

Enugu State Judiciary Commences Implementation of Performance Management for Magistrates

The Judicial Service Commission (JSC) of Enugu State has commenced a pilot evaluation of its Magistrates based on the Performance Evaluation System developed with the support of the J4A Programme. The system is aimed at measuring the productivity of Magistrates over a specific period of time in a fair and balanced manner, to identify and reward high performers while also sanctioning low performers.

The newly introduced performance system is helping to hold Magistrates accountable for their performances and ethical behaviour. This will lead to an increase in the responsiveness of courts to their users.

Following the successes recorded with the introduction of the system in Kaduna State it is believed that the interven-

tion in Enugu State will enhance court user's perceptions and improve trust for the judiciary.



To implement the system the JSC has nominated a committee that will take responsibility for the implementation of the system in collaboration with members of the Nigeria Bar Association.

The system uses 5 different indicators to assess Magistrates. These include:

- The rate at which the magistrate concludes cases assigned to him/her;
- The rate of compliance with time standards for cases at the Magistrate court
- Efficiency of the court's other activities and conduct
- Professional integrity (including compliance with ethics, professional reputation, court room decorum, court user services)
- Percentage of upheld judgments/decisions on appeal or judicial review.

The outcome of the first performance evaluation that was implemented in five pilot Magistrate Courts revealed areas of strengths and weaknesses and led to recommendations for the extension of the system to all other courts in the state, which will commence in August 2016. J4A is supporting the extension with the training of all Magistrates, their support staff, selected MBA members as well as the provision of the assessment tools.

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SARC Clients Appraise the Services Provided by Police, Counsellors and Medical Staff



J4A funded the establishment of the first Sexual Assault Referral Centres (SARCs) in Lagos and Enugu States. These centres provide medical, counselling and legal support for victims of sexual violence. By the end of May 2016 both SARCs have provided services to a total of 2,107 clients.

Both centres operate a feedback system that is used to gain better understanding of the needs of clients and their experiences at the SARC. The feedback is obtained by the completion of a voluntary questionnaire, which is administered by SARC staff. A total of 411 questionnaires have been completed and analysed by the centres.

In the past, insensitivity of the police to the victims of sexual violence significantly reduced the rate at which such cases were reported. Following the intervention of the J4A programme at Model Police Stations, the survey of SARCs clients was used to

Feedback Data on Client Engagement with Police, SARC Counsellors and Medical Staff

Proportion of Respondents that Rated the Service Provided either "Very Good" or "Good"

Aspects of Engagement	Police	SARC Counsellors	SARC Doctors/ Nurses
Communication Skills	98%	98%	98%
Sensitivity	98%	100%	98%
Information Provision	97%	99%	97%

evaluate the performance of the police and other SARC staff. The results are a testimony to the attitudinal and behavioural changes occurring where the J4A programme has intervened. A substantial proportion of victims are taken to the SARC by a police officer, 85% of the time this is a female police officer. The data presented confirms that Nigerian police officers when given appropriate training and resources can perform well and provide good service to their communities.

Whilst the experience they have been through can never be erased, it is clear that SARCs bring a great deal of comfort. The feedback from over 400 victims of sexual assault underlines the essential need for these services and how important it is for victims to be able to go somewhere where there are people who can understand their experiences and

their needs even when they have trouble voicing them. The SARCs treat any and every victim of sexual assault irrespective of circumstances, age, gender or personal standing.

The role of SARCs was recently recognised in the International Development Committee report in the UK parliament. The report noted the strong and beneficial impact of the SARCs, arguing for the scale-up of the intervention in order to make real inroads in addressing violence against women

Lagos State Fast Track Courts Maintaining Efficiency

Since the J4A programme started working with the Fast Track Commercial Courts in Lagos State, the Fast Track Courts have maintained a regime of efficiency in the handling and disposal of cases brought before them by Court users.

Baseline data at the beginning of the project in 2012 showed that it took 583 days to dispose of cases brought to the Fast Track Courts. Following the support of the J4A programme to Fast Track Courts in 2013 the Courts were restructured by the judiciary.



These changes were aimed at improving the efficiency, effectiveness and the quality of service delivery to their users. Since these reforms were introduced there has been a steady improvement in the time it takes to dispose of cases in the courts. As at December 2015, this has reduced by 50% and now stands at 291 days on average. The data also showed that there are now more cases being resolved and disposed of through judgments or settlements rather than striking out of the cases for lack of diligent prosecution.

At a recent refresher training and experience sharing workshop organised by the J4A programme, the Judges of the Fast Track Courts committed themselves to improving on this success in spite of the challenges they face. Judges from non-Fast Track Courts (Family, Criminal and Land Divisions) were also in attendance to learn from the experiences of the Fast Track Court Judges at the event.

