an efficient, effective and credible complaints system, and (v) enhance co-ordination and collaboration throughout the criminal justice system.

Access to Justice
Improve daily cause-list management
Publish case lists on court notice boards increasing transparency of case-management and facilitating media coverage of court proceedings
Public enlightenment through general educational statements and information in courts
Issuing and broadly disseminating an Annual Law Report
Enlighten Local Government Councils about limits of jurisdiction powers of traditional rulers
Judges to focus more intensely on dispute resolution and ADR
Judges should award realistic costs to litigants
Judges to be involved in providing legal training to Police
Judges to monitor their staff
Strengthen the maintenance culture among technical court staff
Ban non-professional touts from court premises

Quality and timeliness of the Court Process
Reduce backlogs
Reduce court delays
Judicial officers to control their own case calendars
Efficient use of case management and ADR process / Improve case flow management
Review and eventually amend Rules of Court to eliminate trial delays, to extend jurisdiction of lower courts to award compensation in criminal and civil cases.
Use of electronic trial recordings in court proceedings
Set/monitor performance standards for judges and court officials
Increase public awareness and dialogues with other justice system stakeholders and court users
Training and restraining of judges, magistrates, prosecutors and court staff
Codify Sharia law
Ensure adequate funding
Upgrade infrastructure in the 3 pilot courts
Provide basic working material and judicial information to the judiciary
Strengthen Public Confidence
Enhance public enlightenment and awareness, involving local government councils
Increase public information on bail
Appointment of Public Relations Officers of State judiciary
Judges and lawyers to maintain judicial decorum / protocol and propriety of conduct in Courtroom
Transparency of judges and court staff to be monitored by ICPC
Enhance transparency and fairness of the appointment process
Regulate lawyers fees
Review/possibly amend legislation on restitution for crime victims
Increase the use of IT and automatic court recording systems / Enhance use of IT in case management
Restore a workable legal aid system
Strengthen Public Complaints System
Implement and enforce the Code of Judicial Conduct
Install complaints and suggestions boxes in all courts / Inform public and encourage direct complaints to the courts about Police abuses
Establish a transparent, efficient and independent complaint system
Establish Court User Committee to review, analyse and follow-up on complaints
Strengthen public awareness / conduct campaign (how to make complaint, citizens rights, legal literacy)
Conduct ethics and re-orientation training for judiciary and court staff
Improve public access to the Chief Judge and the Complaints system
Define and establish partnership with ICPC
Enhance knowledge of anti-corruption legislation
Strengthen judicial independence

Coordination within the CJS
Increase coordination within the CJS
Reactivation of the Criminal Justice Committee (CJC) to enhance coordination and cooperation
Conduct CJS round-tables
A.G. to be appointed immediately by the Governor (Borno)
Harmonise relevant laws and penalties
Invigorate the Bar-Bench Forum
Increase public involvement in court-related matters
Improve co-ordination police + DPP's Office (Liaison Officers)
Stop frequent transfers of investigating police officers
Commissioner of Police to attend all meetings of the CJC
Earliest possible bail in appropriate cases
Provide Black Marias to all prisons
Controller of Prisons to copy monthly prison returns to all stakeholders (Lagos)
ICPC to monitor and evaluate
Allocate sufficient funding for CJS institution's logistics requirements, incl. Black Marias to all prisons
Provide for witness allowances
Review Criminal Procedure Act and Criminal Justice Act

E. Establishing and Institutionalising the Implementation Framework

In order to ensure swift and sustainable implementation of the identified reform measures, the meetings also established an institutional framework consisting of several committees. These committees would be staffed by judges and other stakeholders of the justice system, including court users, and would be tasked with the responsibility of designing, conducting and monitoring the implementation of specific reform measures.

Implementation Committees (IC) were granted the mandate to co-ordinate and monitor the implementation of action plans. These committees involve not only representatives of the judiciary or the justice system but also non-governmental stakeholders, such as the Bar Association, the media and the Independent Corrupt Practices Commission (ICPC).¹

Public Awareness and Training Committees (PATC) were granted the mandate to identify training needs as well as design and implement training programmes. In Borno, this Committee, which is named the Public Complaints and Training Committee is also responsible for receiving, reviewing, screening and following-up complaints, in order to ensure information sharing within the judiciary and to communicate with the public.

Criminal Justice or Administration of Justice Committees (CJAJC) were granted the mandate to strengthen co-ordination throughout the criminal justice system in the

¹ In Abuja, FCT, the Implementation Committee has been defined as Strategic Planning Centre

state. In most States such committees, although existent, were unfortunately dormant, unfocused or did not involve all relevant stakeholders.

Jurisdictional Review or Rules & Amendment Committees (JRRAC) were granted the mandate to review the rules and procedures of court and propose amendments.

Procurement and Purchasing Committees, (PPC) received the mandate to establish, implement and monitor procurement guidelines for the purchasing of essential items identified as part of the reform.

Court User Committees (CUC) were granted the mandate to improve communication and co-ordination between the courts and other stakeholders in the justice system. In some states, the Court User Committee is also responsible for receiving, reviewing, screening and following-up on various complaints.

F. Action Plan Implementation, Nov. 2002 - present

The implementation of the action plans was launched in all three States in November 2002 with the establishment of the Implementation Committees and included some of the other above-mentioned Committees. Implementation was supported by the UNODC and the German Agency for Development Cooperation (GTZ), with a total of approximately US \$ 140,000 in the period between November 2002 and March 2003. Funds were used *inter alia* for purchasing electronic court recording machines, basic IT and office equipment (such as computers, printers, copy and fax machines),² the upgrading of court buildings, the allowances of the various committees to cover the costs of their regular meetings, the organisation of workshops and the documentation and dissemination of the proceedings documents of the three State Integrity Meetings.

G. Second Federal Integrity Meeting for Chief Judges, Dec. 2002

In December 2002, with the support of the GTZ, a second Federal Integrity Meeting for Chief Judges was conducted in order to (i) review and discuss the results of the assessment of judicial integrity and capacity conducted in the three pilot states, (ii) share action plans developed by the three State Integrity Meetings with all Nigerian Chief Judges, and (iii) brief the participants on the status of the implementation of the action plans. The Chief Justice of Nigeria, the President of the Federal Court of Appeal, and twenty-eight Nigerian Chief Judges endorsed the action plans. Following the Chief Justices' call for action, seven of the Chief Judges present, expressed their intention to immediately commence the implementation of similar reform measures within their respective states.

² For each of the pilot states the following equipment was purchased: (i) one PC/R-/1600 - Canon Digital Copier, one PC metal stand, (iii) one box CEX V5 toner, (iv) one PC 2KVA voltage stabiliser, (v) one ream -A4 size paper (vi) four nos. 15" monitors, (vii) four nos. 650 VA UPS, (viii) three nos. HP LJ 1000 W, (x) three VSB cable; (xi) four in cable, (xii) one fax machine (PCK X FP81); (xiii) one fax machine (PCKX - FP85); (xvi) one PC N640P Canon scanner; (xv) four CPU's, and three electronic recording systems (for Lagos only).

III. INTERNATIONAL PROJECT IMPLEMENTATION SUPPORT

As previously mentioned, the judicial reform initiatives in several Nigerian states are being primarily supported by the United Nation Office on Drugs and Crime, the USAID funded National Centre for State Courts, the DFID funded British Council and the German Agency for Development Cooperation (GTZ). With differing focus, these four agencies support the implementation of pilot projects in nine Nigerian states, namely Abuja FCT, Benue, Borno, Delta, Ekiti, Enugu, Jigawa, Kaduna, and Lagos State. In addition, the Chief Judges of Plateau, Katsina and Kwara State, without awaiting international assistance, have launched judicial reform initiatives in their respective states.

A. Support provided by the UNODC and GTZ for Borno, Delta and Lagos State

UNODC's Global Programme against Corruption (GPAC) provides support in terms of policy advice, technical expertise, project management support and financial resources. The project was launched in October 2001 and will initially run through September 2003. A second phase project is currently being elaborated. In terms of staffing, UNODC has two professional staff members in headquarters, one National Project Coordinator and a Project Assistant in Abuja to provide the necessary implementation support.

The project budget amounts to an amount of US\$ 294,000 for a two-year period. In addition, the German Agency for Development Cooperation (GTZ) contributed US\$ 140,000 in 2002 towards the implementation of the action plans in the three Pilot States and the conducting of the Second Federal Integrity Meeting for Chief Judges in December 2002.

B. Support provided by USAID through the National Centre for State Courts

USAID has contracted with the National Centre for State Courts (NCSC) to implement the Nigeria Rule of Law Assistance Project in three Nigerian states, namely Abuja FCT, Kaduna and Lagos. The NCSC provides technical assistance, consisting of workshops and training, as well as technical equipment for the High Courts of Abuja FCT, Kaduna and Lagos State. The project was launched in November 2000 and will continue until August 2004. In terms of staffing, the NCSC has two professional staff members and seven Nigerian staff working full-time to provide the necessary implementation support.

The project budget is however, flexible and will depend on the nature and extent of the individual activities as well as the time schedule.

C. Support provided by the DFID through the British Council

Unfortunately, the respective information was not promptly available for inclusion in this report.

IV. NATIONAL PROJECT IMPLEMENTATION SUPPORT

The ongoing judicial reform initiative, both at national and state levels, has also received significant support from various national institutes. Apart from the judiciary, implementation has benefited from generous contributions made by the State Attorney Generals, the Police, Bar Associations, the Academia, the National Judicial Institute, the Nigerian Institute of Advanced Legal Studies, the NGO community and the Media

A key partner in the implementing of the judicial reform initiatives has been the Independent Corrupt Practices Commission (ICPC). The Chairman of the ICPC, members of the commission and several senior staff have been closely involved in the implementation of all activities carried out under the UNODC judicial integrity project, as well as some of the activities sponsored by the USAID funded National Centre for State Courts. In the long run, it is planned that ICPC, as a part of its mandate, will increasingly take over the judicial integrity and capacity issue and become the focal point for supporting the Nigerian Judiciary in strengthening judicial integrity and capacity. The ICPC has already taken up random monitoring of the performance of judges.

In addition to its investigative and prosecutorial functions, the ICPC has the mandate to work with government institutions, including the judiciary and civil society, in building solid partnerships to tackle corruption and build integrity systems. As a former President of the Federal Appeals Court, the Chairman has first hand knowledge of the challenges facing the judiciary and possesses a profound understanding of judicial integrity, independence and accountability.

The Chairman of the ICPC was invited to the First and Second Federal Integrity Meeting for Chief Judges as a key speaker and was instrumental in addressing important reform issues to the judges. The fact that the CJN invited the ICPC, as an independent watchdog to form part of the reform process proves the firm commitment and willingness of the Nigerian Judiciary in promoting judicial integrity.

The agency's close involvement in the implementation of the project, in particular, in some of the more "generic" activities, such as Integrity Meetings, the development of ethics training as well as several awareness raising initiatives, has also helped prepare the ICPC in its dealings with the legislative and the executive bodies.

V. PROGRESS MADE IN THE ELEVEN PILOT STATES

A. Introduction

During the meeting of the pilot Chief Judges held after the Second Federal Integrity Meeting, in Abuja in December 2002, the UNODC organised:

Progress Review Meeting #1 was held on 7 February 2003 to discuss progress made in all pilot states. Eleven Chief Judges attended, as well as representatives of the National Centre for State Courts, the National Judicial Institute (NJI), the German Development Agency (GTZ), the European Union (EU) and the Independent Corrupt Practices Commission. More specifically, the purpose of the meeting was to (i) increase information sharing, (ii) establish new partnerships, (iii) identify synergies

across the various pilot states, and (iv) reach consensus regarding the joint implementation of new measures.

Progress Review Meeting #2, was held on June 2003 to discuss progress made throughout all pilot states. Seven³ Chief Justices attended as well as representatives of the National Centre for State Courts, the National Judicial Institute (NJI), including the following donors⁴: the German Development Agency (GTZ), the World Bank, UNDP, USAID and the Independent Corrupt Practices Commission (ICPC) represented by its Chairman, Hon Justice Akanbi

The participating Chief Judges and their representatives gave short presentations delineating the key measures, which they had implemented over the past seven months under the framework of their various judicial reform programmes.

B. The Second Progress Review Meeting

1. Plenary Session

The Chair of the meeting was Justice Sotiminu, Chief Justice Lagos. The meeting commenced with an introduction by the ODC National Project Coordinator, Ms. Juliet Ume-Ezeoke. She emphasized the importance of collectively sharing information. She pointed out that other objectives of the meeting included:

- discussions on the progress made by the various pilot states
- lessons learned, with emphasis placed on impact and challenges.

The last progress meeting held in February was successful and useful in the compilation of the 1st Progress Report. It is the intention of the UNODC to repeat this process quarterly. These progress reports are produced for dissemination throughout the thirty-six Nigerian state judiciaries. It is UNODC's desire to replicate best practices initiated in each pilot states at the federal level. The international community is highly involved in Nigerian judicial reform due to the importance that it attaches to the rule of law. The emerging trends worldwide are the establishment of institutions that monitor activities of different arms of government in order to ensure that principles of good governance are being implemented in state parties.

2. Session I, The ICPC⁵ and the Judicial Integrity Project.

Subsequent to the introduction of participants, the chair called on Justice Akanbi to discuss ICPC's role in strengthening judicial integrity and capacity. In his remarks, Justice Akanbi stated that ICPC's main responsibility is to protect the integrity of the nation via its preventive, investigative and prosecutorial powers. When it discovers the gaps in the systems and institutions of governance, it takes measures to develop strategies in order to prevent these gaps from reoccurring. He stated that the judiciary

³ Hon. Justice Akanbi, Chairman, ICPC, Hon. Justice Roseline Ukeje, Chief Judge Federal High Court, Hon. Justice Sotiminu, CJ Lagos, Hon. Justice Cudgoe, CJ Kaduna, Hon. Justice Sadik Mahuta, CJ Katsina, Hon. Justice Omoloye, CJ Ekiti, Hon. Justice Puusu, CJ Benue State, Justice Diari representing CJ Delta, Representatives of NJI and NJC, , Hon. Justice Kolo, (sent in apologies and report) Chief Judge of Jigawa, (sent in his apologies)

⁴ Mr. Bishal Khanal, UNDP, Manga Kuoh, World Bank, USAID represented by Mike Sheppard, Chief of Party, National Centre for State Courts (NCSC is the Implementing Partner for the USAID funded Rule Of Law Project), Oliver Stolpe from ODC, Vienna and

⁵ ICPC= Independent Corrupt Practices and other Related Offences Commission

has created a code of conduct on which its integrity and effectiveness is being measured. The National Judicial Council and the National Judicial Institute were established to educate the judicial officers on issues pertaining to ethics and the enforcement of disciplinary measures against corrupt officials. ICPC will work with these institutions to ensure that high standards of integrity are maintained in the judiciary. ICPC recently indicted a judge for corruption in Kano State, unfortunately the judge abused existing gaps in the system which resulted in his acquittal. Justice Akambi believes judges are still struggling with regards the procedure in handling complicated cases of corruption. This struggle has therefore resulted in two legal positions being created in particular, for judges who have currently being selected in each state judiciary to hear cases filed by ICPC. These judges have been trained and are expected to assist ICPC in ensuring that their work is not hampered through frivolous applications. ICPC in his opinion has had problems in the past with a few selected judges. However, he anticipates that with time they will rise up to the challenges. Since corruption is a worldwide phenomenon, the judiciary stands at the cutting edge of history to ensure that culprits are not getting away without punishment. The judiciary can make or mar the efforts of the commission; ICPC rely on them to interpret the laws and implement them. ICPC will cooperate with the judiciary to ensure the success of the anti-corruption initiatives both within the judiciary and in the society. ICPC will be sending two staff to Lagos State Judiciary to assist them in strengthening the integrity of the judiciary.

