



2012 ANNUAL REPORT

POLICE SERVICE COMMISSION

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INTRODUCTION

- FOREWORD

The year 2012 was a landmark in the annals of the Police Service Commission. Just as the present Board was preparing to wind up its activities, as it begins the last year of its five year tenure, it also saw to the commencement of the Police Service Commission Corporate Head Office building at Jabi District, Abuja in January with the ground breaking ceremony. With the present spate of work, the building, which is handled by Vita Construction Limited, would be ready for occupation by the second quarter of 2013, thereby solving permanently, the dire constraints faced by the Commission in the area of office accommodation.

During the year 1,233 Cadets comprising 738 Cadet Assistant Superintendents of Police and 495 Cadet Inspectors commenced training at the Police Academy, Wudil, Kano State in two batches. The Cadets are candidates that were successful in the 2011 Recruitment exercise for Cadet ASPs/Inspectors (General Duty). The Batch "A" Cadets commenced training in January, 2012 while the Batch "B" joined them in July. The Commission in collaboration with Digital Bridge Institute and the Nigeria Police Force, also conducted the last phase of the interviews for ICT professionals. Successful candidates would commence training in 2013.

Two thousand eight hundred and nineteen (2,819) Senior Police Officers' promotions were approved in 2012. The Commission was guided in the exercise by the recommendations of the IGP and its approved criteria to ensure fairness and equity. 36 appeals on disciplinary cases of ex-police officers and 115 disciplinary cases of serving members were also resolved.

The issue of inadequate funding which has continued to hamper the operations of the Commission was also felt during the year. The Commission receives probably the lowest budgetary allocations of all the statutory Commissions in the country. This problem has been raised at meetings with the National Assembly, and in letters to the Honourable Minister of Finance and the Director-General, Budget Office. Both Chambers of the National Assembly informed the Commission that they are aware of the funding constraints it is facing and promised to work towards remedying the problem to enable the Commission carry out its functions more effectively.

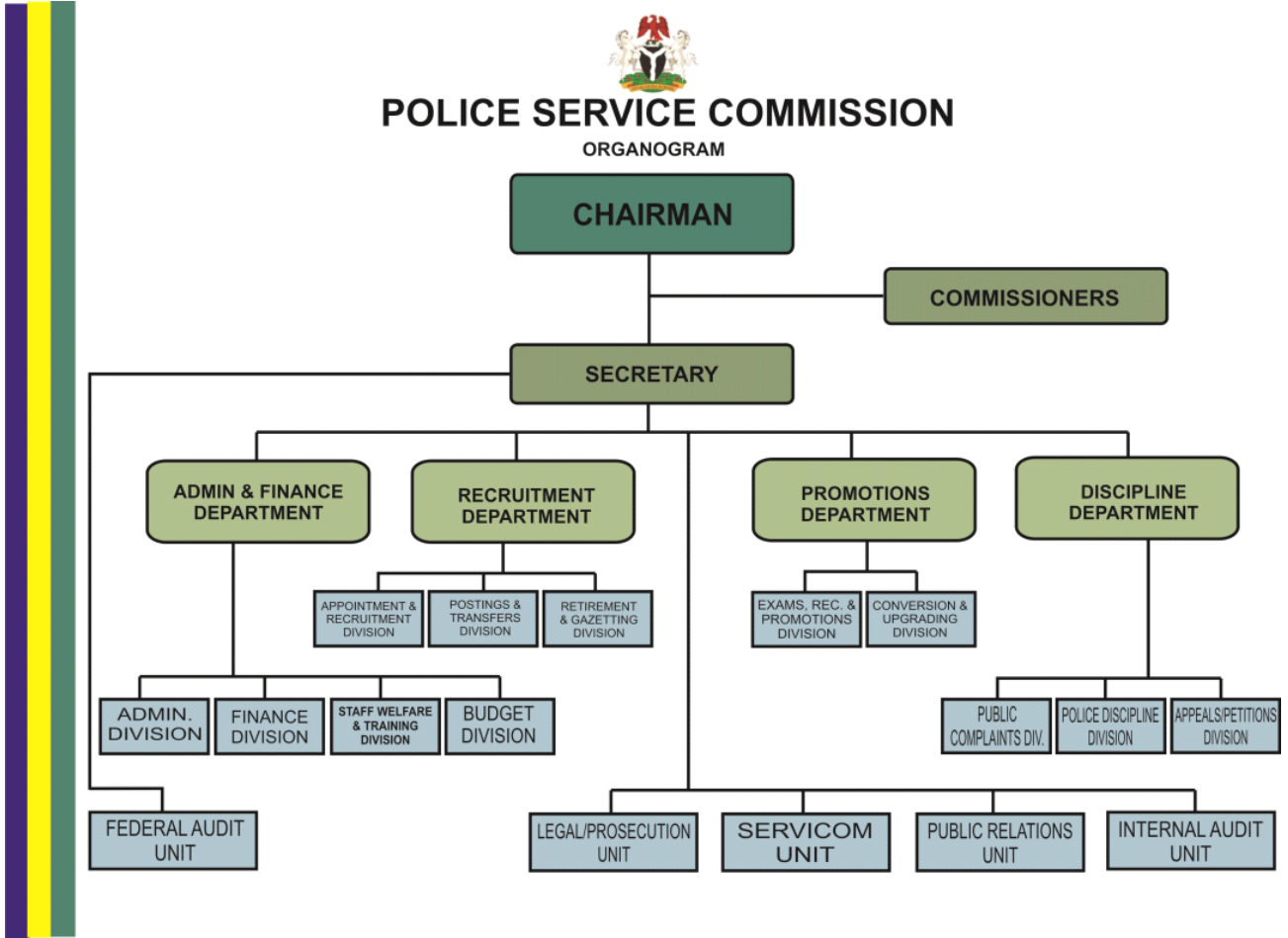
The Commission put forward to the National Assembly for amendment certain provisions of the enabling law, the Police Service Commission (Establishment, Etc) Act, 2001. The proposed amendments have reached an advanced stage of consideration by the National Assembly. When passed, the amendment will enhance the performance of the Commission.

