

Post-Workshop Draft, July 2004

POLICE SERVICE COMMISSION

FIVE-YEAR STRATEGIC PLAN

CLEEN-PSC FINAL DRAFT JULY 2004

POLICE SERVICE COMMISSION FIVE-YEAR STRATEGIC PLAN 2004-2009

1. The Vision of the Police Service Commission

To be the model civilian oversight body on Police

2. The Mission of the Police Service Commission

To aid the transformation of the Nigeria Police Force (NPF) into a highly motivated, professional, disciplined and accountable police service that works in close partnership with the community it serves and is deserving of their respect and trust.

3. Police Service Commission Organisational Objectives

- To play a more assertive role in the recruitment, appointment and promotion of officers of the Nigeria Police Force, based upon rigorous assessment of individual merit and ability
- To investigate all allegations of Police misconduct received from the public, and all complaints received from members of the Nigerian Police Force on internal matters, and make an appropriate and timely response based upon the results
- To undertake analysis and research on any factors identified as affecting the discipline and effectiveness of the Nigerian Police Force, and make appropriate policy recommendations and interventions, include standard setting and issuing of guidelines, to improve the quality of Policing
- To build maximum public awareness of, support for and confidence in the Police Service Commission, facilitate full public access to the complaints mechanism and ensure the Commission's work is fully transparent
- To monitor the response and levels of satisfaction achieved by the Police Service Commission, and aim to continually improve the quality and responsiveness of service delivery to the public and Police

4. Functions and Powers of the Police Service Commission

The 1999 Constitution of the Federation provides as follows:

The Police Service Commission shall comprise of the following members namely:

- (a) Chairman; and
- (b) such number of other persons, not less than seven but not more than nine, as may be prescribed by an Act of the National Assembly.

The Constitution also goes on to provide that the Commission shall have power to-

- (a) to advise the President on the appointment of the Inspector-General of Police
- (b) appoint persons to offices (other than the office of the Inspector – General of Police) in the Nigeria Police Force (NPF); and
- (c) dismiss and exercise disciplinary control over persons holding any office referred to in sub-paragraph (a) of this paragraph.

Section 215, (1)(b), states that there shall be:

“a Commissioner of Police for each State of the Federation who shall be appointed by the Police Service Commission.”

The Police Service Commission (Establishment) Act, No 15 of 2001, in Section 6 charged the Commission with the responsibility of:

- 1. appointing and promoting all officials of the NPF (other than the Inspector-General of Police, IGP);
- 2. dismissing and exercising disciplinary control over the same persons;
- 3. formulating policies and guidelines for the appointment, promotion, discipline and dismissal of officers of the NPF;
- 4. formulating and implementing policies aimed at efficiency and discipline within the NPF;
- 5. performing such other functions as, in the opinion of the commission are required to ensure optimal efficiency in the NPF; and
- 6. carrying out such other functions as the President may from time to time direct.

The Constitution of the Federal Republic of Nigeria 1999 in chapter four which consists of the “Bill of Rights”. The provisions of the chapter contains the rights to life and dignity, it prohibits torture and unusual punishment; guaranteed rights of accused person to be presumed innocent until adjudged guilty by a competent court, due process, and to private property etc. It also guarantees freedom of movement, religion and association etc. They set limit on the action of the public authorities in their exercise of coercive powers and provide parameters for complaints against abuse of power by the police. It can also be said that they represent proactive mechanisms for accountability.

5. Strategic analysis of the Police Service Commission

During consultations with staff of the Commission, and during the workshop held with staff on revising the plan, many issues were highlighted as obstacles to the proper working of the Commission and as potential obstacles to the implementation of the Plan as it stands. The workshop also agreed some suggested strategies that the Commission should follow to overcome these obstacles, in addition to the strategies articulated in the departmental sections.

- Lack of awareness of the Commission's role and functions among key stakeholders¹
 - Better publicity of all activities of the Commission
 - Greater involvement of key stakeholders in the Commission's work
 - More resources allocated to communication
 - Delegated powers need to be brought back to the Commission

- Lack of understanding of the Commission's powers and functions among staff of the Commission
 - Clarification and/or interpretation of key powers of the Commission
 - Responsibilities for key functions assigned to individual staff
 - Evaluation of current process of carrying out key functions
 - Internal education programmes on the Commission