3. Session II: Review of Ethics Training Materials

Mr. Mike Sheppard, Chief of Party, National Centre for State Courts, led the next session. He gave an update on the activity of the Working Group on Ethics. He stated that the final draft of the code of conduct for court employees is being edited while the ethics training manual for judicial officers and non-judicial officers is in the final drafting stage. The document will be given to the CJN for review and input before training is to be conducted. The training for judicial Officers has been set for July 21-24, 2003 in Abuja and the training for Court staff will take place in August 2003. During the discussion session, a lot of questions were raised about the need to develop another code of conduct for court staff. Most importantly, some participants felt there were adequate provisions in the constitution and that it is only the enforcement mechanism that needed to be reinforced. However, a large number of participants did not share the same opinion. The session ended without consensus on the need for a code of conduct for non-judicial officers. Participants, mostly judges decided it would be better to wait until the CJN received the draft code. It is expected that the CJN will circulate the draft code and encourage further comments from chief judges. This will give the Chief Judges more time to determine whether what has been drafted would be in conflict with existing rules and regulation with regard to the public service.

Recommendation: There appears to be an immense need for the TOOLKIT# relating in particular to codes of conduct to be widely circulated.

4. Session III: Complaints System

Mr. Ibrahim Pam of ICPC and Dr. Oliver Stolpe led the discussions concerning the complaints system. Mr. Ibrahim presented the complaints system developed for ICPC for the computerization of cases. He discussed the different categories of complaints that could be received and exactly how they would be

fed into the database. Mr. Stolpe made reference to the complaints system currently being developed by UNODC office in Vienna. This complaints system will eventually enable the judiciary to (i) track the complaints they receive on a daily basis, (ii) determine the types and locations professional misconducts, and (iii) determine disciplinary measures. The judges were worried that most of their staff was computer illiterate and therefore proper training for the system would be required. They were informed that UNODC would bring in an expert to develop the software and train court staff on how to operate it.

5. *Session IV: Progress Reports from Pilot States*

The progress reports prepared by the State Chief Judges reflects their reform efforts to date. None of the states appears to be moving at the same pace. The reason for this is that reform assistance did not commence at this same stage, second, resources from state funds differ from state to state, thirdly, the personality of the chief judge and enthusiasm towards reform initiatives could also influence the pace at which activities are implemented.

a. Abuja (NCSC/USAID Funded)

Case Flow Management: Cases are being managed through different strategies to reduce backlog. Some of the processes adopted are Differentiated Case Management, and Pre-trial Conference. This process had ensured that less time is spent on frivolous applications by counsels. The multi-door court ADR system will soon commence hearing in Abuja as all steps have been taken for that purpose.

A Committee on Review of Laws has been put in place. Their report was submitted a couple of weeks ago. The CJ will convene a meeting of the Bar and Bench to review the final draft and recommend additional provisions or adjustments.

The introduction of Specialized Courts to hear cases based on the judge's expertise. Courts will now be divided into Commercial, Civil, Criminal, and Land Divisions. Trainings is being conducted for judicial officers and other court staff. Area Court Judges have been sent to Ahmadu Bello University Zaria to acquire expertise in different areas of law. Supporting Staff were sent Minna Polytechnic to learn more about computers, court administration and management.

b. Benue State (DFID)

A Benue State Reform Team is being set up by DFID. This State Reform Team will be expanded beyond the normal representatives of the Bar, Bench, Police, Prisons to include inter alia traditional rulers and the labour union. The Governor is expected at the inauguration ceremony. Tentative dates for the formal commencement of activities will be conveyed to the public soon.

c. Borno State (UNODC)

In his report, the Chief Judge for Borno State Judiciary revisited what has worked well regarding judicial reform since the commencement of the complaints system project. In his opinion, the success of the complaints mechanism through the placing

of complaints boxes, and Bill Boards in all courts in the state meant that the public have had the opportunity to express their opinion about the court system, the staff and its effectiveness. So far, seventy- three complaints have been received while thirty-two have been disposed of. This is unprecedented in the judiciary. The complaints committee have been extremely devoted in ensuring that complaints are collected and treated in a timely manner. Neither the Chief Judge nor the Chief Registrar have to spend time reviewing complaints. This has led to the court users increase in the public confidence in terms of the judiciary and access to justice. Awareness of the steps being taken by the judiciary to improve on the services for court users is created through radio programs, TV discussions and placing of posters in strategic locations.

He also reported that *the training of trainers in the use of computers* have proved quite successful for the State Judiciary. In addition, six staff has acquired word processing skills after the initial training by UNODC.

A committee has been set up to review the case flow management system being implemented in Lagos to determine how Borno State Judiciary can initiate the process. Currently, the CJ has been assigning cases based on different areas of law, such as criminal, civil, and commercial. In order to formalize it, the recommendations from the committee will determine whether to introduce differentiated case flow management or the pre-trial conference. He commended UNODC for giving them the opportunity to interact with other state chief judges. He said the review meeting has afforded him and other Chief Judges the opportunity to learn from the initiatives of other states' judiciary. He mentioned that the Rivers State Chief Judge has already commenced implementation of some of the ideas he noted from their previous interactions.

A committee was set up to review the existing rules of the courts and come with recommendations on how to speed up the dispensation of cases in a transparent and more efficient manner. The committee, which is chaired, by one of the judges in Borno State came up with a draft recommendation which was then discussed with members of the Bar and the public. After the public forum, changes recommended by members of the Bar have been incorporated into the rules. The CJ reported that once the final draft is submitted to him, he would append his signature to it so that it will take immediate effect.

The establishment of Criminal Justice Committees in each of the twenty-six Local Governments in the State have meant speedy administration of criminal cases. At the State level, the committee is chaired by the CJ, while at the local level the Chief Magistrate in the Local Council chairs it. The CJC at the Council meets once every month and forwards their reports to the Implementation Committee at the State level for action. The impact of having the CJC at the council is enormous. It has meant increased access to justice by litigants, improvement in the monitoring mechanism of the CJ and effective oversight responsibility by court users in the rural area. The constraint recoded by this approach is the inability of the judiciary to take care of the transportation of the members of the committee coming from distant areas. Members are however encouraged to participate since this is one way of contributing to good governance. The CJ reported that the Police have been very cooperative in responding to requests from the judiciary.

d. Delta State (UNODC)

Within the reporting period, the Chief Judge of Delta retired and was replaced by Justice Roseline Bozimo. Given this change of leadership, implementation of action plans slowed down. Additionally, the inability of the former Chief Judge to establish the various committees recommended in the action plans has delayed progress in the state. However, progress was reported to have been made in the area of awareness creation through the radio lawyer program, placing of posters and information on billboards, and interaction between the Bench and practicing lawyers.

Meetings of the Bar and Bench are held regularly to discuss problems in the courts and recommendations are made on how to improve the system.

The Jurisdiction of the Magistrate in Delta State in criminal cases was recently increased.

The Chief Judge and, Judges by National Judicial Council (NJC) have institutionalised performance-monitoring requests for monthly returns of cases before a magistrate. The performance-monitoring team when fully set up will have the task of reviewing the returns and reporting back to the CJ on whether a magistrate is performing below or above standard. Court Registrars are currently undergoing three days training on court administration and management jointly sponsored by UNODC and Delta State Judiciary.

e. Ekiti State (DFID/British Council)

Ekiti State Judiciary also witnessed a change in the leadership with the retirement of the former chief Judge who has been replaced by Justice Omoleye. The new CJ reported that Ekiti State, which was created, not too long ago has been struggling to set up infrastructures and develop its personnel. Financial constraints have impeded its desire to reform. However, with the assistance of British Council, steps are being taken to address problems relating to administration of criminal justice. A Criminal Justice Committee has been put in place. There are plans to expand it to include traditional rulers. A research department has been established in the courts and fresh graduates have been hired to assist judges in conducting research. The prosecution of criminal cases have been hampered due to the non-presence of witnesses, lack of legal aid to victims and lack of allowance for witnesses. There are plans to write to the Legal Aids Council in Abuja to send additional staff to Ekiti. Funds are currently being made available to the Chief Registrar to pay witnesses.

The Government of Ekiti State has established the Law and Rules Revision Committee (LRRC) to review the laws and rules of the court and recommend changes where necessary. Ekiti State is still using the laws of Ondo State from where it was carved out. However, not much work has been done in this regard due to lack of funds. The Chief Judge is organizing in-house training for judges, magistrates and court staff.

f. Enugu State

A continuing problem of the Enugu State Judiciary remains the lack of Black Maria vehicles allowing for the timely transportation of prisoners to and from prison causing significant delays in the delivery of justice. However, progress has been made in terms of the upgrading of court buildings. The State Government has announced its

support in this respect. Also, experiences with the involvement of traditional rulers in dispute resolutions have been largely positive in the Enugu State. Enjoying the confidence of the people and often having an in-depth knowledge of all facts directly and indirectly relevant to the case. The traditional rulers are in an optimal position to re-conciliate the parties.

g. Jigawa State

The Jigawa State Judiciary continues to encounter serious problems in the delivery of justice because of the lack of Black Maria vehicles required for the transportation of prisoners to and from court. Moreover, the judiciary is still waiting for the financial resources for the refurbishment of the courts to be provided the British Council.

h. Kaduna State (USAID/NCSC)

The Kaduna State Judiciary has commenced the implementation of differentiated case management system. Judges are being assigned cases based on different areas of law such as criminal, civil, commercial and lands matters. However, the CJ reported that she ascertains that judges are not restricted to a particular type of case by assigning them various cases as possible.

The Civil Procedure rules and the High Court laws have been submitted to the State Assembly for passage into law. Radical changes have been made in the new rules and laws of the Kaduna judiciary. They include, limiting adjournments to two, filing of statement of claims with the writ of summons, limiting of police investigation in criminal cases to six months. She stated that the Bar Association have been fairly cooperative. This was made possible through interactions in the Bar/Bench Forum. She expressed interest in the computerization of the complaints system.

i. Katsina State (UNODC)

The Chief Judge of Katsina State reported that the reform process commenced in Katsina on June 17 and 18 with the State Integrity meetings organized by UNODC. Since action plans have recently been developed, steps are being taken by the State judiciary to commence implementation as soon as possible. First step would be the setting up of the various committees that will work with the CJ to ensure the success of the project in Katsina. He stated that the Administration of Justice Committee (AJC) in Katsina has been established and is functioning. It is headed at the State level by the CJ while the Senior Judge in each of the five judicial divisions heads the one on the division. Katsina State is planning to expand the CJC to include other stakeholders. The First State Integrity Meeting identified the following reform areas and measures in order to enhance justice delivery in Katsina State.

(1) Access to Justice

As far as the cost of litigation is concerned the State Integrity Meeting recommended that costs for filing in Katsina State should be reduced, the filing fees in the Sharia Court should be regulated and the Bar should ensure that the official scale for lawyer fees are implemented. In this context, participants proposed that the official scale should be displayed in all courts and should include suggestions on ways in which litigants should proceed against lawyers not complying with the official scale. It is evident that Legal Aid Schemes should be expanded to include not only capital

offences but other offences, the Poverty Alleviation Programme of the Bar should be strengthened and the establishment of a legal aid clinic should be considered.

In order to reduce the language barrier, participants advised that courts should be allowed to use other leading local languages in court. Since there is no clarity to what extent this may require changes to the procedural law or the constitution, it was suggested that the CJ should request clarification on the matter by the National Judicial Council and eventually, depending on the response, prepare a proposal for the amendment of concerned laws.

Since ignorance and legal illiteracy was identified as one of the main obstacles, it was further proposed that an integrated awareness campaign should be launched including posters targeting court users and educating them of their rights and obligations when accessing the courts (e.g. presumption of innocence, the right to a counsel of choice, right to interpretation, right against self-incrimination) as well as the role and procedures of the courts. The awareness campaign should further encompass radio and television programmes drawing from similar programmes organized by the Ministry of Health and should include activities targeted specifically at the youth (essay competition, civic education including anti-corruption issues in secondary schools, university courses and seminars). In this context it was also suggested that all judges should liaise with the principle of a secondary school nearby to set aside one day per year to visit the school and enlighten students about the rule of law and the purpose of judges in society. The awareness campaign should be carried out in close collaboration with NGO's and other stakeholders, such as traditional and religious leaders focusing on educating in particular, the rural population.

Moreover, one group suggested the re-introduction of mobile courts in order to ensure the full geographical coverage of the territory by Magistrate courts. At the same time participants identified a need for more courts in order enhance geographical accessibility.

It was also felt that it was necessary to enhance the access of lawyers to the prisons and to widen the jurisdiction of the Magistrate Courts with regards the granting of bail. Participants were of the opinion that a Federal High Court should be established in Katsina in order to reduce the delay of cases falling under the Federal Courts jurisdiction.

(2) Timeliness and Quality of Justice Delivery

The First State Integrity Meeting in Katsina agreed that the State Government should be made aware of its obligation to ensure the financial independence of the Judiciary. As one of the Arms of Government, the Justice System Institutions should receive financial means directly. Until the full implementation of financial independence, the judiciary should be involved in the decision-making concerning the allocation of resources. Once allocated the financial resources should be provided without delay. Increased funding should not only encompass appropriate welfare for judicial officers but also of support staff and the employees of the other justice institutions. Further, the capital budget should be increased in order to provide for working and reference materials, the publication of annual law reports, court rooms, computers, court recording equipment, internet access and other logistics.

Participants agreed that there is a need for improved personnel management, in particular of support staff in order to reduce the unequal staffing in various courts in the Katsina State. The overall number of support staff and their distribution throughout the courts should be revisited and, eventually reduced. The available resources should be used to train new staff and increase their salaries in order to attract more qualified personnel to the job.

Participants recommended the establishment of a training centre at the High Court level with the task of designing low-cost training and re-training for both court staff and judicial officers. Participants also raised the need for training by national and international experts in issues relating to the application of Sharia Law. New court staff should receive proper on-the-job training by the senior court clerks. Furthermore, there is a need to train court interpreters in Hausa, English and Arabic. At the same time the increased use of Hausa as the language of the court would be beneficial, both in terms of speeding up the trial process, and in terms of reducing the barrier for the common man to access the courts.

As in the past, it was agreed that all court staff should receive an initial six-month basic training before being assigned to their duty station. Training of court staff should include record keeping, the receipt and processing of complaints as well as professional ethics according to the civil service rules, the Code of Conduct for Public Officials, and if adopted, the Code of Conduct for Court Staff, which is currently being developed under the auspices of the National Centre for State Courts in collaboration with UNODC.

Furthermore, the Judiciary should support the Commissioner of Police in training police prosecutors.

Participants felt that in order to enhance the quality of justice delivery it is necessary to intensify the review of candidates, who are called to the bench, with regard to their integrity and professional qualifications.

Participants agreed that the introduction of self imposed rules of practice limiting the time for the delivery of justice should be considered. As far as the complexity of the procedures of the High and Magistrate Courts are concerned, they should be revisited and eventual amendments should be recommended in order to speed up the trial process. In particular, the jurisdiction of the Magistrate Courts should be reviewed and possibly expanded both in criminal and civil matters (e.g. land matters, bail). Participants further recommended, that Sharia Court Judges should be consulted in the drafting of the Sharia Criminal Procedure Code in order to ensure the highest standards of quality of the final Draft.