The Commission also participated actively in drafting the harmonized Bill that has given rise to the final draft of Nigeria Police Academy Establishment (Etc) Bill 2012. It also added to the body of literature on Policing and the Rule of Law with the publication of two books: **"Police Service Commission, Policing and the Rule of Law"** and **"The Nigeria Police and the Challenges of Policing a Democratic Society"**.

In all, 2012 was quite an eventful year. I use this opportunity to thank the management and staff for their unflinching support and dedication to duty and members of the Commission's Board for their support and understanding. As I present to you the 2012 Annual Report, we look forward to greater successes in a more eventful 2013.

Parry B.O. Osayande, DIG (RTD), OFR, CFR, NPM, mni
Chairman of the Commission

ORGANISATIONAL CHART



1.2 POWERS AND FUNCTIONS OF THE COMMISSION

The Police Service Commission is one of the Federal Executive Bodies established under Section 153(m) of the 1999 Constitution of the Federal Republic of Nigeria, as amended. By virtue of Paragraph 30, Part 1 of the Third Schedule, to the Constitution and Clause 6 (1) of The Police Service Commission (Establishment), Act 2001, the Commission is charged with the responsibilities of appointment, promotion, dismissal and disciplinary control of members of the Nigeria Police Force (except the Inspector-General of Police). Its enabling Act further empowers the Commission to:

- (a) formulate policies and guidelines for the appointment, promotion, discipline and dismissal of officers of the Nigeria Police Force;
- (b) identify factors inhibiting or undermining discipline in the Nigeria Police Force;
- (c) formulate and implement policies aimed at enhancing efficiency and discipline in the Nigeria Police Force;
- (d) perform such other functions which in the opinion of the Commission are required to ensure the optimal efficiency of the Nigeria Police Force; and
- (e) carry out such other functions as the President may from time to time direct.

To ensure the independence of the Commission in the exercise of its powers and discharge of its functions, Clause 6 (2) of the Act provides that:

"The Commission shall not be subject to the direction, control or supervision of any other authority or person in performance of its functions other than as is prescribed in this Act."

The 1999 Constitution in Section 215 (b) further empowers the Police Service Commission to appoint a Commissioner of Police for each State of the Federation, and Clause 8 of the Police Service Commission (Establishment), Act 2001 granted the Commission leave to delegate any of its powers under this Act to the Nigeria Police force as it deems fit.