- The capacity of the Commission does not match the expectations created by its key functions
 - Address the lack of adequate tools (e.g IT, communication tools etc)
 - Transfer and maintain all Police personnel files in the Commission
 - Computerise functions of the Commission where possible, including the Police personnel files
 - Develop clear policies and guidelines on the carrying out of key functions
 - Develop better linkages with the Police to access necessary information
 - Address lack of necessary staff skills through training programmes

- The Commission is not carrying the Nigerian Police Force along with it sufficiently
 - Decide areas of the Commission's work in which the Police need to be involved and in what way
 - Establish Commission-Police standing committees and other forums as necessary for carrying out key functions
 - Work with the Police to create a yearly recruitment plan

¹ Key stakeholders were seen to be Police officers and civil society

- Schedule promotion and establish criteria for promotion (including those promoted for “security reasons”)
- Lack of key data and information to enable the operation of the Commission’s functions
 - Identify the data requirement for each function and plan to establish access
 - Ensure Commission has copies of all Police rules and regulations
 - Store and maintain all Police personnel files (computerise if possible)
 - Establish better access to Police disciplinary records and data on Police disciplined internally
- A need to review the key legislation, rules and regulations the Commission operates with to match with realities
 - Review Police Service Commission Act to remove inconsistencies between it and the Constitution, clarify key powers and functions and give additional powers where deemed necessary
 - Lead a Review of the Police Act, Code of Conduct and other key Police legislation, rules and regulations
 - Provide input into process of Constitutional review
- Lack of internal trust and co-operation within the Commission, amongst staff and Commissioners
 - Address inconsistency between full-time and part-time Commissioners
 - Develop plans that require involvement of staff and Commissioners, working together
 - Hold retreats and other events that can bring together staff and Commissioners in an informal setting
- Budgeting process is insufficient for forward planning of departmental needs
 - Need to articulate the budgetary needs of the strategic initiatives in this Plan
 - Need for budgetary process to be forward looking and to consult departments on needs for the year ahead

6. Departmental objectives, targets and implementation strategies:

The Police Service Commission (Establishment) Act, No 15 of 2001, in Part 3, Section 9, sets out the structure of the Commission to include a Department of Administration and Personnel Management, a Department of Investigation, a Department of Planning Research and Statistics and a Department of Legal Services. These 4 departments are crucial to the proper functioning of the Police Service Commission. Based on assessment of the current capacity and the intended functions of these departments and the Public Relations Unit the following objectives are agreed, with targets and implementation strategies for the next 5 years to work towards achievement of the overall organisational objectives of the Police Service Commission, and to the removal of obstacles preventing the Commission from fulfilling its mandate.

(i) Summary of Departmental Objectives

A. (a). Personnel Management- Police

The departmental objectives of the Personnel Management- Police department over the next five years are to:

1. Develop improved standards and guidelines for the recruitment, appointment, promotion and discipline of police officers
2. Develop and implement procedures for carefully reviewing decisions made by the NPF on action to promote, appoint and discipline police officers that are currently sent to the Commission for confirmation
3. Develop and implement a merit-based promotion and appointment system for police officers
4. Establish Commission input into training of police officers
5. Create a regional presence for the Police Service Commission

A. (b). Personnel Management- Commission

The departmental objectives of the Personnel Management- Commission department over the next five years are to:

1. Ensure adequate professional staffing levels and levels of skills and experience amongst staff in Police Service Commission departments
2. Develop and implement staff training programmes, independently or in collaboration with other agencies and institutions
3. Increase staff awareness about the Commission's organisational objectives, the overall purpose, mission and vision of the Commission and their role in achieving this

4. Ensure all Commission staff are aware of all government policies the Commission is to implement, including HIV/AIDS, Monetisation, NHIS
5. Create an independent corporate office for the Police Service Commission

B. Investigation Department

The departmental objectives of the Investigation department over the next five years are to:

1. Bring all cases currently under investigation to a prompt conclusion
2. Clarify the mandate of the Investigation department to investigate public complaints
3. Develop and operate an Investigate Mechanism for dealing efficiently and effectively with all cases of appeals and petitions from police and public
4. Build departmental links and collaborations with other organisations exercising oversight of the Nigeria Police Force
5. To pursue background investigations of recruits and cadet ASPs and Inspectors to ensure no criminals are recruited into the Nigeria Police Force

C. Department of Planning, Research and Statistics

The departmental objectives of Planning, Research and Statistics department over the next five years are to:

1. Monitor the efficiency and satisfaction levels of the Commission's processing and investigation of complaints from police and public
2. Computerise the police personnel files and staff personnel files and record-keeping of the Police Service Commission
3. Develop and implement a work-plan to expand areas of PRSD work into research, policy recommendation and standard setting according to Commission priorities
4. Monitor and evaluate progress on the implementation of the Commission's 5 year strategic plan in line with agreed targets and budget allocations
5. Establishment of a functional library / documentation unit for the Planning, Research and Statistics department to ensure information dissemination and effectiveness of research
6. **To create a Women's Affairs Unit to promote gender mainstreaming in the recruitment, appointment and promotion of police officers and to research and develop policy on women and policing**

D. Legal Services

The departmental objectives of the legal services department over the next five years are to:

1. To act as the Commission's solicitor, providing efficient and accurate legal opinion, legal representation, preparation and vetting of contracts and litigation services
2. To create a Legal Library for the Commission
3. Lead the review and recommendations for modification of all laws relevant to the operation of the Commission

E. Media Relations Unit

The departmental objectives of the Media Relations Unit over the next five years are to:

1. Monitor and work to raise public awareness of, support for and confidence in the role, functions and powers of the Commission
2. Build good relationships with external organisations, including the media, civil society organisations, politicians and international organisations
3. Ensure the internal communications of the Commission are effective and aid a harmonious working relationship at all levels
4. Act as the first point of contact for public and media, and develop public and media relations strategies in conjunction with other Commission departments and Commissioners

(ii) Departmental Objectives, Targets and Implementation Plans

A. Department of Administration and Personnel Management

The Administration and Personnel Department is divided into two divisions, namely the Personnel Management of the Commission (PMC) and the Personnel Management of the Police (PMP). The PMC division is a support department for the Commission. The PMP division is one of the key functional departments of the Commission, with powers to deal with appointment, promotion, and discipline.

a. Personnel Management- Police (PMP)

1) Background

The PMP division has powers to administer the appointment, promotion and discipline of officers in the Nigerian Police Force, as described in the Police Service Commission Establishment Act (2001). These powers are central functions of the Commission. At the current time some aspects of the key functions of this department are delegated to the NPF.

2) Departmental Objectives

The PMP division should aim to move from acting as a “rubber stamp” to full control of appointment, promotion and discipline. This can be achieved initially by helping set standards for appointment, promotion and discipline and by reviewing NPF decisions as they are passed to the Commission for confirmation. Dependent on increased capacity and assistance from other bodies, a merit-based system of promotion could be introduced and administered by the Commission.

Objective One

Develop improved standards and guidelines for the recruitment, appointment, promotion and discipline of police officers

Targets

- New standards and guidelines in place by 1st Quarter 2005

Implementation Plan

- Create a Review Committee at the Commission, ensuring NPF engagement, to look at the current standards, guidelines, procedures and examinations used for recruitment, appointment, promotion and discipline of police officers
- Review Committee to make necessary agreed changes to standards, working with the NPF to ensure they are implemented
- New standards and guidelines to be widely distributed by the Commission and NPF amongst public and police officers
- Regular gazetting of promotion, appointment, dismissal and voluntary retirement of police officers

- Work with the public relations department to inform the public on recruitment promotion, appointment and dismissal

Objective Two

Develop and implement procedures for carefully reviewing decisions made by the NPF on action to promote, appoint and discipline police officers that are currently sent to the Commission for confirmation

Targets

- Review of all decisions before confirmation to be taking place by 3rd Quarter 2005

Implementation Plan

- Discuss with NPF the decision of the Commission to review all cases and secure access to all files associated with officers who have been recommended for appointment, discipline and promotion
- Work with the Planning, Research and Statistics Department to computerise the files of all active police personnel onto a database, to assist with review of cases
- Begin to review cases primarily against standards set in Objective One above, rejecting those cases which have not been processed correctly and ensuring both efficiency and thoroughness in the Commission's own review procedures

Objective Three

Develop and implement a merit-based promotion and appointment system for police officers

Targets

- Commission administered merit-based promotion system to be in place to confirm and recommend all cases of promotion by 1st Quarter 2005

Implementation Plan

- Constitute an NPF- Commission standing committee to discuss the modalities for increased Commission involvement in recruitment, appointment and promotion of police officers, as per constitutional and statutory role of the Commission
- Move incrementally from approval of NPF recommendations on promotion to a force-wide system of promotion for all officers based upon standards set in Objective One above
- Review and if necessary amend current use of promotion courses and exams for police personnel
- Ensure the promotion system finally established has a channel for official NPF input into decisions on promotion