Furthermore, there was a proposal for the establishment of specialized courts in order to enhance both quality and timeliness during the decision-making process.

In order to reduce delays, participants felt that judicial officers should enhance active case-management, in particular to not entertain frivolous applications for adjournments. Judicial officers should sit on time and insist also on punctuality of the parties, in addition electronic court recording equipment should be introduced.

(3) Public Trust in the Courts

In order to address the problem of corruption and evading trust in the courts, both judicial officers and courts staff should be instructed in the appropriate behaviour under the Code of Conduct addressing, in particular, the issue of favouritism. Participants recommended enhancing the monitoring of the compliance of judicial officers with regard to the Code of Conduct and of Court Staff with regard to the Civil Service Rules and the Code of Conduct for Public Officials. In addition, one group proposed the development of a Special Code of Conduct for Court Staff.

It was mentioned that the general public should be provided with the necessary information in order to be able to distinguish between official fees and informal payments/bribes (e.g. bail is free, etc.).

Judicial officers should exhibit the correct behaviour to be followed thereby emphasizing a role model standing. Participants also agreed, that the professional ethics of lawyers and prosecutors needed to be highlighted in particular when it came to the frequent unnecessary adjournments.

As far as the traditional rulers are concerned, the Emir should be requested to enlighten and instil discipline in the lower ranking traditional rulers.

One group recommended the establishment of a public relations unit in the High Court with the mandate to enhance the communication with the public.

Some participants also emphasized the need to strengthen judicial independence in order to enhance public trust.

(4) Trust in and effectiveness of the Public Complaints Mechanism

Participants stressed the need for the close monitoring of judicial officers and court staff and the swift and credible follow-up on complaints. They recommended the establishment of a Public Complaints Committee or Court User Committee to review the complaints comprising representatives of the Judicial Service Commission, the Sharia Court Directorate, the Bar, the ICPC and Members of the Public. They proposed computerization of the complaints system which would allow simple confirmation concerning the status of the complaint, provide timely information to the complainant and allow for analysis of the frequency and nature of misbehaviours across, time, space, courts and professional categories (possible types of complaints: e.g. dissatisfaction with court decision, revocation of bail, delays in the trial process, unfair hearing, lack of punctuality of judges, corruption, incompetence, abuse of discretion, nepotism). One group also recommended decentralizing the complaints system.

(5) Coordination throughout the criminal justice system

Participants agreed that the Administration of Justice Committee should meet frequently and its decision and deliberations should be made available to all stakeholders. It should also consider establishing such Committees at the local level in order to deal with the day-to-day problems concerning the coordination throughout the justice system institutions and to harmonize and streamline the working relationships among the various stakeholders in the administration of justice.

Furthermore, the Ministry of Justice (MoJ) should be called upon to ensure appropriate training of police prosecutors and ensure the timely provision of legal advice to the Police Prosecutors. Participants felt that it would be beneficial to increase the autonomy of the DPP. In addition, the D.P.O. should instruct the Prosecutors to submit all cases to the Chief Magistrate in order for him to assign them in accordance with the capacities of the various courts. The MoJ should be requested to provide sufficient funding for witness fees relating to cases pending within the courts at the lower bench level.

A Bar-Bench should be launched and therefore conduct monthly meetings focusing *inter alia* on development and adoption of measures to build integrity and curb corruption and to reduce delays resulting from the unnecessary adjournments and motions.

The Administration of Justice Committee should further request the CoP to adopt a more restrictive policy for the transfer of police prosecutors and IPO's whose presence in court is still required.

CJ through the CJS Coordination committee should recommend to the Commissioner of Police to explore the need for and possible content of a Code of Conduct for police officers and the introduction of a complaints system. The setting up of a special unit of police prosecutors in DPP should also be considered in order to enhance the collaboration between the DPP and the Police. Participants stressed the merit of restructuring the police in more manageable units and recommended the decentralization of the investigation by police as well as establishing time limits for the filing of charges in court.

Finally, the Administration of Justice Committee should be used to continuously remind Police and Magistrates of their specific mandate and jurisdiction. In particular they should refrain from handling civil matters under the disguise of presumed criminal implications.

(6) Implementation Framework and Arrangements

In order to ensure swift and sustainable implementation there was a general agreement that an implementation mechanism should be institutionalized consisting of an overall Implementation Committee and various Subcommittees. While the Implementation Committee would have the mandate to ensure the overall coordination and monitoring of the implementation of the action plans, the Sub-Committees, would have the task of implementing specific measures. In order to facilitate coordination of the various initiatives and to avoid Sub-Committees overlapping their activities, it was recommended that the Chairperson of each of these Committees would be a Member of the Implementation Committee under the able Chairmanship of the Chief Judge of Katsina State.

Besides the Implementation Committee, the following Subcommittees were proposed: The Public Complaints Committee, the Court User Committee, the Performance Monitoring and Evaluation Committee, the Administration of Justice (or Criminal Justice Coordination Committee) and the Public Awareness and Training Committee.

While the above mentioned Committees were recommended, it is important to note, that Committees could also be merged, if the single mandates otherwise would appear too narrow or wherever another implementation mechanism has already been put into place.

The Committees would meet on a monthly basis and produce minutes from their meetings. Based on these minutes, the Implementation and Coordination Committee will produce a monthly progress report, which will be submitted to the CJN and copied to UNODC.

j. Kwara State

The judicial reform initiative in Kwara State so far has focused on delay reduction. A Bar-Bench Forum has been established in order to involve lawyers in coming up with standards for reducing the number of adjournments, frivolous appeals and injunctions. In addition, the Chief Judge of Kwara State acted as one of the facilitators at the State Integrity Meeting in Lagos and supported the UNODC team in preparing the report for plenary discussions.

k.. Lagos State (USAID/UNODC)

In her presentation, the Chief Judge of Lagos State reported that the annual report for the year 2002 would be ready for release to the public by the end of June 2003. It will be a detailed report about the activities of the judiciary. It will also be one of the ways of building public confidence in the judiciary

An Implementation Committee and several subcommittees (Criminal Justice Committee, and a Public Complaint Committee) have been established and are conducting regular meetings over the past months addressing various aspects of the implementation of action plans developed in September 2002. Information Technology (IT) and Communication Equipment has been provided to the three pilot courts.⁶ The Lagos State Judiciary identified a room for use as secretariat for the Implementation Committee and the ICPC staff within the High Court Ikeja premises.

The 1st edition of Lagos Judiciary monthly newsletter has just being published and will inform the public about the collaborative programme with UNODC on strengthening the judiciary's integrity and capacity in Lagos State. Furthermore, a quarterly magazine is planned. This magazine will disseminate information about the judges, magistrates, junior staff, and training opportunities.

Over one hundred and fifty complaint/suggestion boxes have been installed in almost all courts in Lagos State. All the High Courts, Magisterial Districts and Customary Courts now have these complaints/suggestion boxes. It is expected that by end of September 2003, all the courts should have complaint/suggestion boxes.

⁶ The United Nations supplied the Lagos State Judiciary with: (i) A photocopier (ii) two fax machines, (iii) toner, (iv) a stabilizer (v) one ream of photocopy paper, (vi) four personal computers, (vi) four monitors, (vii) four UPS and (viii) four laser-jet printers.

Posters which were developed with funding from UNODC to sensitise the public as to their rights and where to direct complaints have also been pasted in all the courts in Lagos State.

In order to strengthen the maintenance culture among technical court staff, Lagos State Judiciary have contracted out services to ensure better accountability. They currently have a computer room managed by a consultant. Several computer operators working under the consultant handle the cause lists, judgments, rulings and printing of documents. The consultant also repairs and maintains all other computers in the judiciary.

Quality and timeliness of the court process; In Lagos State quality and timeliness of the court process has been enhanced by introduction of “THE LAGOS MULTI – DOOR COURT HOUSE” and the introduction of the revised High Court Civil Procedure Rules of Lagos State. The Rules and Amendment Committee chaired by Hon. Justice Bode Rhodes-Vivor, is considering the revision of the following Laws: - Magistrates’ Court Laws (cap 127), Customary Court Laws (Cap 34), Children and Young Persons Laws (Cap 25)

Memoranda have been called for from the Magistrates’ Association, the N.B.A and the Customary Court President. The progress of this Committee has been slow due to the Chairman and the Secretary who are currently members of Election Tribunals in two States of the Federation.

In order to enhance access to justice and improve justice delivery, the **Lagos Multi-Door Court House (LMDC)** was opened on the 11th Of June 2002, the first Alternative Dispute Resolution Centre to be established in Africa. The present Director first debated the idea in 1995. This initiative has grown into the centre they have today. The objective the Lagos Multi-Door Court House as contained in the Practice direction is to – “enlarge resources for justice by providing enhanced, timely cost-effective and user friendly Access to Justice for would be and existing plaintiffs and defendants”.

The major advantage of the LMDC is not only the decongestion of the courts but the automatic fallout of its primary objective which include, Access to justice for all, Speedy resolution of disputes, Reduction in parties’ expenses and time, Harmonious co-existence, Accommodation and tolerance and, Public trust with the Justice system. The LMDC also conducts workshops on ADR for Judges, Lawyers, Legal Secretaries and Magistrates.

One of the major challenges, however, is funding. The funding for the establishment of LMDC came from the Democracy Programme of the US Embassy, although the original grant was for N6million, only N1.5 million was eventually disbursed by the Embassy to the Negotiation & Conflict Management Group (NCMG). The NCMG have since taken over sponsorship of the project. The Lagos State Judiciary on its part, has promised the LMDC an additional number of Court rooms in our new High Court Building with the hope of further expansion as funds permit and the users’ response increases.

The new High Court Civil Procedure rules have now been passed into law and will become effective as soon as the rules have been published in the gazette. On the 19th and 20th of June the Honourable Judges of Lagos State attended a seminar organized jointly Lagos State Judiciary and the Ministry of Justice on the application of the rules and two other seminars are in the planned for lawyers and members of the public. The new rules incorporated the guiding principles and objectives of the committee, which were - to attain quick dispensation of Justice with minimal delay, to achieve clarity and simplicity that will enable lawyers and non-lawyers to comprehend thee rules, To ensure that the concept of case management is fully integrated in the Rules. Some of the new provisions in the rules are, *front-loading system* whereby all necessary documents are filed along with the writ of Originating Summons and even motions as the case may be.

Written address will be mandatory on all applications and final addresses.

The introduction of a *pre-trial hearing procedure*, whereby all cases will first go before a pre-trial Judge who will amongst other things, (i) dispose of non-contentious matters that can be dealt with on interlocutory application and (ii) promote amicable settlement between parties or advise them to adopt ADR mechanism. At the end of the Pre-trial conference, the Judge issues a report, which constitutes a guide for the subsequent course of the proceedings. The Pre-trial proceedings are held daily and there is a penalty for failure to attend, or to participate effectively after due notice has been given.

The newly revised rules will impact largely on the quality and timeliness of justice in Lagos State, and will no doubt, improve what presently exists.

The use of electronic machines for recording court proceedings has been made possible through UNODC donation three electronic court recorders and one transcriber to Lagos Judiciary. There are now a total of four electronic court recorders in the High Court of Lagos State.

All four recorders have been set up and staff trained to operate them. One transcriber is however, not adequate as the courts are not all situated in the same location. Provision have been made in the Lagos Judiciary budget this year for the purchase of additional electronic recording machines for the High Courts and it is hoped that this will be in place before the end of this year.

Without these electronic recording machines, quick dispensation of justice may not occur. In Lagos State High Courts, the following cases are pending-

S/N		IKEJA	LAGOS	IKORODU	TOTAL
1.	WRIT OF SUMMONS	2090	2781	89	4,960
2.	MISCELLANEOUS CAUSES	987	800	28	1,815
3	MATRIMONIAL CAUSES.	254	210	1	465
	REVENUE MATTERS				
4	CRIMINAL MATTERS	NIL	2	NIL	2
5		287	145	NIL	432

	TOTAL	3618	3938	118	7,672
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Strengthening public confidence in the courts; One of the keys to strengthening public confidence in the courts is public enlightenment. The Judiciary traditionally, is the most conservative arm of government any where in the world, but we have come to realize and appreciate the fact that the judiciary is funded with tax payer's money and we owe the public a duty of care. The public should know their rights and where to go if they have any grouse against the judiciary.

The courts Users' Committee (C.U.C) chaired by Hon. Justice Ade Alabi meets once a month and has the mandate to handle the public enlightenment programme.

A court users' forum comprising all stakeholders in the administration of justice system took place on 27th of June 2003. Lagos Judiciary has also established a vibrant public relations unit headed by a senior information officer sent to them from the Ministry of Information, Lagos State. He liaises with the press Unit and monitors press releases.

A Bar/Bench forum was held in May 2003 and was attended by executive members of the NBA branches in Lagos namely the Lagos, Ikeja and Ikorodu branches. Plenty issues were deliberated on and we hope to make it a quarterly affair.

UNODC has also provided the court with Internet access. When this is fully operational, the judiciary plans to establish its own websites where the Annual Report, Magazine and Newsletter as well as relevant judgments from the High Court will be posted.

The Hon. Justice K.M.O.Kekere-Ekun chairs the Public Complaints and Training Committee (PCTC). The Committee is made up of a twelve-man committee comprising of players in the criminal justice system. This committee now handles all petitions against Magistrates and Judicial staff. The ICPC representative is supposed to be a member of this committee and his/her presence will enhance the transparency of the committee.

The committee meet once a month to deliberate over all petitions. Petitions from the Hon. Attorney – General's office and the Judicial Services Commission are also being forwarded to the committee for investigation. The Chief Judge suggested that a computerized data system for complaints received would be very useful as it would give them a clearer picture of the number of petitions received about particular persons, courts and areas where training is required.

Training on Ethics for judicial and non-judicial staff has been slated for the month of July and August 2003. This training will further enhance the complaints system.

Coordination of the criminal justice system (CJS). The Ministry of Justice in Lagos State had earlier introduced the Criminal Justice Round Tables. This meeting brings together stakeholders in the CJS once a quarter. However, the establishment of the Criminal Justice Committee (CJC) which meets monthly, has effectively taken over where the criminal justice round tables left off especially as the membership is the same, namely, the Police, Prisons, the Judiciary, NBA and the Ministry of Justice.

All the heads of the CJS institutions at the State are currently aware of the programme and have actively participated in meetings and responded positively with the exception of the Commissioner Of Police (COP), who unfortunately only sends representatives. The CJ had recommended that it would be highly recommendable if the COP could mandate a DCP to participate in the meetings as only a high level officer can ensure the implementation of recommendations made in the CJC.

One event, which was reported by the CJ, was a case of an attempted jailbreak, which was committed by Awaiting Trial Inmates (ATM's) who were protesting about the deplorable conditions caused by the overstretched prison facilities. In order to prevent the reoccurrence of jailbreak, a sub-committee was set up by the CJC and its report as to ways of decongesting the prisons has since been submitted to the CJ. On the 9th of May 2003, a Criminal Justice Forum was held and was well attended by high-level officers of all the institutions. The Police were only however, represented by middle level and junior officers despite the critical nature of the meeting. The Committee reported that the number of Vehicle (Black Maria) for transporting ATMs to the courts were grossly insufficient. As a result, some awaiting trial inmates (ATM) have never been to court since their arraignment, and have been awaiting trial for up to thirteen years. With the assistance of the Hon. Attorney General they have been able to receive a regular supply of gas from the state government for the Black Maria three times a week. This has been somewhat helpful to the prison authorities especially during the recent diesel scarcity.