NPF Establishes International Partners' Coordination Unit

The Acting Inspector General of Police (IGP), Mr. Ibrahim Idris, with the support of the J4A programme has constituted a specialized coordinating unit to streamline and coordinate all foreign and international donor assistance to the Nigeria Police Force.

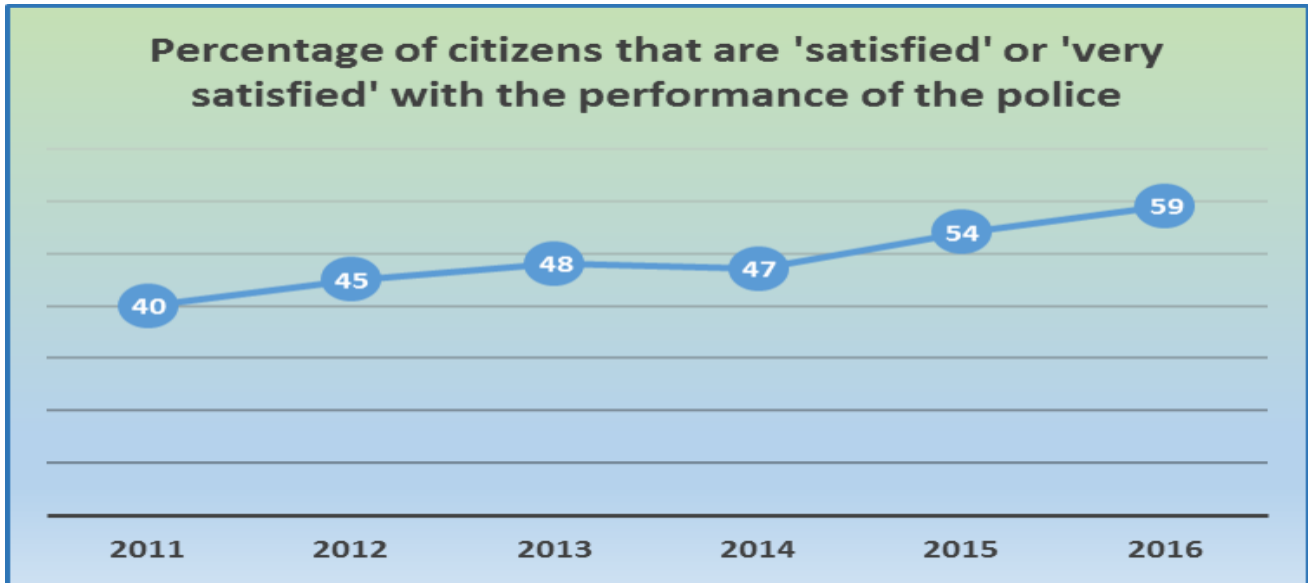
Addressing participants at a retreat for all international partners and donors, organized by the NPF in partnership with the J4A programme, the IGP made it known that all technical and financial assistance from donors and partners to the police will now be well coordinated and channeled to address the pressing security challenges facing the country.

During his speech he revealed that upon his appointment he established the donor aid coordinating unit to collate and streamline some of the assistance that the police is receiving from international partners and national organizations in Nigeria.

He said, ***"We are receiving a lot of assistance from these agencies but the security challenges have assumed a global dimension as we share the same problems. This unit will serve as a clearing house where we can collectively address the challenges."***

J4A will continue to provide the needed technical assistance to the unit. The email address for the unit is: npfpartnershipsof-ice@gmail.com

Increased Satisfaction with the Services Provided by the Police



J4A carries out annual surveys in all J4A states plus FCT each year and asks a random selection of citizens for their views on a range of justice matters. One of the key aspects is how satisfied they are with the performance of the police in their State. The combined responses to the survey which captures the views of over 4000 citizens is represented in the chart below.

As the chart shows, the proportion of citizens that are 'satisfied' or 'very satisfied' with the police has been growing year on year and has now reached an impressive 59% of those surveyed. It is good to know that citizens are seeing the results of the efforts the police have put in over the last 5 years.

NPF Force Management Team Organises Strategic Retreat

The J4A programme in collaboration with the Nigeria Police Force organized a three day management retreat for senior officers from the 27th - 29th July 2016 in Abuja. The retreat served as an opportunity to engage senior officers in envisioning a future NPF that can address security challenges in the country effectively.

The event was also used to ensure that the Force Management Team develops a deep understanding of the IGP's policy direction. Participating officers were tasked with identifying strategies for achieving the IGP's vision of '**policing with integrity**'. Speaking at the opening ceremony IGP Idris charged senior officers to deliberate on the best way forward considering how their respective departments will provide support for attaining the vision.

The IGP noted that he has been given a unique opportunity to lead one of the largest and most diverse police organisations in the world and that though their tasks may appear daunting and complex he has confidence that team work will make easy the job of modernising and reforming the NPF easier.

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