Objective Four

Establish Commission input into training of police officers

Targets

- Commission role in training recruits and on-going training of officers established by 1st Quarter 2005

Implementation Plan

- Relevant NPF-Commission committees to discuss possible roles for Commission in assisting with planning and implementation of training for new recruits and on-going personnel training
- Commission to mobilise the sectors of civil society it represents to discuss possible changes, amendments, additions etc to current training of Police recruits and on-going training
- Results of civil society consultation to be discussed with NPF and incorporated into recruit training, on-going training, promotion courses etc
- Continual review of training courses, curriculum, techniques, facilities to be pursued in collaboration with the DPRS
- Working with police authorities to improve the facilities and welfare in training schools

Objective Five:

Create a regional presence for the Police Service Commission

Targets:

- Assessment of opportunities, with relevant cost-benefit analysis for decentralisation of the Police Service Commission completed by end 2004
- Police Service Commission Zonal offices or other form of regional presence fully operational by end 2006

Implementation Plan:

- Create a strategy plan on decentralisation of the PSC, listing relevant options, initial and on-going costs of each option and making the case for the positive gains of decentralisation
- Work with the Government and other sources of financial support to ensure relevant funds are in-place to pursue decentralisation
- Implement plan to establish a regional presence in Nigeria

b. Personnel Management- Commission (PMC)

1) Background

The PMC division's stated purpose is to aid the day-to-day running of the Commission by taking care of all issues regarding recruitment and training of Commission staff. Staff levels and their skills are key resources and to achieve better results in an expanded work plan the Commission will need more and better skilled staff.

2) Divisional Objectives

The achievement of the PMC division's current aims would assist the Commission to expand and cope better with its constitutional and statutory duties by ensuring higher staffing levels and better trained and skilled staff. PMC should aim to better understand and respond to the staffing needs of Commission departments and provide useful training and skill acquisition for existing staff.

Objective One

Ensure adequate professional staffing levels and levels of skills and experience amongst staff in Police Service Commission departments

Targets

- Plan developed to work towards achieving ideal departmental personnel needs by 2nd Quarter 2005
- Significant progress towards departmental needs achieved year-on-year from 2nd quarter 2005 onwards

Implementation Plan

- Collaborate with other Commission departments to draw up a realistic set of personnel needs in terms of skills and staff
- Evaluate different methods of fulfilling the needs of each department, through hiring new staff, secondment or skills training programmes for existing staff
- Lobby for an increased budget for staff development and new recruitment, based on a real assessment of the needs of each department and how they can be met
- Create a database of staff and those applying to work at the Commission, recording key skills areas and areas of experience, for use in current and future recruitment to match against needs

Objective Two

Develop and implement staff training programmes, independently or in collaboration with other agencies and institutions

Targets

- Be able to offer specific training for staff in key areas of the Commission's work on a yearly basis

Implementation Plan

- Identify key skills, experience and ability needed at the Commission to fulfil its key functions (e.g investigation, research, report writing etc)
- Identify civil society partners, international donors and other organisations, agencies and institutions who can offer training or assistance in training for staff members in key areas of the Commission's work
- Using Commission funds, donor assistance or other opportunities ensure relevant Commission Departments are given the opportunity to capitalise on opportunities for training and are kept aware of opportunities coming up

Objective Three

Increase staff awareness about the Commission's organisational objectives, the overall purpose, mission and vision of the Commission and their role in achieving this

Targets

- Standard new staff orientation programme to be available by 1st Quarter 2005

Implementation Plan

- Create a Standard Orientation Programme for all new recruits and those seconded to the Commission to be given orientation in the work of the Commission, the importance of civilian oversight of the police and each department's role and objectives and the overall vision/mission/objectives
- Work with departmental heads and other key staff to review job descriptions in each department and where necessary suggest adjustments, to be made with staff member's consent

Objective Four

Ensure all Commission staff are aware of all government policies the Commission is to implement, including HIV/AIDS, Monetisation, NHIS

Targets

- Educational materials on government policies available in Commission by 3rd Quarter 2005
- Regular lectures and discussions on government policies taking place by 1st Quarter 2006

Implementation Plan

- Liaise with relevant governmental and non-governmental organisations to get relevant information and education materials on government policies for display at the Commission
- Arrange for lectures by organisations or relevant government departments
- Ensure relevant departments of the Commission implement government policy as applicable