The Criminal Justice Committee have recommended that High Courts should be constructed outside all the prisons. This recommendation has been put forward to the Governor of Lagos State through Attorney- General of Lagos State. If the Courts are sited near the prisons, this will automatically eliminate the problem of transportation and reduce the plight of the ATMs, most of who have been charged with capital offences.

In the table below, the Chief Judge highlighted extent of the problems of ATMs in Lagos State. The following statistics show the total prisons population in Lagos State as at 7th May 2003.

IKOYI PRISONS

*	Capacity of Prisons	800
*	Total Number of Inmates	1983
*	Total number of ATM's	1883
*	Number of Inmates Awaiting Trial for Capital Offences	1478

KIRIKIRI PRISONS

Maximum Security

*	Capacity of Prisons	1056
*	Total Number of Inmates	1105
*	Total number of ATM's	908
*	Number of Inmates Awaiting Trial for Capital Offences	908

Medium Security

*	Capacity of Prisons	704
*	Total Number of Inmates	1624
*	Total Number of ATMs	1513
*	Number of Inmates Awaiting Trial for Capital Offences	1478

Female Prisons

*	Capacity of Prisons	105
*	Total Number of Inmates	140
*	Total number of ATM's	109
*	Number of Inmates Awaiting Trial for Capital Offences	69

Provision of 4 (four) Black Marias' for the prisons

1. Plateau State

The judicial reform project in Plateau State focuses on reducing corrupt and other inappropriate practices within the court system. The recent conflict in Jos has increased poverty in the state and led to petty corruption, also within the judiciary. Another objective is the reduction of ex-parte motions, given that they are frequently used to deny another party the right to a fair hearing.

6. *Session V: Reports from other Judicial Institutions*

a. National Judicial Institute

The representative of the NJI reported that the institute lacks the capacity to conduct training for all in the Nigeria Judiciary as currently required by the law creating it. In terms of planning, it requires assistance to enable it develop a database of judicial officers in Nigeria. They have not been able to track the new appointments in the judiciary due to lack of training. NJI would however, appreciate assistance from donors in the area of training and exchange visits in other judicial training institutions round the world.

b. National Judicial Council

NJC is presently comprised of all the Chief Judges in Nigeria. They enforce discipline and professional ethics in the Judiciary. NJC requires expertise in tracking complaints, reporting and training of judicial and non-judicial officers.

7. *Session VI: Remarks From Donor Agencies*

a. United Nations Development Program

The representative of the UNDP remarked that he was impressed with the progress made in judicial reform in Nigeria. He stated that UNDP is interested in justice sector reform since it is a key element in securing rule of law and good governance. UNDP will explore opportunities for linkages with the work that is already being done by other agencies in this sector.

b. World Bank

The representative of the World Bank in his remarks stated that an effective justice system and sustained anti-corruption efforts is needed for development. The World Bank has already commenced a stakeholder's consultative forum on the legal and justice system in Nigeria through the Economic Management and Capacity Building Project (EMCAP) to determine areas for intervention. He further added that the Bank would explore opportunities to integrate judicial reform in its ongoing public sector reform projects in Kaduna and Lagos State.

8. Session VII: Conclusion

Before the meeting was concluded, one of the issues mentioned with regards the state judiciary in its entirety was insufficient funding to: (i) implement capital projects, maintain facilities, and (ii) train staff to ensure speedy disposal of cases. The criminal justice system is also constrained due to the lack of funds to acquire vehicles for transportation of prisoners and payment of allowance to police prosecutors and witnesses.

The participants recommended that a meeting be organized for leadership of the three arms at the federal level of government to discuss issues regarding funding, respect for rule of law and independence of the judiciary. Participants were of the view that this review meeting have given them a rare opportunity to express their opinions on the management of the judicial system and to share information while learning from each other.

VI. MAIN PROJECT OUTCOMES

The principal achievements of the projects are inter alia:

- The setting of clear objectives concerning (i) access to justice, (ii) timeliness and quality of the trial process, (iii) public confidence in the courts, (iv) efficiency and effectiveness dealing with public complaints and (v) co-ordination throughout the criminal justice system
- The introduction of measurable performance indicators for the above-mentioned objectives, including institutional integrity, judicial independence, the abuse of substantive and procedural discretion, accountability, efficiency and effectiveness of the justice system.
- The establishment of a coalition of key stakeholders representing three "pillars of integrity", namely the justice system institutions, the Independent Corrupt Practices Commission (ICPC) and civil society, represented by NGO's, the media and Bar Associations.
- The involvement of the aforementioned coalition in the development, implementation and monitoring of the action plans.
- The fast track implementation of reform measures which have the potential to impact standards of judicial conduct, raise public confidence in the justice system and strengthen the rule of law.
- The development of a concept of judicial accountability that does not compromise the principle of judicial independence. Checks and balances within the judiciary were strengthened in particular through the involvement of the Independent Corrupt Practices Commission as a partner to the UN in all phases of project implementation.
- Increased awareness regarding the (i) negative impact of corruption, (ii) levels of corruption in the judiciary, (iii) the role of the judiciary in combating corruption, and (iv) the various judicial reform efforts.
- The political will for reform at the highest level has increasingly been transferred to the state level, which became evident during the Second Federal Integrity Meeting for judges, when seven additional states requested support in the implementation of action plans within their respective states.
- A practical implementation framework has been identified throughout the four ODC sponsored pilot states including mandate, membership and work schedule for key reform committees to identify reform measures and oversee the implementation of the same measures.
- Consensus has been reached within the judiciary to invite ICPC to play a key role in overseeing the implementation of the judicial integrity project.
- By inviting all donors active in the strengthening judicial capacity and integrity in Nigeria to attend progress review meetings, there has been an increase in donor coordination and collaboration
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VII PROGRESS MADE ACROSS THE FOUR ODC PILOT STATE

A. KATSINA STATE; Anti Corruption Action Plan

1. Implementation Framework					
	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
1. Institutionalizing the Implementation Framework					
- Implementation and Coordination Committee (ICC)		CJ	Immediately	Minimal	- For all Committees: - committee estbl. - TOR distributed: - Regular meeting - Quality of minutes
- Public Complaints Committee, (PCC)		CJ	Immediately	Minimal	
- Court User Committee, (CUC)		Cj	Immediately	Minimal	
- Performance monitoring and Evaluation Committee (PMEC)		CJ	Immediately	Minimal	
- Administration of Justice (or Criminal Justice Coordination Committee) (AJC)		CJ	Immediately	Minimal	
- Public Awareness and Training Committee (PATC)		Cj	Immediately	Minimal	
- Rules Amendment Committee (RAC)		CJ	immediately	Minimal	
2. TOR and Secretariat					
All subcommittees will develop Terms of Reference distributing the tasks established under the action plan. All subcommittees will appoint a secretary and establish a secretariat.		ICC, PCC, CUC, AJC, PATC, RAC UNODC	Immediately	Minimal	
			Immediately	Staff cost	
3. Reporting to the ICC					
All subcommittees to prepare and submit minutes latest 5 working days after the meeting (with copy to UNODC).		PCC, CUC, AJC, PATC, RAC		Minimal	
4. Reporting of the ICC					
Based on minutes submitted by the sub-committees, ICC to prepare monthly report to be submitted to CJN (with copy to UNODC).		ICC		Minimal	
5. Select Pilot Courts					
- High Court No. 1 - Magistrate Court No.1 - Sharia Court No.2		CJ, ICC CJ, ICC CJ, ICC		Nil	
2. Measures To Enhance Access To Justice					
	Priority	Responsibility	Starting date	Cost	Impact Indicators
6. Reduce costs of accessing the courts					
Provision of free legal aid should be among the criteria for appointing lawyers into higher offices in the Judiciary	14.0	CJ, JSC	July 2003	Nil	
Government to offer token fees to lawyers, who take up pro bono cases	14,0	AG, PAC Com (Bar)		TBD	Government to provide funds
Corps members to assist indigent litigants as part of their community development program.	14,0				
Reconsider filing fees and eventually amend rules of the court		RAC	Sept. 2003	Nil	
Establish scale for filing fees for Sharia Courts		RAC		Nil	
Consider the introduction of an legal aid clinic		ICC, NBA, NGOs, Univ.			
Strengthen legal aid council		CJ, ICC, Legal Aid Council		TBD	Reported legal aid cases
Localize legal aid: (i) need for sufficient support (ii) need to mobilize NGO's; (iii) need to employ new lawyers for the legal aid council	11.2	FG MOF NBA		Recurrent budget	
The bar should monitor guidelines on charges for lawyers (to be raised by AJC) Publish scale for lawyer fees in all courts in Katsina		AJC, NBA		NIL	Compliance with scale for lawyer fees.

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MEASURES TO ENHANCE ACCESS TO JUSTICE	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
7. Adoption of local languages in proceedings	9				
Study legal framework governing the language of the Court in the Sharia, Magistrate and High Court and prepare report.		RAC	August 2003	Minimal	Increased use of local language in court proceedings
Submit report to AG including eventual proposal for amendments of the law.		RAC	September 2003		
- Depending on the findings and recommendation of the Report, CJ/ AG to develop a proposal to introduce adequate languages in the courts. - Submission of proposal to the appropriate Organ		CJ/AG CJ/AG/RAC			
3. Measures to Enhance Quality and Timeliness of the Court Process					
8. Decentralization of police investigation	9,16				
CJ, with the support of NBA, should recommend to the AG to discuss issue with CoP to keep investigations in locus of criminal offence.		CJ, NBA, CoP	July 2003	Nil	Speed of investigation. No repetition of same investigative steps. Reduce cost for witnesses
9. Time limit for filing charges and the providing legal advice by MoJ	9,25				
To establish by law or practice a 30 days time-limits as of receipt case diary to file charges or provide legal advice, failure upon which suspect will released on conditional bail.		CJ, RAC, MoJ	End 2003	Minimal	Law or practice on time-limit for legal advice established
CJ to recommend to AG to propose bill.		CJ, RAC, AG			
NBA to lobby for such a law		NBA			
10. Monitoring Judges for sitting on time	9				
CJ, Chief Magistrates to monitor and enforce the sitting on time of judges		CJ, chief Magistrates, PMEC	Immediately	Nil	Speeding up the trial, increase trust and respect for the court
Enlighten Public on official sitting times by judges and invite complaints		PATC	Immediately	Minimal	Compliance of Judges with sitting times
11. Prevent interference of magistrates and police in civil matters	9,04				
- CJ to instruct Magistrates to refrain from handling civil matters for which they do not have jurisdiction. - AJC to recommend to the CoP to instruct police to refrain from handling civil matters for which they do not have jurisdictions. - AJC to recommend to the NBA to instruct lawyers to refrain from disguising civil matters as criminal ones with the aim of filing the case with courts that do not have jurisdiction.		CJ, AJC, CoP, NBA	Immediately	Nil	Speed up dispensation of civil matters
12. Immediate granting of bail in all minor cases	8,16				
CJ to advised all judicial officers to grant bail in all minor cases immediately, Art.341 Subsection 1 C.P.C.		CJ	Immediately	Nil	Reduced Number of long remand cases
13. Encourage judges to sit in prisons in accordance with the Prison Act	8,91				
Comptroller of Prisons to inform Administration of Justice Committee Members of Prison Act providing for the possibility of court sitting in prison premises.		CoPris., AJC	July 2003		Number of Judicial officers sitting regularly in court
Administration Justice Committee, to communicate recommendation to Divisional Committees		AJC	August 2003		

A. KATSINA STATE; Anti Corruption Action Plan

3. Measures to Enhance Quality and Timeliness of the Court Process	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
14. Law report of High Court and Sharia Court of Appeal Decisions to be published	9,75				
Collect court decisions and publish.		PATC	2004	US \$ 10,000/annually	Increase quality of justice delivery.
15. Ensure Adequate Funding of the Judiciary					
Raise need for financial independence with Federal and State Legislator					
In the interim lobby for the judiciary to be part of the allocation decision process		ICC, NBA, AG			
Develop comprehensive 5 years budget for the judiciary		ICC			
Financial Resources should be released immediately following the appropriation		ICC MOF State/Federal			
16. Law reform					
Establish the Rules Amendment Committee (RAC)		CJ, MoJ, JSC, NBA, House of Assembly		Sitting allowances 20,000/meeting	
Review: - High Court Civil Procedure rules - Magistrate and District Court rules - District Court rules - Criminal Procedure code		RAC	August 2003	Nil	
- RAC to review Rules and Procedure recently adopted by other Nigerian States. - RAC to come up with a suggestion for eventual changes of the laws focusing on simplifying procedural law, extension of jurisdiction of lower courts, of court language, etc. - CJ to recommend to the Law Reform Commission (LRC) the laws which should be amended. (Private citizens can also propose amendments to laws through elected representatives)	15.5	RAC, CJ, LRC, AG House of Assembly	September 2003	5 Mio	
Production First Draft		RAC	N500,000 for 500 copies	April 2004	
Workshop on the Proposed New Rules		RAC	N200,000	June, 2004	
Production of Final Draft		RAC	N500,000 for 500 copies	July, 2004	
Submission to House of Assembly		Min. of Justice	No cost	August, 2004	New Rules adopted
17. Provide Working and Reference Materials to the Judiciary					
- PATC to conduct need assessment for working and reference materials in particular of the pilot court (High Court No.1, Magistrate Court No.1 and Sharia Court No.2) - Increase the availability of resources including reference materials in the lower courts and pilot courts based on the needs assessment		PATC, State Gov. UNODC	August 2003	TBD	

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MEASURES TO ENHANCE QUALITY AND TIMELINESS OF THE COURT PROCESS	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
18. Train and retrain judicial officers and court staff					
- PATC to identify training needs of judicial officers and submit to CJ, UNODC, NJI and international donors. - Expose judicial staff to modern trends in court and case-management.	16.4	PATC, University, NJI, Donors	Immediately	20 Million	
Court staff: training should include record keeping, receiving and filing of complaints, professional ethics & Code of Conduct Court staff: introduce and enforce a code of conduct for court staff		IGP/DPP I&CC ICC			
19. Train Police Prosecutors					
- PATC to make develop a curriculum for the training of police prosecutors. - PATC to assist CoP in conducting practical training for police prosecutors,		PATC, CoP, UNODC		October 2003	Training curriculum developed. Number of Police Prosecutors trained.
20. Improve case-management					
- RAC to deploy two committee members to review case management models of Lagos , Abuja and Katsina. - PATC to submit report to ICC. - Establish new case-management system		PATC, UNODC PATC, ICC, CJ, ICC		TBD	More efficient case management system adopted.
4. Measure to Enhance Public Trust in the Courts					
21. Establish Public Awareness and Training Committee and a Court User Committee					
Court Users Committee: - Membership: CJ-Chair, Judges - NBA, Legal Aid, Traditional, Religious, Community leaders. Trade Unions, NGOs, Women Rights - Organization, A/G office, Prisons, Police.			Monthly	40,000	
Draft TOR for Court User Committee					
Public Awareness Committee Membership: Min. of Justice, NGO, CJ, CR, JSC, NBA, NGOs/Donors			June 2003	20,000 copies at N500,000	
Establish Public Relation Unit in the Judicial Divisions (5 Judicial Divisions will cost)		CJ, PACT, CR, DCRs	N1million	July, 2003	
22. General Enlightenment/awareness campaign	16,7				
- Prepare concept paper on radio/ tv program and jingles, including content, costs and select programme moderator. - Record 12 30 min programmes.		ICC/PATC/Min. of Info./ KR TV/ LEPAD, MOI PATC, donors	November 2003	N. 600,000 for 1 year	
Develop Reach Out Program (Places of Workshop, Schools Debate/Quiz)		PACT, MOE, Clergy, Donors, NGO	N100,000	Sept 2003	