As provided for by the Constitution, membership of the Commission shall be made up of a Chairman and 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 for a period of five years. Thus, the management of the Commission is vested in:

- (a) a Chairman who is the Chief Executive of the Commission;
- (b) a retired Justice of the Supreme Court or Court of Appeal;
- (c) a retired Police Officer not below the rank of Commissioner of Police;
- (d) one representative each of:
 - (i) Women interest;
 - (ii) The Nigerian Press;
 - (iii) Non-Governmental Human Rights Organisations in Nigeria;
 - (iv) Organised Private Sector, and
 - (v) The Secretary to the Commission.



1.3 POLICE SERVICE COMMISSION

VISION

A highly motivated, professional, disciplined and accountable Police Service that upholds human rights

MISSION STATEMENT

To improve service delivery in the Nigeria Police Force by promoting transparency and accountability in the Police.

1.4 MEMBERS OF THE COMMISSION

(Photographs of Members of the Commission)

1.5 CORPORATE INFORMATION

Address: Police Service Commission, Federal Secretariat (8th Floor), Phase 1, Shehu Shagari Way, P. M. B. 5188, Abuja.

Website: www.psc.gov.ng

Email: info@psc.gov.ng

Telephone: 07098100097

Management of the Commission

1. Sir Mike Mbama Okiro IGP(rtd), CFR, NPM, mni - Chairman
2. Hon. (Dr) Olufunlola Adekeye JSC(rtd), CON - Member I
3. Alhaji Yakubu Mohammed DIG(rtd), NPM, mni - Member II
4. Alhaji Salihu Aliyu Gusau, OON/Amb. Abdulkadir A. Musa, mni
- Permanent Secretary/Secretary (postings 2013)

Management Staff

1. Mr. Obi Ume-Ezeoke - Director, Administration and Finance Dept.
2. Mr. Benoni Iwambe - Director, Police Promotion Dept.
3. Mr. Anietie Etiebet - Deputy Director, SERVICOM Unit
4. Mr. Emmanuel Ibe - Deputy Director, Budget Division
5. Mr. Tijani Mohammed Esq- Deputy Director/Legal Advisor, Legal Unit
6. Alhaji Rabiou Abdullahi - Deputy Director, Police Discipline Dept.
7. Mrs. Garos Logams - Deputy Director, Police Recruitment Dept.
8. Alhaji Bello Gusau - Deputy Director/Head, Finance Division
9. Mr. M. D. Bala - Assistant Director/Head, Comm.Secretariat
10. Mr. Uka E. Onwuka - Assist. Director/Head, Internal Audit Unit
11. Mr. Ferdinand U. Ekpe - CAO/Head, Press Unit
12. Mr. Andrew Ughulu - CMO, Maintenance

1.6 Introduction by the Secretary

The 2012 annual report is very significant as it is the fifth and the last in the history of the incumbent board of the Commission, inaugurated on the 15th of April, 2008. It chronicled the functions, activities, achievements, constraints and expectations of the Commission and legacies of the outgoing board.

The Commission is an independent government agency established under Section 153 of the 1999 Constitution with the power to appoint, promote, dismiss and exercise disciplinary control over members of the Nigeria Police Force except the Inspector General of Police. The Police Service Commission (Establishment) Act No. 1, 2001 further clarified the scope of the Commission's powers and responsibilities. It is one of the Federal Executive Bodies generally answerable to the President and the National Assembly.

Being the valedictory year of the present board, the Commission left no stone unturned in tackling headlong its constraints, improve on its mandate, clear all backlogs of matters of appointment, promotion and discipline and consolidate on its achievements to leave an undoubtedly high standard of operation. To start with, in order to provide a conducive working environment and produce excellent results, the board is leaving behind an edifice. That is, the Police Service Commission Corporate Head Office which is near completion.

As part of its efforts at ensuring staff acquisition of necessary, skills, competencies for efficiency and productivity, the Commission mobilized staff at all levels, that is, junior, senior and at leadership levels for training having identified the skill-gaps during the 2012 Training Needs Assessment. The training addressed content relating to our core values, functions and the strategic plan in line with the vision and mission of the Commission toward achieving its mandate.

In its efforts in repositioning and improving the discharge of duties by the Nigeria Police Force, the Commission had seven (7) plenary meetings in the year under review where far reaching decisions were taken on Police recruitment, appointment, promotion, postings and discipline. The Management of the Commission also met regularly with the Management of the Nigeria Police Force to iron out grey areas and made necessary adjustments.