Objective Five

Create an independent corporate office for the Police Service Commission

Targets

- Proposal to be submitted to the Presidency latest by the 30th Sept 2004
- Corporate office to be opened by end 2007

Implementation Plan

- Preparation of a paper detailing the possible options open to the Commission to create a separate office for all Commission staff to be working from the same location
- Commission to debate and decide on most viable option, ensuring a full proposal is created and lodged with the Presidency

B. Investigation Department

1) Background

The Police Service Commission (Establishment) Act, 2001, in Section 9 (1) b creates the Investigation Department. Its functions are unclear and not explained. This shortcoming is an obstacle to the Commission carrying out its functions more effectively to meet the expectations of the stakeholders which are of a transformed Police, free of corruption, indiscipline and to be seen as a Commission capable of addressing injustice.

However, the Department is currently processing appeals and petitions from police officers on matters relating to appointments, promotions and discipline in the NPF and complaints from members of the public. On the basis of the comments and recommendations from the Inspector General of Police on the investigation of these appeals and petitions it reviews and makes memorandum recommending appropriate action for the Commission's consideration.

Presently, it legally has no initiative to investigate original cases or summon an accused to testify on any matter before it. The good intention of creating the Department can still be achieved if an amendment is made to the Act to erase ambiguity.

2) Departmental objectives

Objective One

Bring all cases currently under investigation to a prompt conclusion

Targets

- Backlog of appeals and petitions from police personnel and public to be dealt with by end 2004

Implementation Plan

- Establish harmonious working relationship with the NPF to review all existing petitions from police personnel and outstanding decisions yet to be implemented
- All court orders to be implemented by the NPF to bring some cases to a conclusion by end of 2004
- Commission to stop accepting retrospective petitions beyond 2001 when it was established

Objective Two

Clarify the mandate of the Investigation department to investigate public complaints against Police misconduct

Targets

- Terms of Reference to be developed and used to screen all parts of the investigation process by 1st Quarter 2005

Implementation Plan

- Investigation standing committee to look at variety of issues associated with Commission's powers to investigate and make clarifications
- Commission to press for new legislation regarding the Department's specific mandate to initiative investigation, in particular:
 - Type of cases to be investigated
 - Access to all information necessary within 30 days
 - Powers to summons persons in writing to testify on matters before it within 30 days
- Involve NPF where possible in discussion relating to areas which are deemed sensitive and where boundary between NPF internal disciplinary mechanisms, NPF criminal investigations and Commission investigations are not currently clear
- Terms of Reference to be used to develop new procedures and mechanisms referred to below

Objective Three

Develop and operate an Investigate Mechanism for dealing efficiently and effectively with all cases of appeals and petitions from police and public

Targets

- Quality control targets (speed and efficiency etc) set yearly and progress towards targets monitored regularly from 2005

Implementation Plan

- Develop and install a tailor-made computerised filing and retrieval system for all appeals and petitions received
- Enter all cases onto the system and ensure training for all staff in the operation and management of the system
- Conduct all investigations without fear or favour
- Work with the department of Planning, Research and Statistics to develop and monitor quality control targets and compliance
- Produce quarterly statistical reports on cases investigated
- Prepare monthly memorandum to the Commission for appropriate action on investigations completed into complaints and appeals

Objective Four

Build departmental links and collaborations with other organisations exercising oversight of the Nigeria Police Force

Targets

- Each investigation officer to have undergone at least one field investigation visit with another institution by 2nd Quarter 2005
- Links with other civil society and institutional oversight bodies formalised into a multi-stakeholder forum meeting every annually, by end 2005

Implementation Plan

- Each Commissioner to consult with the constituency they represent at the Commission concerning Commission investigations, current capacity and the possibility of assistance being offered
- Target in particular internal Police Complaints Bureaux, the National Human Rights Commission and civil society and women's organisations with investigative capacity and skills
- Request assistance in developing Commission investigative practices and procedures, proper documentation and legal awareness
- Hold a multi-stakeholder forum with all bodies involved in Police oversight, with a view to formalising the meeting as a regular event
- The Media Relations Unit to be involved in all liaison with external organisations and institutions

Objective Five

To pursue background investigations of recruits and cadet ASPs and Inspectors to ensure no criminals are recruited into the Nigeria Police Force

Targets

- Necessary training to be given to investigators from Police Detective College, Enugu by 4th Quarter 2005
- Begin background checks of recruits and cadet ASPs and Inspectors by 1st Quarter 2006