A KATSINA STATE; Anti Corruption Action Plan

MEASURE TO ENHANCE PUBLIC TRUST IN THE COURTS	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
23. Targeted Awareness Campaign for stakeholders					
Advocacy through traditional and religious institutions and NGO's	16.05	State govt. Judiciary, NGOs, ICPC & NHRC, CUC, trad. and rel. leaders	Aug 03	15 million	
Organization of a annual the Bar, Bench and Public Forum	16	CUC, NBA, Public & others	Annually,	N100,000	
Awareness Raising Posters to be distributed to court houses, schools and other public places		ICC/PATC	July 03		
Use Print Media to raise awareness, in particular to prepare regular press releases for the Newspapers		ICC/PATC	July 03		
Launch quarterly Newsletter		Public Relation Unit, PACT	N100,000 per issue	September, 2003	
24. Targeted awareness campaign for the youth	10.3				
Play and drama Civic training- develop training material for civic teaching in schools Essay competition to raise awareness about corruption		ICC/PATC/ Min of Edu./ School Principles, Students	Oct. 2003	TBD	
Prepare in close cooperation with stakeholders a concept paper on an essay competition		ICC/PATC/ MOE./ School Principles, Students	Aug 03		
25. Enhance Performance Monitoring	14,9				
Establish Performance Monitoring and Evaluation Committee, (PMEC)					
Establish performance standard		PMEC, CJ, GK,AG,and CR PMEC CJ, GK and AG	„	Minimal	
Ensure effective monitoring of standard			„	„	
5. Measure to Enhance Public Trust and Effectiveness of the Complaints System	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
26. Establish complaints system					
- Establish a broad based Public Complaints Committee (PCC) involving ICPC, Judicial Service Committee and Sharia Court Directors, NBA, NGO's - Conduct Inauguration Meeting - Define Terms of Reference for the adoption by the ICC/ CJ	10.1	CJ, ICC ICC/PCC ICC	June 03 July 03 July 03	Nil	PCC established, Regularity of the Meetings, TOR adopted
Design Procedural chart for the handling of complaints		PCC	August 03		
Consider Decentralization of the complaints system each zone should have their own complaints system and complaints committee,	10.9	CJ/ICC/PCC	July 03	Low cost	
Introduction/ reinvigoration of the complaints system for court staff.		PCC	Sep 2003	Low costs	
Establish Computerized Complaint Registry at the High Court Needs assessment regarding categories (e.g Code of Conduct, ICPC Act, Dissatisfaction with court decisions, (2) Revocation of bail; Delays in the trail process; (3) Lack of fair hearing; (4) Late sitting by judges; (5) Corruption, (6) Incompetence; (7) Abuse of discretion; (8) Nepotism; (9) others) Computer program being developed	10.7	PCC, CJ, UNODC, ICPC	August 2003 Oct. 2003		
Install Petition and Complaints Boxes in all the courts and prisons (with locks and indication for next emptying)	10,1	PCC, ICC, CJ		Medium	
Consider establishment of alternative complaint mechanism e.g. by special interest groups and NGOs		PCC, Special interest groups/NGOs		TBD	

A. KATSINA STATE; Anti Corruption Action Plan

MEASURE TO ENHANCE PUBLIC TRUST IN AND EFFECTIVENESS OF THE COMPLAINTS SYSTEM	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
27. Enforce the Code Of Conduct					
Empower the Public to complain Educate the public about their rights Explore the creation of a Whistle blower act Traditional institutions and religious bodies should be included	10.0	PCC, ICPC, MoJ	2004	None	
Enhance compliance with the code of conduct Awareness raising among the judicial staff generally Know your rights radio and tv (see above) Ethics training (see below) Complaints/ suggestion boxes in court premises (see above) Complaints procedure (see above)	10.1	UNODC			
Ethics training Syllabus for the training on ethics Three workshops have been held with the NCSC Training the trainers procedure 10 trainers over a three day period Judges and magistrate – one day	10.8	ICC CJN CJ NJI NCSC (USAID) UNODC	Ongoing	About N500,000	
28. Review Code Of Conduct	16,0				
Code of Conduct Committee (JCCC)		JSC, Min. of Justice, NBA, CJ	No cost	July,2003	
Preparation of Comprehensive Code of conduct for Judicial and not judicial staff		JCCC, Min. of Justice, JSC, NGO and Donors	N2000,000	July/Aug, 2003	
Production of First Draft		JCCC	N50,000	Sept, 2004	
Workshop on the Draft Code		JCCC,JSC, Min. of Justice, NBA, NGO/Donors	N100,000	October, 2004	
Production of Final Copies Distribution		JCCC	N50,000	Nov, 2004	
Practice Directions		Chief Judge	No cost	Nov, 2004	
6. Measures to Enhance Coordination Across Criminal Justice System (CJS)	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
29. Strengthen efficiency of Administration of Justice Committee (AJC)	14,1				
Minutes of meetings should be prepared & distributed to all stakeholders within 5 working days. 2 Extract of decisions to be implemented should be forwarded to all heads of relevant stakeholders. 3 Follow up actions to be taken by relevant officials. 4 Feedback on the state of implementation to ICC		Secretary of the AJC Secretary & AJC Chairman Heads of various Stakeholders Secretary & Chairman or CJ	Immediate (Short term)	Minimal	Enhanced Transparency and swift implementation of AJC decisions
Ensure monthly meetings of the AJC Meetings to be hosted by the AG	15,2	CJ/AG			
30. Enhance collaboration between Bar and Bench					
Launch quarterly Bar Bench Forum providing a platform for exchange of common problems in the administration of justice and development of solutions.		Chief Judge, HC Judges, Magistrates and Sharia Court Judge, NBA	August, 2003 (quarterly)	Minimal	

A. KATSINA STATE; Anti Corruption Action Plan

MEASURES TO ENHANCE COORDINATION ACROSS CRIMINAL JUSTICE SYSTEM (CJS)	Priority	Who is Resp.	Starting date	Cost	Impact Indicators
31. Enhance collaboration between DPP and Police	14,3				
Ensure DPP host monthly meeting between his office and Police. Extract of decisions to be implemented be forwarded to stakeholders. (CJ, AG and COP). AG should provide funding for hosting the meetings		AJC, DPP and COP Secretary and DPP AG	August 2003 (monthly)		
Restrict/ coordinate transfer of police prosecutors and IPO's who have cases pending in court		AJC, DPP, CoP			
CoP to explore the setting up of a special branch in DPP established solely for public prosecution		AJC, CoP, DPP			
32. Enhance Integrity and Effectiveness of the Police					
Police to introduce and enforce code of conduct					
AJC to review current professional standards governing police.		AJC, CUC			
Prepare a report on the current corruption and integrity challenges. and propose countermeasures including a Code of Conduct		AJC, CUC			
Introduce/ strengthen the complaint system		AJC CoP			
Police; explore the restructuring of the command hierarchy		AJC, CoP, IGoP			
33. Enhance Integrity and Effectiveness of the Prison Services					
Prison Services, with support of AJC committee identify needs for changes in the Prison Act.		AJS, CoPris.			
Prison Services with support of AJC and HRC to identify needs for Prison Reform		AJS, CoPris.			
Prison Services to develop and enforce a code of conduct of prison staff		AJS, CoPris.			
Prison Services to introduce a complaints system within the prisons		AJS, CoPris.			

B. LAGOS STATE, Progress made in Action Plan Implementation (Jun 03)

1. Measures to Improve Access to Justice	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Judges should award realistic cost to litigants		
In order to reduce delays, the operating costs of the system, judges should award realistic costs, in particular when due to adjournments, in order to make the access to justice more affordable.	The New Lagos State High Court Civil Procedure rules have been passed by the House of Assembly. Costs, due to adjournments can be awarded to the requesting party and have to be paid within 7 days.	The new High Court Civil Procedure rules contain a total revision of the entire civil process. The expectation is that they will greatly assist in reducing delays, facilitating ADR and hereby reduce the congestion of the courts.
2. Judge to maintain the judicial decorum and protocol		
It is the responsibility of each judge to maintain the judicial decorum and protocol in his or her respective court.	Judges have been more conscious about the judicial decorum since commencement of the project.	Maintaining discipline among court staff remains a challenge due to cumbersome disciplinary procedures under the Civil Service Rules
3. Issuing of the Annual Law Report (ALR)		
Finishing collecting all necessary information for the law report Publish the Annual Law report Ensure its widest publication, including the public presentation at press conference	The Annual Report has been compiled and is ready for publication.	The Annual Report will enhance transparency by publishing for the first time all statistical information concerning the operations of the Lagos State Judiciary.
4. Commissioner of Police to attend al meetings of the CJC		
Much of basic mistakes committed by the police in gathering and handling evidence could be avoided through closer collaboration with other CJ institutions, in particular (judges could involve in providing basic legal training to police officers).	Several attempts have been made to involve the Police closely into the reform process: (1) Monthly meetings of CJC, as well as (2) quarterly Criminal Justice Roundtable/ Forum, involving also the Police.	Main obstacle: Despite repeated invitations, the CoP or his Deputy do not attend the Criminal Justice Committee.
5. Complaints and suggestion boxes in all courts in Lagos State		
Install suggestions and complaints boxes in all Lagos State courts.	Approximately 100 complaints boxes have been installed, 45 of which in Customary courts (most of the current petitions are directed against customary courts)	Complaints Boxes are not yet used by the public. More awareness raising is needed.
6. Simplifying the Procedures for Granting Bail		
	CJ send a circular through the Magistrates Association, reconfirming that Magistrates have jurisdictions to grant bail, also in those cases where they have no jurisdiction of the underlying offence.	Problems concerning bail are caused less by cumbersome procedures, then by shortcomings of the police. Non-attendance of CoP in CJC complicates addressing the problem
7. Enforcement of rule that any responsible person can stand surety		
Both, many judicial officers and police still do not accept women standing surety		No concerted action has been taken, despite that women often provide more reliable surety.
8. Strengthen the maintenance culture among technical court staff		
	Cleaning, IT maintenance and Security have been outsourced.	Outsourcing has helped to increase quality and continuity of these services.

B. LAGOS STATE, Progress made against action plan

2. Measure to Enhance Quality and Timeliness of the Court Process	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Efficient use of case and case flow management and ADR Process		
Re-organize Registry	Ongoing	
Appraisal and referral of case files	<p>CJ issued practice direction in December 2002 for creation of General Civil Division, Commercial Division, Criminal Division, Lands Division, Family Division and Probate Division in H.C.</p> <p>CJ issued Practice Directions for use of ADR in December 2002.</p> <p>CJ has appointed 2 admin judges to assist her in court management.</p> <p>3 Training Seminars were conducted for judicial officers on the application of the new practice directions.</p>	<p>Has helped to speed up dispensation of cases, however, creation fast, medium and slow track system could additionally increase efficiency of courts.</p> <p>Judicial Officers are well aware of existence of ADR and are proactively evaluating each case for its possible referral to the ADR system</p>
Designating fast track courts	Under consideration	
Set time frame standards for court cases		
Monitoring of agreed performance standards	Performance standards have been set by NJC. First monitoring round of returns was conducted.	Performance Indicators given by NJC were not sufficiently explained.
2. Amendment of Rules in Court to eliminate trial delays		
Set up Rules and Amendment Committee (RAC) – 10 members	RAC has been set up, conducting 1 st meeting considering expansion of jurisdiction of M.C. in civil and criminal matters, etc.	Only one meeting could be held, since Chairman of RAC is on national assignment (election tribunals)
Select Chairperson, members, meeting schedule and agenda		
Consideration of the Committees Report		
Compiling and sending final draft to House of Assembly through MOJ Passing of the Bill into Law		
3. Use electronic recording in court proceedings		
Purchase the necessary electronic devices for recording	With the assistance of UNODC and NSCS 4 recording machines and 1 transcriber have been purchased	More transcribers are needed, since recording machines have been installed in different locations.
Train court staff to use the devices	5 Court Staff have been trained	Equipment is very user friendly and future training can be conducted by those court staff operating the machines

B. LAGOS STATE, Progress made against action plan

MEASURE TO ENHANCE QUALITY AND TIMELINESS OF THE COURT PROCESS	PROGRESS MADE AS OF JUN 03	EVALUATION
4. Set and monitor performance standards for judges and court officials		
Based on NIAL's assessment identify baseline for court monitoring	ongoing	Significant delays due to lack of capacities of NIALS. Last draft submitted needs detailed review by UNODC hired expert in statistics. Target date for submission of final product October-November 2003.
Identify performance standards for judicial officers	Done: Performance Standards based on cases received, disposed of, and pending have been set by NJC	Monitoring of Customary Courts needs to be enhanced.
Identify performance standards for court staff		
Establish performance monitoring time schedule	Done	
Conduct performance monitoring on a regular basis	CJ monitors performance on monthly basis, NJC monitors overall performance of state judiciary on an annual basis	Electronic processing of monthly returns would increase effectiveness of performance monitoring.
5. Improve coordination between police and DPP's office		
CoP to attend CJC meetings	Collaboration has improved, but still is not regular.	CoP is not participating in CJC meetings. Neither does he send a high-level representative
(in this regard it was also suggested that public prosecutors may be placed directly into Police Area Commands)	2 IPO's have been posted as liaison officers in the AG's Office	
3. Measures to Strengthen Public Confidence in the Courts	PROGRESS MADE (JUNE 2003)	EVALUATION
1. Mount a sustained campaign of public enlightenment		
Define job description and mandate for public relations officer (PRO) and select a qualified person	A PRO has been seconded from the Ministry for Public Information	This has greatly enhanced the quality and quantity of communication with the public on justice related matters.
Develop a public relations strategy	Single public awareness measures have been developed, including stakeholder meetings (e.g. Criminal justice roundtable and Public Forum for Court Users, incl. Media conferences, the monthly newsletter, a quarterly journal)	No integrated awareness strategy has yet been established
Identify the resources for the public awareness strategy	Awareness measures were financed mainly by the Lagos State Judiciary. UNODC provide for the Posters and supported the Public Forum for Court Users.	The response of the public to the increased openness and transparency of the courts has been very positive and also the trust relationship between the Bench and the Bar has increased. However, it became also clear that the public at large is still largely unaware of the court process and their basic rights.
Implementation Posters, Flyers, Court User manuals and other information material	Awareness raising posters have been printed and distributed to all courts in the State The first monthly Newsletter has been printed and is currently being disseminated	