Determined to standardize practices needed to ensure and enhance performance, the Honourable Chairman of the Commission directed the compilation of all our accepted best practices in a manual on Standard Operating Procedures now due for publication. When published, the manual will be a standard guide and a very useful working tool for the discharge of staff duties and will improve overall performance.

As an agency of the Federal Republic of Nigeria, the Commission took an active role in making sure that the Freedom of Information Act (2011) is implemented as requested by the Attorney-General and Minister of Justice of the Federation. To achieve this, some members of staff of the Commission attended the inauguration of national committee on the FoI Act and thereafter, meetings were held to educate the FoIA desk staff on the operation and importance of the FoIA.

Albeit, there were constraints and challenges ranging from the passing away of one of our dedicated and prolific Commissioner, Alhaji Habu Daura, CP (Rtd), may his soul rest in peace, inadequate funding to lack of infrastructure, but for the doggedness and determination of the leadership, management and members of staff, the Commission was able to have an eventful year and considerably achieved its goals.

I thank the management and members of staff for their co-operation and dedication to duties and the outgoing board for their phenomenal leadership role and tremendous efforts in repositioning the Nigeria

Police Force. The Commission would not have asked for a better Board.
Thank you all.

Saliyu Aliyu Gusau, OON
Permanent Secretary/Secretary to the Commission

21st February, 2013

PART TWO:
ADMINISTRATION AND ACTIVITIES OF THE COMMISSION

2.1 Structure and Duties of the Departments and Units

2.2 RECRUITMENT DEPARTMENT

Duties

The duties of the Department include proposals and recommendations, formulation of policies, guidelines and decisions on matters relating to the following:

- (i) Recruitment of Police Constables;
- (ii) Appointment of Cadet ASPs and Inspectors for training in the Police Academy;
- (iii) Appointment of professionals i.e Engineers, Doctors, Pilots, Technicians etc;
- (iv) Processing of applications for retirement, transfers of Police Officers
- (v) Gazetting of appointments and retirements of Police Officers;
- (vi) Maintaining up to date nominal roll of members of the Nigeria Police Force and personnel audit from time to time; and
- (vii) Performing other duties that may be assigned to it by the Permanent Secretary/Secretary to the Commission.

2.2.1 Structure and Duties of the Divisions

(i) Appointment/Recruitment Division

a) Superior Police Officers (SPOs) Matters.

The Division is charged with the responsibility of all matters relating to Superior Police Officers as follows:

- Recruitment of Assistant Superintendents of Police (ASPs)/Inspectors into the Police Force;
- Appointment of Specialists;
- Posting of SPOs;
- Verification and documentation of all Cadets at the trainings Schools/Academy;
- Documentation of appeals and petitions of aggrieved SPOs and their re-instatement;
- All matters relating to SPOs.

b) Appointment of Superior Police Officers (SPOs)

VERIFICATION OF GENERAL DUTY CADETS

Verification exercises were conducted on Cadets undergoing Training at Police Academy, Wudil, Kano for both batches A and B

A total of four hundred and fifty three (453) Cadets were verified during the batch A exercise (256 ASPs and 197 Inspectors). Some of the Cadets were unavoidable absent because they were away undergoing a mandatory Training at Ila.

During the batch B verification exercise, Six Hundred and Eighty Four (684) Cadets consisting of Four Hundred Thirty Nine (439) Asps and Two Hundred and Forty-five (245) Inspectors were verified out of the entire total of Six Hundred and Eighty Eight (688) Cadets. The Team also verified Ten(10) out of the remaining Fifteen (15) Batch A Cadets that were not captured .

RECRUITMENT OF ICT PROFESSIONALS

Year 2013 Information Communication Technology (ICT) Recruitment Exercise. The Department in collaboration with the Recruitment Board has concluded the modalities for the recruitment of the above mentioned category of candidates into the Nigeria Police Force as Cadet ASP^s/Inspectors. Advertisements were placed, applications received on-line and candidates invited for the examination at the Digital Bright Institute, the Consultant handling the Examination. The Result had been presented to Recruitment Board and the Candidates have been invited for physical and medical screening. Early this year the exercise was concluded and the candidates have been short-listed.