Implementation Plan

- Liase with Police Detective College, Enugu, to develop and implement a training programme to suit the needs of those who will pursue background checks of applicants
- Change application procedure and form to ensure necessary information to pursue a background check is supplied by every applicant, such as 3 long-term referees for each
- Investigators from the Commission should endeavour to personally contact and interview referees for applicants, or develop a procedure to ensure a realistic number are contacted

C. Department of Planning, Research and Statistics (PRSD)

1) Background

The new staffing levels of the PRSD have provided an opportunity to build upon its current narrow role and develop its functions in research and statistics, in line with the Commission's stated mandate to research any factors inhibiting the operation of the NPF and assisting to monitor the investigative mechanism. It has also recently been given the important planning role of using the 2004 capital budget to computerise the files of all NPF personnel.

2) Departmental Objectives

The PRSD is potentially a key function department of the Commission, with the ability to take the lead in standard setting activities by identifying factors that inhibit the proper functioning of the NPF and producing guidelines and policy recommendations based upon its research and analysis of these factors. It could also help ensure quality control in the handling of public and police complaints by the Commission, by monitoring the speed at which complaints are dealt with and satisfaction levels of complainants. However, to fulfil its functions in the Commission the PRSD needs to build its capacity to perform basic tasks by increasing the skills and experience of its staff. Only with professional staff skilled in areas such as data analysis and social science research methods can the PRSD begin to ensure this important area of the Commission's work is properly pursued.

Objective One

Monitor the efficiency and satisfaction levels of the Commission's processing and investigation of complaints from police and public

Targets

- Monitor quality control during the pilot stage, reporting on results by end 2004
- Quality control targets (speed and efficiency of investigations etc) set yearly and progress towards targets monitored regularly from Dec 2004

Implementation Plan

- Ensure key staff within the PRSD receive training on the operation of the computer tracking system for complaints, and are aware of how to extract data from the system
- Work with the investigation department to set quality control targets for the processing of complaints, based on information from the pilot of the investigative mechanism
- Use computer-aided analysis tools to monitor progress made to achieve targets set on processing of complaints

- Develop a method for measuring the levels of complainant satisfaction and monitor the levels at regular intervals to give another indication of the success of the mechanism

Objective Two

Computerise the police personnel files and staff personnel files and record-keeping of the Police Service Commission

Targets

- All serving police officers to have their own file and an electronic record of their career history at the Commission by 1st Quarter 2005
- Work with PMC to computerise their Commission staff files, on a separate system, in relation to their pursuit of their own objectives

Implementation Plan

- PRS committee to work with a computer software company to design and produce a database for effective personnel recording keeping
- Police Files to be kept and stored by the PMP division
- Relevant staff to be trained on operation of database (PRS and PMP)
- All records to be created and information inputted by Commission or outsourced
- PRS committee to consider the implications for other records and how to maintain full information on all serving police officers
- Prepare the design of format for the following:
 - Application form
 - Storage of police personnel records
 - Analysis of complaints leading to disciplinary measures

Objective Three

Develop and implement a work-plan to expand areas of PRSD work into research, policy recommendation and standard setting according to Commission priorities

Targets

- Commission and PRSD to agree a work-plan for analysis of data produced by the Commission, proactive research and other work as directed by Commission to be implemented alongside on-going reactive work by 2nd Quarter 2005

Implementation Plan

- PRS standing committee to consult Commission stakeholders on areas of research that are useful for wider police reform and citizen safety and security work undertaken by civil society, governmental and other institutional actors
- PRSD to build skills and knowledge in relevant areas, including Police reform, analysing trends in complaints against police received by the Commission, crime perception surveying, integrity testing systems, as required by the Commission,

and work with partners to advance knowledge and information that would assist all stakeholders

- Priority research areas to be set and included in work plan after full consultation with stakeholders

Objective Four

Monitor and evaluate progress on the implementation of the Commission's 5 year strategic plan in line with agreed targets and budget allocations

Targets

- PRSD and the standing-committee on PRS to ensure on-going monitoring of the implementation of the strategic plan
- PRSD and standing-committee to give progress reports to Commission meetings

Implementation Plan

- PRSD to organise regular meetings between HODs and others relevant to the implementation of the strategic plan to discuss and monitor progress
- PRSD to ensure Departments prioritise their departmental objectives and make relevant budgetary requests for the implementation of objectives year-on-year over the 5 year period
- PRSD to make agreed amendments to the strategic plan over the 5 year period and be the holders of the working document
- Departments to submit a schedule of duties and departmental functions in relation to the strategic plan