B. LAGOS STATE, Progress made against action plan

MEASURES TO STRENGTHEN PUBLIC CONFIDENCE IN THE COURTS (continued)	PROGRESS MADE AS OF JUN 03	EVALUATION
2. Increase public access to the Chief Judge for complaints purpose		
The CJ should be informed by the PCTC on a regular basis on complaints and allegations of corrupt practices and other forms of judicial misconduct	PCTC holds monthly meetings with detailed minutes covering also complaints and petitions and recommendations for action. Minutes are submitted to the CJ with copy to UNODC	Computerization of the complaints system could increase the efficiency and allow for more analysis
3. Transparency of judges and court staff to be monitored by ICPC		
Propose methodology and timing of external monitoring exercise Encourage the public to report incident of corruption in the courts	Office for the ICPC staff has been identified.	Posting of ICPC staff has been delayed, both due to lack of funding and legal and political challenges of ICPC which
4. Immediate re-orientation of court staff		
Develop a training curriculum on professional and applied ethics for court staff	The working group on judicial ethics developed a training curriculum for judicial officers and court staff and a Code of Conduct for Court Staff.	Relationship of Draft Code of Conduct for Court Staff and the Civil Service Rules needs clarification
4. Measures to Strengthen Public Complaints System	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Establish Implementation Committee and Public Complaints and Training Committee		
Select five member of the Implementation Committee, in addition the NPC will be member of the IC	IC has been established. The Chairperson of the PCTC, the CUC, the RAC and the CJ Committee are represented	
First meeting of the IC to establish procedures regarding: mandate, frequency of meetings, membership, work program, reporting procedures	IC was established in February 2003 and meets monthly after all other Committees had their monthly meeting. The IC has mainly a coordinating and information sharing role.	No TOR so far
Constitute Public Complaints and Training Committee (PCTC) Chairperson: Hon Oyeywole, Secretary: IO. Akinkugbe; Members: CRAN, UN NPC, Media Representative, NBA, court user rep First meeting of the PCTC to establish procedures regarding: mandate, frequency of meetings, membership, work program, reporting procedures	PCTC has been established in February 2003 and meets monthly. It consist of 10 members including representatives of the judiciary, court administration, the JSC, the NBA and the media. It reports through the IC to the CJ. On petitions it reports to the Judicial Service Commission (JSC).	No TOR so far. There is a need to determine responsibilities of PCTC and JSC concerning the review of petitions.
2. Establish a credible complaint system		
PCTC to send letters to various federal and national institutions currently receiving complaints to consolidate	All institutions forward those complaints which concern the judiciary to the CJ	
PCTC conduct an assessment of existing complaints: (i) number and types of complaints received, (ii) Topic/judicial officer involved; (iii) Received date (vi) Date Action taken regarding follow up; (v) Type of action taken, (vi) complainant	ongoing	
Establish a computerized complaints data base	ongoing	

B. LAGOS STATE, Progress made against action plan

MEASURES TO STRENGTHEN PUBLIC COMPLAINTS SYSTEM (Continued)	PROGRESS MADE AS OF JUN 03	EVALUATION
2. Establish a credible complaint system (continued)		
Agree on timing and type of reports to send : within the judiciary (monthly reporting). to public (annual reporting).		
Based on assessment using the new computerized system agree on an action plan on how to improve the handling of complaints		
Launch implementation of Action Plan for handling complaints after endorsement by IC and CJ		
3. Conduct Ethics & Re-orientation Training for all staff		
Conduct a training needs assessment	Working groups on judicial ethics developed training curriculum and manual on judicial ethics.	
Based on training needs assessment PCTC to draw up an Ethics Training Plan to be approved by CJ		
Contact the National Judicial Institute and other relevant training state training institutes for support	NJI is part of judicial ethics working group and one of the partner institutions in the implementation of the judicial ethics training	
Implementation Ethics Training Plan		
Assessment of the impact of the Ethics Training Plan		
4. Conduct a public awareness campaign		
Based on needs assessment, develop an public awareness campaign	Several public awareness activities have been developed and are under implementation (see above).	
Conduct regular Media Briefings	2 Media Briefings have been conducted in conjunction with Criminal Justice Roundtable and Forum . A Communiqué on the ongoing reform has been issued. The CUC is in regular contact with Newspapers, Radio and TV stations ensuring updates on the ongoing reform.	
PCTC to develop and distribute flyers, posters regarding citizens rights (manual and posters)and the judicial reform project.	Posters have been developed and distributed to all courts in the State	
Bill boards to be established in all three pilot courts	Bill boards have been installed	
PCTC in coordination with the PRO to issue a quarterly newsletter	First issue of monthly newsletter has been published	
CJ to have regular meetings/briefings with the NBA	2 quarterly Bar-Bench For a have been conducted	
Develop a format for regular contact with schools (visit, info material)	2 school classes visited the courts.	There is a shared feeling among judges that school children should not be exposed to dealings of the courts, in particular in criminal matters.

B. LAGOS STATE, Progress made against action plan

MEASURES TO STRENGTHEN PUBLIC COMPLAINTS SYSTEM (Continued)	PROGRESS MADE AS OF JUN 03	EVALUATION
5. Establish Partnership with ICPC		
Submit proposal to the Chairman of the ICPC regarding involvement	CJ wrote letter to ICPC Chairman inviting him to second ICPC staff member to the courts	
ICPC to nominate and assign expert staff to assist with judicial reform	2 staff have been selected	Due to lack of funding and legal/political problems
ICPC to contribute, as requested, to: (i) awareness campaign; (ii) design complaint system; (iii) conduct ethics training, (iv) enforce code of conduct		
ICPC to participate as members of: IC, PCTC, CUC		
6. Enforce the implementation of Code of Judicial Conduct		
Conduct training for all staff on Code of Judicial Conduct (CoJC)	Ongoing	
Develop and conduct an introduction seminar for new staff on (CoJC)	Ongoing	
Distribute the Code of Judicial Conduct to all staff	Done	
Review the Disciplinary Enforcement Mechanism		
5. Measures to Strengthen Coordination Across the Criminal Justice System	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Reconstitute, strengthen and expand the membership and the mandate of the Criminal Justice Committee and ensure consistency in representation		
Inform the Heads of the CJS institutions at the Federal level about the Judicial Integrity Project and the importance of the Committee	Done	Continuing weak attendance by police (see above)
Present the Judicial Integrity Project to the CJC at a meeting in Nov 02 to facilitate their support	Done	
Share the State Integrity Proceedings Document with key representatives from the Criminal Justice System	Done	
2. Conduct Quarterly Criminal Justice Round Tables		
Standard agenda items to be presented at these meetings: (1) Updates regarding Judicial Integrity Pilot Project, (2) Updates on status of complaints received across the CJS. Invite all key stakeholders including the Bar, the NGO's and Legal aid council Share the minutes from the meetings across the CJS	3 meetings of the CUC and 2 Criminal Justice Roundtable and 1 Public Forum for Court Users Forum were conducted.	

B. LAGOS STATE, Progress made against action plan

MEASURES TO STRENGTHEN COORDINATION ACROSS THE CRIMINAL JUSTICE SYSTEM (cont)	PROGRESS MADE AS OF JUN 03	EVALUATION
3. Training and Reorientation of Staff of the Criminal Justice System (CJS)		
Conduct a training needs assessment for the criminal justice staff involved in the three pilot courts		PCTC to develop a comprehensive assessment of training needs.
Based on the needs assessment develop a training and re-orientation programme for criminal justice personnel involved in the three pilots		
Work with federal (JTI) and state training institutions of criminal justice agencies to include reform and judicial integrity issues into their curriculum		
Judiciary, supported by ICPC and UN, to conduct on the job training of staff at federal and state judicial training institutions		
Federal and State Training Institutions to work with PCTC, ICPC and UN to conduct reform and judicial integrity training in pilots		
4. Provide Black Marias to all prisons		
To provide same to all prison formations across the country but start with the three pilot states	AG provided funds for refurbishing of existing black maria vehicles.	Lack of black maria vehicles is serious impediment. Prison authorities refuse to transport offenders that are in police custody.
5. Request the Allocation of sufficient funding for logistics requirements for CJS institutions		
CJ to request the AG to start with the pilot states	<ul style="list-style-type: none"> - AG has provided funds for several investments since the commencement of the project, such as witnesses refund and black maria vehicles. - AG has appointed process servers contributing to the timely disposition of justice. 	The collaboration of the AG in the ongoing justice reform has proven extremely valuable.
6. Provision of allowances for witnesses		
	AG has provided funds for refunding witnesses	Witnesses are only refunded once they have attended court. This is a problem for those who cannot afford transportation to the court.
7 Coordinate transfer of investigating Police Officers across CJS		
		Also, the resolving of this issue is depending on the increased collaboration of the COP within and beyond the CJC
8. Review the Criminal Procedures Codes and the Criminal Justice Acts		
9. Strengthen Bar/Bench Fora		
	2 Bar-Bench Fora were conducted.. AG has launched a Forum for State Councils and police prosecutors particularly addressing problems relating to prosecution in customary and magistrate courts.	

C. BORNO STATE; Progress made in Action Plan Implementation (Jun 03)

1. Measure to Enhance Access to Justice	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Public Enlightenment Strategy at the local Government level		
<p>Conduct in close collaboration with the Local Government Councils, the local Magistrate Courts and the local Upper Sharia and Sharia Court Judges meetings within the 27 local government districts inviting Police, Prison Services, traditional rulers, lawyers and civil society representatives to raise the awareness of the participants about the basic human rights, the court process and about limits of ADR powers of traditional rulers as well as to develop an action plan for raising the general public's awareness about these issue.</p>	<p>CJC have been established within all 27 local gov. including the local Chief Magistrate, the Head of the Upper Sharia Court, the DPO, the Superintendent of Prisons, the District Head, Customs, Immigrations, Elders and the local traditional ruler. These Committees had their inaugural meeting in March and up to date more than half of them have sent in their reports to the State CJC for review and recommendations. They will be meeting quarterly.</p>	
2. Enlightenment through general educating statements and information in court		
<p>At the next meeting of Judges of all categories encourage participants to increasingly make general informative statements to enlighten the public</p>	<p>A standing instruction to that regard has been sent out to all judicial officers</p>	
3. Review and eventually extend jurisdiction of lower courts		
<p>Establish Jurisdictional Review Committee (JRC) Review current jurisdiction of Magistrate courts, Upper Sharia Courts and Sharia Courts, as appropriate with a specific focus on the powers of awarding compensation in civil and criminal matters.(4-5 meetings) Publish minutes of the meeting inviting comments Develop and submit proposal for amendment of jurisdictional powers of lower courts. Review proposal, and eventually amend rules accordingly</p>	<p>The Bar Bench Forum has been given the mandate of the JRC, in particular to review the Borno State High Court Civil Procedure Rules. A open workshop on the new civil procedure rules was conducted collecting the inputs and suggestions by the lower bench, the bar, the prisons, the Police, Immigrations and the NGO's A final draft proposal for the amendments of the Borno H:C: Civil Procedure Rules has been prepared and will be submitted to the CJ for his signature and thereafter be forwarded to the Governor.</p> <p>The JRC has had its first meeting considering the extension of the jurisdiction of the lower bench in civil and criminal matters</p>	<p>The extension of the jurisdiction of the lower bench has been slowed down due to election, in particular the chair of the JRC serves on one of the election tribunals.</p> <p>Also, the problem of Magistrates having the power to remand cases of serious offences outside their own jurisdiction has led to considerable delays. The CJ therefore issued a directive to the Police to bring suspects of serious crimes directly to the H.C. to decide on remand or bail.</p>

B. BORNO STATE; Progress made in Action Plan Implementation (June 2003)

2. MEASURE TO ENHANCE ACCESS TO JUSTICE	PROGRESS MADE AS OF JUN 03	EVALUATION
4. Encourage the public to file direct complaints		
Establish the Public Complaints and Training Committee (PCTC)	The PCTC has been established in December involving the Judiciary, the Police, the Bar, the SSS, the MoJ. Initially the Committee met weekly, now every 2 weeks.	In particular judicial officers, should be protected from mischievous complaints. The system should not instill fear in judges, in particular when handling cases involving the other arms of Government.
Design a public awareness campaign (TV, Radio, Mobil Announcement, posters and flyers in police stations) about filing direct complaints to the courts about the infringement of basic rights by any State Institution and produce respective materials	The current public awareness strategy includes media briefings, TV programmes and raising awareness by distributing posters to all courts and local governments.	
Implement public awareness campaign	<ul style="list-style-type: none"> - Several TV programmes were conducted focusing on informing the public on their basic rights as well as the ongoing reform in the Judiciary. - In addition, with the support of GTZ, a regular TV programme has been launched focusing on Access to Justice, in particular by female court users. - Awareness raising posters in various local languages (English, Hausa, Kanuri) have been posted with the 27 local governments in strategic places, such as schools, local governments offices, police stations, courts and other public places. 	Initial difficulties encountered in displaying the posters in police stations were overcome, and the Deputy Commissioner of Police ensured at a meeting with the UN that he would instruct all DPO's to place the posters in their police stations.
5. Establish monitor limits to ADR provided by traditional rulers		
Review current practice of traditional rulers providing forms of Alternative Dispute Resolution	Upon the initiative of the CJ, research has been conducted into the forms of ADR currently being provided by traditional rulers and the extent to which, the existing could be married with the modern approach to ADR as practiced by Lagos State.	Traditional rulers have been involved in dispute resolution all along, however, some of them do not limit themselves to civil and petty criminal cases but also adjudicate serious crimes to the detriment of basic rights of fair hearing, fair trial, the presumption of innocence etc.
Identify strength and weaknesses of the current practice		
Establish limits and standards for providing this form of ADR		
Organize meeting with key-traditional rulers to discuss, eventually review and agree upon limits for providing ADR (this in case could be held in conjunction with the above mentioned meetings at the Local Government, Level)	The CJC at the local government level are expected to provide a forum also for issues relating to the resolution provided by traditional rulers.	

C. BORNO STATE; Progress made in Action Plan Implementation (Jun 03)

1. MEASURE TO ENHANCE ACCESS TO JUSTICE (Continued)	PROGRESS MADE AS OF JUN 03	EVALUATION
6. Judges to monitor their staff		
Organize monthly staff meetings Advise court staff and issue warnings on inappropriate behaviours in particular on all forms of corrupt and extortive methods and the provision of informal legal services.	A standing directive to that regard has been issued by the CJ upon recommendations of the Implementation Committee.	
7. Judicial officers of all categories to control their own case calendar		
Draft directive for the signature of the CJ to all Judges instructing them to personally control their case calendar in order to prevent opportunities for abuse. CJ to issue a directive	The NJC issued a directive to all judges concerning the control of their case calendars and the adjournments granted.	
8. Ban non-professional touts from court premises		
Ensure information of court users about the dangerous malpractice of touts and courts and where to complain. CJ to issue a general banning of touts from court premises Police to implement banning	CJ sent out letter to the police and judges were informed to pay special attention to touts operating on the court premises	
2. Measures to Enhance Quality and Timeliness of Justice Delivery	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Improve Case Flow Management		
Assess weaknesses of current case-flow-management practices	After having been informed about the case-flow management adopted by Lagos, Abuja and Kaduna State at the first Progress Review Meeting in March 2003, the CJ is considering the adoption of a similar model in his court.	
Two 3 day training sessions on best practices in case-flow management.		
At the end of each training workshop, participants will establish an action plan for improving of case-flow management practices in their respective courts.		
Reorganize the Registry	Ongoing,	The intention is to reorganize and computerize the registry once 2 Senior Registrars have completed their computer training
Establish Performance Standards and Monitoring Committee (PSMC) composed of CJ, AG, 2 Justices, CR, 1 Kadi, 1 USC judge, 1 NBA, 1 special interest group.	CR collects monthly returns from all judicial officers. On a quarterly basis these are being forwarded to the NJC	
Set and disseminate Performance Standards Monitoring Performance Standards	NJC has set performance standards, based on monthly returns including number of cases received, pending and disposed of	
2. Training and retraining of Judges, magistrates, prosecutors and court staff		
Identify training needs for Judges, magistrates and court staff Develop training curricula Conduct training	In collaboration with NJI, NIALS, and the Borno State Universities, three basic and advanced judicial training courses were conducted.	