POLICE ACADEMY, WUDIL, KANO:

4.1 The final test that the candidates who had cleared all hurdles faced interview with the Selection Board. Questions were asked on General Knowledge as well as the subjects in which the candidates claimed to have Credits in the Senior Secondary School Examination.

4.2 The candidates' personality, sobriety and emotional stability were also assessed. The scores awarded by all members to each candidate were averaged in order to arrive at the interview score and this was added to Physical Endurance Test Score to give an overall indication of each candidate's performance in percentage terms.

4.3 The successful Candidates were notified of their invitation to appear before the Selection Board through advertisements published in three National Newspapers and on the Application Website.

5.0 RANK AND FILE:

- All matters relating to Recruitment of Rank and File.
- Accreditation and Documentation of successful Recruits undergoing Training at different Police Training Institutions;
- Documentation of Appeals and Petitions from aggrieved Rank and File; and

These functions are however, delegated to the Inspector General of Police. The recruitment is supposed to be done in consultation with the Commission.

6.0 POSTING AND TRANSFERS DIVISION:

Though, this is a Recruitment Department function, it is handled at the plenary level and as such the records are obtainable at the Commission Secretariat.

7.0 RETIREMENT AND GAZETTING:

7.1 Retirement

The Division is responsible for the processing of Retirement of Senior Police Officers from the Rank of Assistant Superintendent

2	AI G	-	1	-	1	-	3	-	-	-	-	-	-	5
3	CP	2	-	3	5	-	4	2	-	1	1	-	-	18
4	DC P	1	2	4	2	-	-	-	-	-	2	-	-	11
5	AC P	-	3	1	3	1	1	-	-	-	1	-	-	10
6	CS P	2	1	-	-	1	-	3	-	1	2	1	1	12
7	SP	2	3	2	10	7	10	6	-	5	7	2	-	54
8	DS P	11	2 4	6	2 6	9	35	32	-	10	11	8	10	182
9	AS P	53	12 3	60	7 3	88	146	18 9	-	13 0	79	65	12 4	1,23 0

AL													
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7.2 Gazetting

The Division is responsible for the preparation of the list of all Retired Police Officers (From the Rank of ASP to DIG), Appointments into the Force.

Gazetting work earlier done was corrupted when a virus destroyed the computer. After the rectification of the fault, arrangement are now in top gear with the Office of the Head of Civil service of the Federation(OHSCF) to gazette the relevant documents from 2007 to date. A request for the constitution of an ad-hoc inter-ministerial Committee involving the Police Headquarters and Office of the Head of Civil Service of the Federation has been proposed and is awaiting approval.

8.0 PETITIONS/APPEALS FROM AGGRIEVED RATIONALIZED OFFICERS:

8.1 During the period under review, the Rank and File Division received and documented several Appeals and Petitions from

aggrieved rank and file policemen who were affected by the Force re-organization. However, since the Commission has directed that the review be closed as published in the Daily Trust Newspaper of Thursday 18th July 2013, the letters were kept in view. Most of the letters are however on the issue of verification of certificates/results. We suggest that such certificates be authenticated so as not to make any individual suffer unnecessarily.

9.0 WAR AFFECTED EX-BIAFRAN POLICE OFFICERS:

9.1 The Head of Department is Co-coordinating the authentication/verification of the above mentioned category of people who were granted presidential Amnesty. An Ad-Hoc Committee was constituted to identify and compile the complete list of the affected ex-police officers/retirees who benefitted from the presidential pardon of 20th May 2000, arranging same by state of origin.

9.2 The Head of Department is still working on the list with a view to updating and authenticating claims by the affected Officers, especially those whose names have been listed. The Head of Department being the Secretary of the Committee has compiled the list of all trainees that went through the then three police Training Schools at Ikeja, Kaduna and Enugu. . Though the work is at an advanced stage, many are still coming up daily to claim they served during the Civil War. Since the Commission has given directives to publish the list of the affected officers in the National Dailies for physical verification of claimants and their documents across the affected states, the matter will soon be laid to rest once and for all. It is hoped that at the end of the Exercise the Commission should be able to come up with a comprehensive data on the affected officers.

10.0 OTHER DEPARTMENTAL ACTIVITIES:

10.1 In addition to the above, the Department carries out its day-to-day Activities of treating Memoranda, Letters and

Correspondences. The Department also prepares Memoranda for the Commission's meetings as it affects Recruitment matters.