Objective Five

Establishment of a functional library / documentation unit for the Planning, Research and Statistics department to ensure information dissemination and effectiveness of research

Targets

- A modern library to be in place and well stocked by end 2005

Implementation Plan

- Ensure that the proposal for the establishment of the library, already in existence, is funded and implemented
- To work in collaboration with Admin and Personnel that the staff of the PRS get the basic training on library management
- Ensure that the PRS registers with the Library Association of Nigeria immediately to enhance relationship with other libraries in the country and allow inter-library borrowing

Objective Six

To create a Women's Affairs Unit to promote gender mainstreaming in the recruitment, appointment and promotion of police officers and to research and develop policy on women and policing

Targets

- **A Women's Affairs Unit to be created and staffed by end 2005**

Implementation Plan

- **Standing Committee on Women's Affairs to work with Department of Planning, Research and Statistics to plan the creation of a Women's Affairs Unit for the Commission**
- **Staff to be appointed to run the Unit by Administration and Personnel Department, in conjunction with Standing Committee on Women's Affairs**
- **Work Plan to be created for the Unit by the Standing Committee on Women's Affairs**
- **Unit to liase closely with Personnel Management- Police Unit to ensure women are treated equally in recruitment, appointment and promotion of police officers, and that policy is implemented to increase the proportion of women in the Nigerian police Force**
- **Unit to work closely with Department of Planning, Research and Statistics to develop research programmes into Women and Policing issues, such as the treatment of women victims of crime, and develop policy suggestions from the research**

D. Department of Legal Services

1) Background

The Legal Services department is a service department of the Commission, but central to the effective operation of the Commission as a whole. Its stated purpose is to provide legal opinion, legal representation and litigation and to prepare, monitor and vet all contracts, agreements and memoranda of understanding between the Commission and third parties.

2) Departmental Objectives

The current functioning of the legal department is in line with its stated purpose and its role as a service department for the discharge of the Commission's main functions. Current objectives need to be set down and a review of operations may need to be undergone to consider specialisation of the department's services.

Objective One

To act as the Commission's solicitor, providing efficient and accurate legal opinion, legal representation, preparation and vetting of contracts and litigation services

Targets

- Undertake a review of the department's operations, looking at what percentage of departmental time is taken up with which area of work by last quarter 2004
- Implement any changes to departmental operations deemed necessary by last quarter 2004

Implementation Plan

- Department members to self-analyse their use of time by recording what percentage of their work is spent in which area- contracts, litigation, legal opinion and so on
- Assess whether dividing the department into two, with each section's lawyers specialised in either solicitor work or litigation, would better utilise the limited time and resources of the department
- Ensure new staff hired are specialised in specific areas that the department currently lacks skills and experience in, and in relation to operational assessment
- Continue to ensure that all the Commission's legal needs are met with efficiency and speed
- Computerising existing case files, memorandum, and other agreements that the dept has authored on behalf of the commission

Objective Two

To create a Legal Library for the Commission

Targets

- In collaboration with relevant Commission departments draw up a proposal for the creation and maintenance of a legal library for the Commission by last quarter 2004
- Seek and secure necessary funding from various sources and begin implementation by 1st Quarter 2005
- Have functional library by 3rd quarter 2005

Implementation Plan

- Draw up a costing of the creation of a legal library, ensuring both initial and on-going costs are taken into account
- Include subscription of law reports in electronic format in the proposal
- Search for possible external funding sources, including legal institutions overseas and possible free subscriptions to legal texts
- Lobby internally for on-going resources to be allocated to the maintenance of the library
- Liaise with PRSD and relevant authorities for space to be allocated to legal department for the library

Objective Three

Lead the review and recommendations for modification of all laws relevant to the operation of the Commission

Targets

- Have recommendations for amendments to the PSC Act ready for 2nd Quarter 2005
- Work with Commissioners and other relevant departments to draw up plans to lead the review of other relevant laws, including the Police Act, by 3rd Quarter 2005

Implementation Plan

- Work with standing committee on PSC Act review to ensure full input from other departments is given into the review of the Police Service Commission (Establishment) Act to look at all inconsistencies, ambiguities and areas where new or expanded powers could be recommended
- Hold a forum with key stakeholders to gain civil society and Police input to the review of the PSC Act
- Work with the standing committee to lobby the recommendations to the House Committee overseeing the review
- Consult with other departments and civil society on other laws that need reviewing to aid the operation of the Commission, and to help achieve the Commission's long-term objectives

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- Propose to the Commission a number of other laws and regulations that need reviewing and lead the review, in consultation with key stakeholders, holding public hearings or other forums where necessary

E. Press and Public Relations Unit

1) Background

The Press and Public Relations Unit (PR Unit) remains a very crucial and strategic unit in the Commission, which could play a range of roles in developing the profile of the Commission. The Unit will also play a central role in liaising with external organisations, and developing supporters within government and civil society, as well as in developing internal communications within the Commission.