C. BORNO STATE; Progress made in Action Plan Implementation (June 2003)

3. MEASURES TO ENHANCE QUALITY AND TIMELINESS OF JUSTICE DELIVERY (Cont.)	PROGRESS MADE AS OF JUN 03	EVALUATION
3. Codifying Sharia Law		
Establish Committee for Sharia Law Codification (CSC) composed of USC and SC Judges, experts in Sharia Law and other resource persons as appropriate. Prepare first Draft Organize broad based meeting for reviewing of and commenting on draft and deciding on next steps	The Sharia Criminal Code has already been codified. Currently, the Grand Kadi established a committee for the Codification of Sharia Criminal Procedure Code and conducted stakeholder workshops to share the draft and receive inputs.	
4. Launch Use of Electronic Recording Devices		
Assess needs and potential capacity for using Automatic Court Recording Devices in Delta	2 staff were sent to attend training on electronic court recorders in Lagos State.	The acquisition of court recording machines is pending the availability of the necessary funding.
Install Automatic Court Recording Devices in accordance with identified needs and within availability of resources.		
Conduct training seminars for court staff on the use of Automatic Court Recording Devices		
3. Measures to Strengthen Public Confidence	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Enhance transparency and fairness of appointments		
Appointment of High Court Judges: candidates are nominated and forwarded to the CJ In addition to the comments by the bar and bench, also the public should be invited to comment. In addition, SSS, NBA JSC should evaluate the merit of the candidate. After first selection round proposed names of supposed candidates are submitted to the NJC NJC gives recommendations to Governor for appointment	Lawyers and Judges should propose suitable candidates out of their midst to the CJ, who invites comments and thereafter tables the candidates for consideration with the JSC and NJC.	
2. Regulate lawyer fees and increase financial accessibility of the system		
Establish and enforce rule for the scale of charges by lawyers Legal aid services for criminal cases should be properly funded Private lawyers should be encouraged to take at least one pro bono case annually Private lawyers should be encouraged to take state briefs	The Bar has established a Poverty Alleviation Committee (PAC), which announced to take on all cases of those who cannot afford legal assistance.	There is only one Legal Aid Council in the State. None of those present at the progress review meeting had so far seen the PAC of the Bar defending cases
3. Enhance Public Enlightenment		
Use of electronic media: TV/ Radio talk show: e.g. "you and the law" TV court room drama, presentation in local language and aimed at educating the public about the rules and procedures of courts	3 TV Programmes were organized focusing on legal literacy, basic rights, the Nigerian Legal System and Access to Justice. Also, a series of 13, 30 min. TV programmes are being broadcasted focusing on these above issues. Regular Media Briefings are being conducted.	
Publish Information on Judicial Reform in Print Media Information Mobile Van	Ongoing	

C. BORNO STATE; Progress made in Action Plan Implementation (June 2003)

3. MEASURES TO STRENGTHEN PUBLIC CONFIDENCE (Continued)	PROGRESS MADE AS OF JUN 03	EVALUATION
4. Court User Committee and Complaints Boxes		
Establish PCTC Mandate should include: (I) building confidence in the judiciary, (ii) reviewing complaints (iii) forwarding to appropriate authority.	Done (See above)	
5. Enhance Use of Information Technology in Case Management		
Establish the Procurement and Purchasing Committee (PPC) Establish guidelines for direct purchase Conduct needs assessment in terms of computer, software, photocopiers, verbatim voice recorder and internet access. Power generator and eventual setting up of it networks. Develop a purchasing plan and respective financial needs, the purchasing plan should also include a training needs assessment with regard to operating the above equipment. Submit purchasing plan to State Government for funding support. Purchase equipment	Several High Courts are being renovated at the moment and additional once are being constructed. Three computers, three printers, one copy machine and one fax machine have been provided. Internet access has been provided, however continuing problems with the server have prohibited the courts to make full use of the service. 3 Watchmen have been hired to ensure security of court premises.	The IT equipment could not be installed in the pilot courts of the lower bench because of the lack of security in those courts. The Progress Review meeting recommended to evaluate possible outsourcing of security services.
Conduct training in skills needed for operating the purchased equipment	Ongoing, 7 court staff are receiving currently computer training	
4. Measures to Strengthen the Public Complaint System	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Enforcement of Code of Conduct in the Judiciary		
Corruption cases to be referred to ICPC rather than Police Distribute Code of Conduct booklets to all judicial officers Establish PCTC Conduct Annual seminar regarding Appropriate conduct for all new staff Refresher seminar regarding Appropriate conduct for all staff	The Code of Conduct has been distributed to all judicial officers as well as other stakeholders in the criminal justice system. The Borno State Judiciary has seconded two Judges to support the development of the judicial ethics training materials.	The outcomes of the judicial ethics training have not been shared with all H.C. judges.
2. Upgrading Infrastructure in the three pilot courts		
Motivate judicial officers and court staff – Organize staff meetings Supervise staff, emphasize on maintenance of existing infrastructure Priority repairs; identify priority areas that need repairs	Ongoing	
Make the following basic purchases for the Pilot High Court : provision of the following: (a) benches to seat 100 people (10 benches) (b) books and law journals and basic working mat (c) security , iron bars in windows and doors (d) desk and chair for the registry (e) Blocking of leakage	Some of the originally envisaged purchases have become obsolete, others were not undertaken due to the lack of funds. Blocking of leakage was done.	State Government is not providing the necessary funding for capital budget projects.

C. BORNO STATE; Progress made in Action Plan Implementation (June 2003)

4. MEASURES TO STRENGTHEN THE PUBLIC COMPLAINT SYSTEM (Continued)	PROGRESS MADE AS OF JUN 03	EVALUATION
2. Upgrading Infrastructure in the three pilot courts		
<p>Make the following basic purchase for the Pilot Magistrate Courts: provision of the following:</p> <p>(a) benches to seat 100 people (10 benches) (b) books and law journals and basic working mat. (c) security , iron bars in windows and doors (d) desk and chair for the registry (e) blocking of leakage's (ceiling and paint, new windows)</p>	<p>Some of the originally envisaged purchases have become obsolete, others were not undertaken due to the lack of funds.</p> <p>blocking of leakage's (ceiling and paint, new windows) was done.</p>	
<p>Make the following purchases for the Pilot Area courts: provision of the following</p> <p>(a) benches to seat 100 people (10 benches) (b) books and law journals (c) security , iron bars in windows and doors (d) desk and chair for the registry (e) blocking of leakage's (ceiling and paint, new windows)</p>	<p>Some of the originally envisaged purchases have become obsolete, others were not undertaken due to the lack of funds.</p> <p>blocking of leakage's (ceiling and paint, new windows) was done</p>	
Continuing monitoring of the integrity of the procurement process		
3. Increase transparency and efficiency of the public's complaints system		
<p>Streamline the public complaints system to make it more transparent to the public and to the judiciary/Criminal Justice Systems: Quarterly reporting to the judiciary on number and types of complaints, date received, action taken, date of feedback to complainant, Annual reports to the public regarding number, types, outcome and dates of feedback to the complainant Develop a computerized data base to register complaints</p> <p>CR to appoint, UN to train staff to operate the complaint system</p>	<p>The complaints boxes have been installed in all local governments. So far 73 complaints have been received of which 32 have been disposed of. 11 awaiting the comments by the respective judicial officer or court staff. 2 will be disposed of at the upcoming meeting of the PCTC.</p> <p>The posters in several languages have greatly contributed to raising the awareness of the public about the existence of the complaints system.</p>	<p>A problem remains the regular emptying of the boxes in the remote areas of the State. This is particularly unsatisfying in cases of complaints of those awaiting trial. It is proposed to indicate the next emptying of the box. Also, somebody within the local government could empty the box and identify those complaints which call for immediate action by PCTC. However, the concern is that complaints could implicate the same person or his relatives, friends or colleagues. There is need for a off-road vehicle to regularly collect complaints.</p>

C. BORNO STATE; Progress made in Action Plan Implementation (June 2003)

4. MEASURES TO STRENGTHEN THE PUBLIC COMPLAINT SYSTEM (Continued)	PROGRESS MADE AS OF JUN 03	EVALUATION
4. Raising Public Awareness regarding ; (a) how to make complaints (b) citizens rights (c) legal literacy		
Produce a court users manual reflecting the Code of Conduct for Judicial Officers and the appropriate conduct of non-judicial staff.	Under consideration	
Distribution of the manual to the public		
Poster in the court rooms informing the public about their rights	Done	
Include the manual in mass literacy program	i	
Include manual in secondary school syllabus		
Organize schools to visit pilot courts		
Conduct 6 "town hall-meetings" meetings between the judiciary and the court users to identify generic complaints and suggestions	With the help of GTZ two day "townhall meetings" were conducted in 9 Local Gov. Areas	
Quarterly Briefings by the Chief Judge	The CJ uses the Bar-Bench Forum for briefing stakeholders.	
Quarterly report on Complaints received and follow up		
Annual report to the public regarding complaints		
Raising awareness among women in a pluralistic legal system	With the support of GTZ, the Access to Justice Programme by women court users has been under implementation since 2001	
5 Ethics Training in the Judiciary		
Elaborate proposal for ethic training curriculum Share with NJI and develop into an ethics training programme Conduct 16 ethics training seminars Judges 1 seminar (15 Judges) Magistrates 2 seminars (30 Magistrates) Area/Sharia courts 3 seminars (80 Judges) Support staff 10 seminars (1000 court staff)	Development of judicial ethics training curriculum is ongoing.	
In collaboration with GTZ organize seminars for women (poverty alleviation project) Gender sensitive Ethics training in the legal system	Workshops for Women Court Users on Ethics and Access to Justice has been conducted involving all stakeholders	
6. Co-ordination within the Criminal Justice System		
Request the CJC to discuss the handling of Complaints CJC to assess reasons for currently slow legal advice by DPP's Office and make recommendation for speeding up the process	The MoJ has hired additional lawyers in order to provide legal advice to Police Prosecutions. Delays in providing legal advice should therefore be a problem overcome.	

C.. BORNO STATE; Progress made in Action Plan Implementation (June 2003)

4. MEASURES TO STRENGTHEN THE PUBLIC COMPLAINT SYSTEM (Continued)	PROGRESS MADE AS OF JUN 03	EVALUATION
7. Establish Partnership with the ICPC		
ICPC to help the Pilot States: Technical support and resources to organize seminars Technical support to the implementations Committee Technical support to the Public Complaints and Training Committee	ICPC signaled its readiness to second an ICPC officer also to Borno State	Candidate and funds need to be identified
8. Strengthen Judicial Independence		
Strengthening judicial independence in particular regarding implementation of capital projects and the sanctioning of Judicial Officers ICPC to support the Implementation Committee in assessing the timeliness of allocated federal and state funds CJ and PCTC to send disciplinary criminal cases to the ICPC for prosecution rather than the police		Lack of financial independence continues to hamper judicial independence in general. At the Progress Review Meeting, participants urged UNODC to assist in convincing the State Government that the assignment of budgetary resources had to be changed fundamentally.
5. Measures to Increase Coordination Within the Criminal Justice System	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Immediate Appointment of an Attorney General		
Initiate an fair and transparent appointment process for the Office of an Attorney General Select an Attorney General		
2. Reactivating the Criminal Justice Committee to enhance coordination and cooperation		
Establish CJC Priority Action of the CJC should include: Coordinate staff transfer decisions with other criminal justice sector stakeholders Early assistance by MOJ to Police in the investigation. OCL to pass legal know how to investigating officers. Introduce controls to prevent and to prevent loss of case diaries and files.	Criminal Justice Committee have been established at the State and Local Government Level. Regular Prison visits respond to some extend to the problem of lost case files. The CJ has been strict on releasing prisoners who have been awaiting trial for more than 3 years and case files could not be provided by the Police or MoJ.	
3. Comptroller of Prison to Copy monthly prison returns to all stakeholders		
Create mailing list for monthly prison returns report Mail list of returns to all authorities on the mailing list	Ongoing. Prison returns are being provided to all stakeholders on a monthly basis (Police, MoJ)	
4. Enhance the funding of the Judiciary		
Invite Chairman of the House of Assembly Committee on the Judiciary to attend CJC meeting. Establish priority funding needs including fair remuneration Raise Awareness of the Chairman of the House of Assembly Committee on the Judiciary on financial needs of the judiciary Establish representative forum to review funding needs Increase funding of the judiciary Present funding needs to the MoF to release the funds in accordance to the decision of the HoA	See above	

C. BORNO STATE; Progress made in Action Plan Implementation (June 2003)

5. MEASURES TO INCREASE COORDINATION WITHIN THE CRIMINAL JUSTICE SYSTEM	PROGRESS MADE AS OF JUN 03	EVALUATION
5. Provide Federal High Court with Court Building		
Provide FHC with appropriate building so that the 2000 appointment to the bench can initiate their work and the outstanding cases can be dealt with.	Done	
6. Provide basic working material and judicial information		
Provide: basic recording devices communication equipment (including e-mail, for fast dissemination of judicial information, in particular case law) document reproduction Judicial information material such as, the laws of Nigeria, the jurisprudence of the higher courts in particular the Supreme Court decisions to all Borno State Court, beginning from the High Court, the pilot courts	Due to lack of capital budget resources, Electronic Court Recorders, cannot be provided at the current moment. Communication equipment was provided by the UN/GTZ (see above). The Borno State Judiciary had compiled to Law Reports in the past.	The 3 rd Volume of the Law report has been compiled. However, to the embarrassment all involved in process, the master copy was lost and work had to start from scratch.
7. Regular Bar-Bench Forum		
Organize regular meetings between the Bar and Bench to identify, discuss and resolve common interest issues, such as: lawyers not appearing because fees have not been paid use of cost orders against lawyers seeking unnecessary adjournments or making frivolous applications lawyers coaching witnesses to tell untruths etc.	Ongoing. Quarterly Bar-Bench Forum are being conducted (2 Fora were conducted so far). Following the instruction of the NJC to limit adjournments to a maximum of 2 per each side, the draft of the H.C. Civil Procedure Rules foresaw such a limitation. However, in the one-day open workshop the provision was rejected by the stakeholders.	
8. Restore workable legal aid scheme		
Restore a functioning legal aid system for the most serious capital offences. Identify all NGO's and NBA member who are prepared to support clients in immediate need of legal aid.	The Bar established a "poverty alleviation committee" with the aim of providing legal assistance to the poor (see above).	
9. Increase information on bail		
Design and prepare targeted awareness campaign on most common errors/ abuse within the bail granting process, including that: bail is free all responsible persons, also women can stand surety. Possibility of direct complaint to courts if police refuses Launch campaign including posters in signs and words in Police Station.	Posters have been distributed to police stations	Collaboration of Police in raising awareness on use of complaints system and that bail is free remains problematic. In some Police Stations awareness raising posters have been removed by Police Officers.
10. Increase transparency and fairness of the appointment and promotion process		
Increasing the fairness and transparency of appointments and promotions: Appreciation of good work performance Equality of treatment Fair performance appraisal – incentives and sanctions	See above	