11.0 CONSTRAINTS:

11.1 Office Space and the need for more working equipment has been a major constraint in the Department. There is therefore, the need for more Office Space and Furniture for use by staff of the Department. There is also the need for more Computers and Printers. There is great need for a Car for use by the Department, especially for the transportation of files to the Force Headquarters which are usually in large quantities.

11.2 The Working Environment is very unfavorable for Productivity as the Air-Conditioners are not working. The epileptic Power Supply in Phase III, is a major challenge that has to be tackled to make for effective Service Delivery.

2.3 PROMOTION DEPARTMENT

Structure and Duties:

- **Examination and Promotion Division**
 - **Conversion and Upgrading Division**
-
- Recommending policies and guidelines on promotions in the Nigeria Police Force for adoption by the Commission.
 - Processing recommendations from the Office of the Inspector-General of Police on promotions and acting appointments for Senior Police Officers.
 - Receipt of periodic returns and keeping of records of advancement in ranks and promotions of Inspectors and members of the Rank and File in the Nigeria Police Force handled under the delegated authority to the Inspector-General of Police.
 - Handling all Police promotion matters, including petitions/appeals on promotion as well as drafting and

conveyance of approved letters of promotions of Senior Police Officers to the Office of the Inspector-General of Police.

- Processing information/data on promotion of Senior Police Officers for gazetting.

Activities During the Year

The Department in 2012 processed to the Commission for approval the promotion of Two Thousand Eight Hundred and Nineteen (2,819) Senior Police Officers based on the recommendations of the Inspector General of Police (IG).

The Commission was guided by its approved criteria prescribed to ensure fairness and equity in matters of Police promotion. Those promoted were Eight (8) Assistant Inspectors-General of Police (AIG) to Deputy Inspectors General (DIG), Twenty-Five (25) Commissioners of Police (CP) to Assistant Inspectors General of Police (AIG), Forty-One (41) Deputy Commissioners of Police to Commissioners of Police, One Hundred and Two (102) Assistant Commissioners of Police to Deputy Commissioners of Police, One

Hundred and Forty-Nine Chief Superintendents of Police (CSP) to Assistant Commissioners of Police, Three Hundred and Forty (340) Superintendents of Police to Chief Superintendents of Police, Two hundred and Seventy Two (272) Deputy Superintendents of Police (DSP) to Superintendents of Police (SP), Eight Hundred and One (801) Assistant Superintendents of Police (ASP) to Deputy Superintendents of Police (DSP), One Thousand and Fifty-Five (1,055) Force Entrants to Assistant Superintendents of Police (ASP), Twenty-Six (26) Inspectors were also promoted to Assistant Superintendents of Police (ASP II).

Table 5: Promotion of SPOs in 2012

S/No.	RANKS	NO. OF OFFICERS PROMOTED
1.	AIG - DIG	8
2.	CP - AIG	25
3.	DCP - CP	41
4.	ACP - DCP	102
5.	CSP - ACP	149
6.	SP - CSP	340
7.	DSP - SP	272
8.	ASP - DSP	801
9.	Force Entrant - ASP	1,055
10.	Inspectors - ASP II	26
	TOTAL	<u>2,819</u>

Promotion Courses

As directed by the Commission, the Department supervised One (1) special promotion course for ASPs. The promotion course took place in the month of October 2012 at the Police Staff College, Jos, Plateau State.

Appeals and Gazetting

A total of Fourteen (14) appeals and petitions on promotion matters received from serving, disengaged and retired Police Officers were treated within the year while Ten (10) others are at various stages of processing.

The Promotion Department processed for gazetting the promotion of Superior Police Officers carried out since 2003. Presently, names of all promoted Police Officers are being complied for the purpose of clearing the backlog.

- **DISCIPLINE DEPARTMENT**

Structure and Duties

An Overview of Discipline Department

Discipline Department is one of the functional departments saddled with the responsibility of discharging one of the core functions of the Commission, Dismissal and Disciplinary control of members of the Nigeria Police Force. With a staff strength of 51 comprising a Deputy Director as Head, two Assistant Directors and other staff, spread in three Divisions and one Section, namely:

- **Pending Disciplinary Matters [PDM] Division**

This Division handles the discipline of Senior Police Officers (SPOs) initiated by the Police Authority and forwarded to the Commission for determination. The cases are processed to the Plenary Meeting of the Commission through the Standing Committee on Police Discipline. A total of 115 cases were handled from January to December 2012.