2) Unit Objectives

Objective One

Monitor and work to raise public awareness of, support for and confidence in the role, functions and powers of the Commission

Targets

- Monitor levels of public awareness, support and confidence in the Commission, on an on-going basis
- Design and implement programmes to raise awareness and support, in collaboration with core departments of the Commission on an on-going basis

Implementation Plan

- In collaboration with the department for Planning, Research and Statistics develop a tool for assessing levels of public awareness of, support for and confidence in the Commission and apply the tool to monitor on-going levels of public awareness, support and confidence at least every six months
- Analyse results to identify key sectors of society that are either unaware of, or lacking in support for, the Commission and make full results available to the Commission meetings at least every 6 months
- Officers should be designated to maintain contact and build rapport with relevant persons in Ministries and agencies necessary for the Commission's work, ensuring they are kept up-to-date on Commission news and receive all mailings, souvenirs etc
- Work with other departments to design and implement awareness-raising programmes through a variety of media, including radio, newspaper, television, distribution of leaflets and public meetings across Nigeria, particularly addressing key sectors of society as above
- Ensure that examples of the Commission's use of the investigative mechanism and disciplinary measures against cases of misconduct are made available to the public through press conferences, release of statements and so on
- Ensure that the results of the Commission's work and application of its powers are fully available to the public through a variety of media, ensuring transparency in all areas

Objective Two

Build good relationships with external organisations, including the media, civil society organisations, politicians and international organisations

Targets

- Design and implement a relationship management plan to build relationships with key institutions, organisations and individuals from 1st Quarter 2005

Implementation Plan

- Working with all departments and commissioners draw up a list of institutions, organisations and individuals with whom the Commission already has an exiting relationship
- Working with all departments draw up a list of institutions, organisations and individuals with whom the Commission would like to initiate a relationship
- Organising the contacts into groups as necessary consider how best to manage the relationships to achieve the results of collaboration that are desired (e.g develop relationship with key funders to ensure access to resources for projects/ develop relationship with civil society organisations to collaborate on investigations/ develop relationship with key members of the National Assembly to build political support)
- Create formal or *ad hoc* consultation groups with key contacts to discuss collaborations to help the Commission achieve its objectives and fulfil its constitutional obligations, for instance a Civil Society Consultative Forum or Police Oversight Institution group (containing representatives from other oversight institutions)

Objective Three

Ensure the internal communications of the Commission are effective and aid a harmonious working relationship at all levels

Targets

- Design mechanisms to aid internal communications and have in place by 2nd Quarter 2005

Implementation Plan

- Collaborate with all departments and Commissioners to act as the principal mechanism whereby information can be disseminated within the Commission
- Work to ensure policy changes and other direct addresses by government and Commission management are communicated to all staff members and made available for information to staff
- Create more channels of upward communication, such as suggestion boxes and other methods to allow staff to express their views and complaints
- Put in place and maintain Commission notice boards and other areas where information can be shared between Commission staff

- Consider, suggest and organise ways in which members of the staff and Commissioners can be brought together in an informal setting to aid good working relationships and build team work

Objective Four

Act as the first point of contact for public and media, and develop public and media relations strategies in conjunction with other Commission departments and Commissioners

Targets

- All public information coming from Commission departments to be routed through, maintained by and publicised by the Unit from 1st Quarter 2005
- Strategies for media and public contact to be developed and adhered to by end 2005

Implementation Plan

- Work with Permanent Secretary and Chairman of the Commission to communicate to all departments the central role of the public relations department and necessity of ensuring it receives all information released by the Commission
- Maintain copies of all public documents, statements etc released by the Commission
- Develop information management strategies to allow all contacts from public and media to be routed through and dealt with by the Unit
- Work with central figures of the Commission to develop a public relations strategy that sets out event management, crisis management, reactive and proactive strategies and possibility of using the Unit staff as spokespeople for the Commission
- Organise quarterly media briefings to be given by the Chairman of the Commission on relevant developments in the Commission's work