D. DELTA STATE, Progress made in Action Plan Implementation (Jun 03)

1. Measure to Enhance Access to Justice	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Publishing Case Lists on the Notice Board		
<p>CJ to issue a directive to all courts in the state to publish their cause-lists of the next day by latest by 12 p.m. on the Notice Board of the respective Court</p> <p>Each court to assure that there are Notice Boards available and if not to arrange for visible Notice Boards to be in place by 1 Nov. 2002</p>	<p>Cause lists are now being published on a weekly basis.</p>	<p>This does not seem to be the case for all the courts. There is need for the CJ or the CR to insist on compliance with the directive.</p>
2. Allow for Media Coverage of court proceedings		
<p>The Chief Registrar will inform the representatives of the press attached to the courts about the availability of the cause list on the Notice Board</p> <p>The CR will be made responsible for informing the press on an ad-hoc basis of cases of potential interest</p>	<p>Media covers court proceedings occasionally, but no systematic press briefings have been initiated.</p>	
3. Install suggestions/complaints boxes in all courts in Delta State		
<p>The Chief Registrar will assure that suggestions/complaints boxes are being constructed in the three pilot courts in Asaba. by end Oct</p> <p>Establish Performance Monitoring Unit (PMU)</p> <p>The Suggestions/ complaints will be collected on a daily basis by a staff assigned to this task and forwarded to the Performance Monitoring Unit</p> <p>The analysis of the suggestions and complaints will then be made available to the Judiciary (monthly) and the Media on a regular basis (quarterly).</p>	<p>The complaints boxes have been installed in all High Courts and Magistrate Courts.</p>	<p>Customary Courts are yet to receive the Complaints Boxes. the public's confidence in the complaints system need to be strengthened so that they can forward their complaints and petitions.</p> <p>The boxes need to be locked and process of collection of complaints need to be centralized and made more transparent. The Chief Judge should nominate somebody whom she trusts to ensure that complaints are collected from the boxes at least twice in a month for the PCTC review.</p>
4. Improve the daily cause- list management		
<p>Review and eventually amend the guidelines for case prioritization</p> <p>disseminate guidelines to all courts by end of October 02</p>	<p>So far there is only one general instruction for the prioritization of Custody cases.</p>	<p>This instruction is strictly observed and monitored by the CJ during her quarterly prison visits.</p>
<p>Additional Measure:</p> <p>The implementation of the guide lines for case prioritization will be monitored the Performance Monitoring Unit</p>		

D. DELTA STATE, Progress made in Action Plan Implementation (June 2003)

1. MEASURE TO ENHANCE ACCESS TO JUSTICE	PROGRESS MADE AS OF JUN 03	EVALUATION
5. Judges to focus more intensely on dispute resolutions - ADR		
<p>Consider and eventually establish guidelines for dispute resolution by judges</p> <p>A detailed review of Alternative Dispute Resolution Mechanisms in other jurisdictions, including Lagos State</p> <p>A detailed review of the current practice of informal dispute resolution mechanisms in place (e.g. community leaders)</p> <p>Establish limits and guidelines for such dispute resolution mechanisms</p> <p>Raise awareness of the public in general and community leaders in particular about limits of informal dispute resolution</p> <p>Develop a ADR Model for Delta State.</p> <p>Raise necessary funding for its implementation</p> <p>Launch implementation</p>	<p>A Department of People's Rights has been established in the Ministry of Justice (MOJ) providing apparently for ADR in some cases.</p>	<p>The judiciary does not know the precise function and mandate of this department. Consequently judges do not proactively recommend to litigants to settle their cases with the assistance of the Department of People's Rights. It should be assessed if the Department can be used for ADR or if there is need for an (additional) ADR mechanism.</p>
6. Invigorate the Bar-Bench Forum		
<p>The Chief Judge will invite members of the NBA Delta before the end of October for a meeting with the purpose of agreeing in a regular meeting schedule for the Bar-Bench Forum</p> <p>Bar-Bench Forum to take base on a regular basis.</p> <p>Minutes from the meetings will be shared across the bar and bench</p>	<p>The Bar-Bench Forum is conducted every second month. It provides a platform for judicial officers and lawyers to identify problems concerning justice delivery and determine solutions</p>	
MEASURES TO ENHANCE THE QUALITY AND TIMELINESS OF THE COURT PROCESS	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Improve Case Flow Management		
<p>Establish Public Awareness and Training Committee (PATC)</p> <p>Review current case flow management practices in the courts in Delta</p> <p>Establish realistic guidelines/ standards for case management</p> <p>Conduct training in case flow management according to new standards</p>	<p>A Public Awareness and Complaints Committee is about to be established.</p>	
2. Amend and monitor rules and performance standards		
<p>Setting up a Rules and Standards Committee (RSC) including the CR, the DCR for Litigation, the DCR Admin.</p> <p>Setting of time standards for all procedural steps</p> <p>Review organization of registry and record keeping</p> <p>Re-organize registry and record keeping</p> <p>Develop Training Curriculum for support staff on record keeping, manual and electronic filing systems</p> <p>Conduct Training on record keeping</p> <p>Establish Monitoring Criteria for the Use of Judicial Discretion</p> <p>Review lawyers' use of adjournments</p> <p>Establish guidelines for the awarding of realistic costs to litigants for adjournments</p> <p>Monitoring of compliance of all categories of court staff with new standards</p>	<p>The NJC has commenced performance monitoring based on the monthly returns of judges, including cases filed, deposited of and pending.</p>	<p>It is yet to be determined, what follow-up action will be taken in case a judicial officer falls significantly behind the standards. The Performance Monitoring and Training Committee should consider this issue, also in the light of the past practice to send queries to any judge who significantly falls behind the average performance.</p> <p>The Procedure for monitoring magistrates and customary court judges performance needs to be strengthened.</p>

D. DELTA STATE, Progress made in Action Plan Implementation (June 2003)

2. Measures to Enhance the Quality And Timeliness of the Court Process	PROGRESS MADE AS OF JUN 03	EVALUATION
3. Improve coordination among all criminal justice system stakeholders		
Reinvigorate and eventually expand the Criminal Justice Committee Conduct monthly meetings Publish minutes of the meeting on the Notice Board	The Criminal Justice Committee has been established before the commencement of the project.	The effectiveness of the Committee has however, been hampered since the decisions, and recommendations resulting from the meetings are not being circulated and implemented.
4. Increase Public Awareness and Dialogue with other Criminal Justice Stakeholders and Court User		
Bar-Bench Forum to encourage more active role of the NBA in training their members. Monthly addresses by the CJ and AG of the Bench, Bar on the ongoing judicial reform Quarterly address by the CJ of the Media (Electronic and Print) to be prepared by the PATC.	The Bar Bench Forum has been meeting regularly.	The Forum has not been very effective in communicating the essence of the reform in Delta state to the members of the Bar, whom appear to be still skeptical from the reports we received during our interactions with the Judge and the magistrate of the pilot courts
5. Training and retraining of judges		
Identify training needs for judges, magistrates and court staff Develop training curricula Conduct training	Currently, the NJI, is the only institution to provide training for judges. 2 Training sessions have been provided for court registrars.	So far no systematic training needs assessment has been conducted.
2. MEASURES TO STRENGTHEN PUBLIC CONFIDENCE IN THE COURTS	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Strengthen Public Enlightenment and awareness		
Unlimited access by the public to the CJ in cases of corruption CJ to ensure that all cases of alleged corruption are directly reported to her. Develop a complaints mechanism, ensuring prompt and thorough treatment of complaints - Establish a Public Complaints Committee (PCC) Ensure that lawyers desist from making malicious allegations against judicial officers. Inform court users about the court process	The complaints boxes have been installed, however, they have not yet being much information going out to the public about how the system operates. The Radio Lawyer broadcasts every Friday a 30 Minutes Programme informing the public at large of their basic rights and how to access the justice system.	A Complaints Committee is about to be established. The programme has shown a significant impact in the dealings with the police, the public seems now to be much more aware of their rights concerning bail and similar issues (The radio Lawyer has even received some threats because of his awareness raising activities in particular concerning the work of the police).
2. Enhance transparency and fairness of appointment process		
Proper screening of candidates before appointment Merit based appointment process – Develop merit-based selection criteria Ensure transparency of appointment process – involve the public	The current appointment process is considered to be fair and transparent. Both Judicial Officers and the Bar are invited to nominate candidates, which thereafter undergo a vetting process, involving the bar, the bench, the State Security Service (SSS) the JSC, the Governor, and the NJC.	

D. DELTA STATE, Progress made in Action Plan Implementation (June 2003)

2. MEASURES TO STRENGTHEN PUBLIC CONFIDENCE IN THE COURTS	PROGRESS MADE AS OF JUN 03	EVALUATION
3. Strengthen Propriety of Conduct of Judges and Lawyers		
<ul style="list-style-type: none"> - Develop behavioral guidelines based on the Code of Judicial Conduct - Monitoring of Judicial behaviour in accordance with Code of Judicial Conduct. - Conduct comprehensive review of Codes of Conduct for Lawyers - Develop Draft Code of Conduct for Lawyers in Delta State (including issues general behavioral standards, attitudes, adjournments, - Adopt and Monitor Code of Conduct for Lawyers 	<p>The Code of Conduct has been distributed to all Judicial Officers. Two Judges from Delta are attending the Meetings of the Working Group on Judicial Ethics and contributing position papers. The NBA is currently developing a Code of Conduct for Lawyers.</p>	<p>It seems that the judiciary has not been consulted so far in the development of a Code of Conduct for Lawyers, regardless of the fact, that they would be in a good position to help the Bar to identify some of the issues that needs to be addressed in the code.</p>
4. Increase use of information technology and automatic court recording systems		
<p>Assess current need and potential capacity for using IT hardware and software in courts. Increase IT hard – and software in accordance with identified needs and within availability of resources. Conduct basic IT training seminars Assess needs and potential capacity for using Automatic Court Recording Devices in Delta Install Automatic Court Recording Devices in accordance with identified needs and within availability of resources. Conduct training seminars for court staff on the use of Automatic Court Recording Devices</p>	<p>4 computers, printers, fax machines and internet access were provided.</p> <p>2 staff received computer training.</p> <p>2 staff were trained in handling electronic court recording machines</p>	<p>Computers were not yet installed in the Magistrate Court and the Customary Court due to security problems. Electronic court recorders have not yet be purchased due to the lack of funds.</p>
5. Review and possibly amend legislation on restitution for victims of crime		
<ul style="list-style-type: none"> - Conduct comprehensive review of legislation of the protection of and restitution for victims - Prepare proposal for legislative amendments - Review and amend proposal - Submit as legislative proposal 		
3. Measures to Strengthen the Public Complaints System	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Establish a Public Complaints Committee (PCC)		
<p>Establish a Public Complaints Committee (PCC) as a sub committee of the Implementation Committee (IC), The chairperson of the PCC will be a member of the IC</p> <p>Constitute Public Complaints Committee (PCC) Chairperson: PK Ogbimi, Secretary: A, Ojo, Members: Police, AG, ICPC, UN NPC, NGOs, Media</p> <p>Conduct an assessment of existing complaints: identifying (a) number and types of complaints received; (b) judicial officer involved; (c) Date complaint received, (d) how it was received, (e) action taken by PCC/CJ, (f) status in the process, (g) final action, (h) feedback to the complainant.</p> <p>Install a computerized complaints system using existing equipment.</p> <p>Based on the assessment of the handling of last years complaints, PCC to come up with an action plan on how to strengthen the complaints system</p> <p>Start implement the action plan</p>	<p>Ongoing (see above)</p>	

4. DELTA STATE, Progress made in Action Plan Implementation (June 2003)

4. Measures to Strengthen the Public Complaints System	PROGRESS MADE AS OF JUN 03	EVALUATION
2. Strengthening Public Awareness		
CJ to invite the media to quarterly media briefings		
Identify the concrete needs for information by the public on their basic rights, the Code of Judicial Conduct and how to file complaints as well as other relevant information. Develop information material (flyers, posters etc) to enlighten the citizens about their rights, the Code of judicial Conduct and how they can file a complaint as well as other relevant information	Awareness raising posters have been posted in all courts in Delta State.	The posters have instilled some discipline in lawyers, judges and court staff.
Install functional Bill Boards in all Court and Court Rooms, as appropriate for dissemination of the above material.	done	
Issue a quarterly Newsletter		
Organise a Mobile campaign in local language		
Organise for judges to have periodic meetings with schools		
CJ to conduct regular prison visits with the police	ongoing	
3. Implement and enforce code of judicial conduct		
Distribute the Code of Judicial Conduct to all judicial officers		
Develop a training curriculum for judicial ethics, including a component for all court staff.(Code of Conduct, Judicial Reform, Management of Change).		
Organise annual ethics training for all (new) staff.		
4. Establish partnership with ICPC		
Develop proposal regarding the involvement of ICPC as a partner in the Judicial Integrity Project in Delta Chairman of PCC to draft proposal to the Chairman of the ICPC CJ to sign the letter		ICPC has selected an officer to be seconded to assist the reform in Delta State. However, due to funding constraints as well as the legal and political challenges, that ICPC faces, the ICPC staff could not be deployed. Also, the CJ would need to assign an office to the ICPC Member.
ICPC to assign staff who can work on; (a) public awareness raising, (b) design of complaints system, (c) Ethics curriculum development with federal and state training institutions.		
ICPC will participate as members in the following committees: (a) PCTC, (b) Court User Committee, (c) Implementation Committee, (d) CJS Coordination Committee		
5. Enhance knowledge of Anti-Corruption legislator		
Develop training curriculum on the Anti-Corruption Act and other Anti-Corruption Legislation, its interpretation and any relevant jurisprudence.		This should be part of the ethics training
Conduct training for judges and magistrates on the Anti-Corruption Act and other Anti-Corruption Legislation, its interpretation and any relevant jurisprudence. appropriate.	UNDP has provided training to the designated anti-corruption judges	

D. DELTA STATE, Progress made in Action Plan Implementation (June 2003)

5. Measures to Strengthen Coordination in the Criminal Justice System	PROGRESS MADE AS OF JUN 03	EVALUATION
1. Reduce Backlogs		
Establish Back-Log and Delay Reduction Committee (BLDRC) composed of CJ, CR, OCL, DPP, NBA		The Rule and Standards Committee which is about to be established should take on this task
Inform minor offenders of the likely outcome and eventual plea options		
Reduce backlog through identification, separation and disposition of dormant cases		
Address Federal case backlog review small plea options, Sections 56 and 35 of CPA A-G fiat, Section 23 Police Act Establish Federal Courts in all States Security Committee to review and ensure that Military witnesses can give evidence, ensure (S/T safeguards)		
2. Reduce Court Delays		
Launch joint Bar/Bench/Prosecutor action on unnecessary adjournments		NJC directive to limit adjournments to a maximum of two for each side should be discussed at the next Bar-Bench Forum
Decentralise OC/Legal and DPP Offices		
Establish maximum time frames for various case types of the minor matters courts (3 months)		
Monitor the compliance with such timeframes		
Ensure timely transfer of case files: Review current practice of transfer of files between various CJS institutions and identify major causes of delay. Develop, based on the review, recommendations for amendment of current practice.		
Establish guidelines for the transfer of cases taking into account the impact on the case, the timing, the witnesses etc.		
3. Increase public awareness and participation		
Set up a Court User Committee involving the CJ, the Media, NGO's, CR, DPP, OCL and the Bar. Establish mandate, function and meeting schedule Identify main weaknesses of the Justice System as a Service Provider Develop strategy for regular dialogue of the Justice System with its users including the organization of broad based justice system roundtables and press conferences.		
Public bulletins by DPP on DPP activities		
4. Earliest possible bail in all appropriate cases		
Develop joint guidelines/ checklist for the granting of police bail Develop a bail opposition checklist on police file for DPP use DPP and OCL to support Police in monitoring of police pipeline caselist in accordance with Section 10 Police Act		
Equipment/ funding to police to duplicate files for DPP		
5. Harmonize relevant laws and penalties		
Review laws and penalties for their appropriateness Make recommendations for amendments Submit recommendations to AG		