- **Petitions & Appeals Division**

This Division is responsible for processing appeals and petitions forwarded to the Commission by largely aggrieved non Serving Police Officers who are not satisfied with the disciplinary actions taken against them by either the Police Authority or the Commission. Between January and December 2012, a total of 36 cases were conclusively resolved by the Commission. Cases of this nature are processed to the Commission through the Standing Committee on Appeals, Petitions and Legal Matters.

- **Public Complaints Division**

This Division handles complaints against police misconduct from individuals, Communities, Human Rights groups, and other Non-governmental Organizations that are wronged by the police personnel or the Nigeria Police Force. During the year under review, the Division received and handled a total of 174 complaints/offences said to have been committed by the police.

Schedule of Duties

The functions performed by Police Discipline Department include, but not limited to the following:

- i. Acknowledging petitions and complaints from the public and aggrieved police personnel.
- ii. Studying, analyzing and making recommendations on Public Complaints and Appeals/Petitions to the Permanent Secretary or as may be directed by the Hon. Chairman.
- iii. Referring cases with high criminal contents or police operational peculiarities to the IG for comments and/or investigations.
- iv. Requesting and obtaining from the IGP, copies of Orderly Room Trial proceedings to enable informed evaluation of appeals/petitions on disciplinary action taken on the Rank and File and against which they are appealing.
- v. Reviewing disciplinary decisions made by the Police Authorities on Senior Police Officers forwarded from Force Headquarters to the Commission for determination.
- vi. Carrying out investigations on public complaints against the police that are civil or administrative in nature either alone or in collaboration with the Legal Unit or the Commission's Police Liaison Desk.
- vii. Drafting briefs for Standing Committees on Pending Disciplinary Matters (PDM) and Appeals, Petitions and Legal Matters.
- viii. Drafting briefs for the Commission's Plenary Meetings on PDMs and Appeals/Petitions.

- ix. Conveying Commission's decisions on sanctions awarded for infractions committed by SPOs to the IGP for implementation and to the petitioners/appellants.
- xi. Verifying in collaboration with the Legal Unit, binding court judgments submitted to the Commission by appellants / petitioners.
- xii. Documenting and keeping both file and electronic records of all letters and memoranda forwarded to the Department from the Hon. Chairman, the Permanent Secretary and other Departments/Units of the Commission.
- xiii. Checking twice daily, the Commission's website to download and acknowledge online, any complaint on police misconduct.
- xiv. Liaising with the Police Liaison Desk for more information on petitioners/appellants as may be needed.
- xv. Making proposals and/or inputs in formulating policies that would improve discipline and efficiency in the Nigeria Police Force.
- xvi. Implementing Commission's policies on discipline in the Nigeria Police Force.
- xvii. Carrying out background checks on recruited police officers and men.
- xviii. Serving as Secretariat to the Standing Committee on Appeals, Petitions and Legal Matters.
- xix. Serving as Secretariat to the Standing Committee on Pending Disciplinary Matters.

xx. Preparing Quarterly and Annual Reports of the Department.

xxi. Preparing the Department's annual budget.

xxii. Performing any other duties as may be assigned.

Activities During the Year

Appeal

- Processed Appeals/Petition and Recommendations to the Standing Committee and the Board.
- Formulated policies that if implemented will greatly assist the Department in the discharge of its responsibilities of Police Discipline.

Public

The Public Complaints Unit received 174 numbers of complaints from the public out of which it referred 141 to the IGP for investigations/comments. 141 were acknowledged due to the fact that not all the complaints had return addresses. 33 of the complaints were kept in view.

PDM

The Unit during the year received a total number of 115 cases from the IGP which were processed conclusively.

Appeals

With little or no financial resources, the Appeals/Petitions Division was able to treat a whole number of cases ranging from:

- 17 Letters to the IGP requesting for his comments on petitions/appeals by aggrieved police personnel; to
- 36 appeal/petitions were processed for the Standing Committee. See table below.

Table 6:

S/NO.	DECISIONS	TOTAL
1.	REINSTATEMENT	11
2.	RESTORATION OF RANK	1
3.	CASES AWAITING PLENARY	9
4.	VERIFIED COURT CASES AWAITING	15
	TOTAL	36

Public

The Unit witnessed tremendous achievements during the year 2012 as most of the complaints referred to the IGP were forwarded to the affected commands for further investigations and copies of such letters were forwarded to the Commission's Secretariat for reference purposes.

20 investigation reports were however received from the office of the IGP for further disposal of the matters. See table below.

Table 7:

S/NO	PUBLIC COMPLAINTS	TOTAL
1.	COMPLAINTS FORWARDED TO IGP FOR INVESTIGATION	141
2.	COMPLAINTS KEPT IN VIEW	33
	TOTAL	174

PDM

In 2012 Seven Plenary Meetings were held with 115 treated, see table below.

Table 8:

S/NO.	PUNISHMENT AWARDED	TOTAL
1.	DISMISSAL	11
2.	COMPULSORY RETIREMENT	6
3.	REDUCTION IN RANK	22
4.	SEVERE REPRIMAND	36
5.	REPRIMAND	15
6.	LETTER OF ADVICE	4
7.	EXONERATION	21
	TOTAL	115

Constraints

Appeals

- Lack of funds to carry out several verification activities, such as court judgments and Orderly Room Trial Result Sheets submitted to the Commission.
- Lack of working materials such as: - Computer and its accessories, flash drive, printing papers, writing materials, etc.
- Appeals/petitions are processed with only the facts presented by the appellants without verifying the other side of the story.
- Lack of training, especially on the basic police training & investigation method which is key to the unit's performance.
- Lack of response from the IGP on letters written to him requesting for his comments.

Public

The major constraints witnessed by the Unit are:

- The Unit's performance is being hamstrung by the IGP's office due to the fact that investigation reports take a long time before they are responded (if at all) to by his office. Thus, the Unit's response to the Petitioners is very slow. It will be more appropriate if the Commission allows the Unit to undertake fact finding tours of some police formations and generally investigate complaints against police alleged misconduct.
- Inadequate number of computing Systems.
- 70% of the staff are lacking in Computer knowledge.

PDM

- No motivation for the staff (i.e. overtime bonus)
- Most times we are given a short period of time to complete tasks.

2.5 ADMINISTRATION AND FINANCE DEPARTMENT

- **Structure and Duties**

The Department has four Divisions, as follows:

- **Appointment, Promotion and Discipline Division**
- **Staff Welfare and Training Division**
- **Finance and Accounts Division**
- **Budget Division**

Duties:

- Processing of staff recruitment and training matters of the Commission.
- Processing the promotion of staff of the Commission.
- Handling matters bordering on the discipline of staff of the Commission.
- Deployment and co-ordinating the postings of staff of the Commission.
- Handling of matters relating to staff welfare and training.
- Preparation of the annual budget of the Commission.
- Maintenance of financial documents of the Commission.
- Processing of financial claims/benefits of staff of the Commission for payment.

- Recording and maintaining the Commission's assets and registers.
- Management of the Commission's stores.
- Identification and procurement of items required by the Commission.

2.5.1 Appointment, Promotion and Discipline Division

As directed by the Commission, the Division processed the promotion matters of staff that matured for promotion during the year. It liaised with Office of the Head of Civil Service of the Federation for the conduct of the Promotion Examination carried out in November 2012. A total of Thirty Five (35) officers of various grades sat for the examination. The successful officers will be promoted when the results are released and approved by the Commission in 2013.

Eligible officers were prepared for the service wide 2012 Compulsory Confirmation/Promotion Examination conducted by the Office of the Head of Civil Service of the Federation. Ninety-Seven eligible staff of the Commission passed the examination. The letter

of confirmation of appointment will be issued to the successful officers early next year.

The Division also handled general administrative issues and other personnel matters assigned and directed by the Permanent Secretary/Secretary to the Commission.

2.5.2 BUDGET DIVISION

2012 BUDGET APPROPRIATION:

The Budget Division received from the Budget Office of the Federation , the approved 2012 Budget Appropriation, which stood at N2,283,055,778= under the following subheadings:

Personnel Cost	=	N466, 477, 885= (Through IPPIS)
Overhead Cost	=	N281, 607, 893=
(Total Recurrent)	=	N748, 055, 778=
Total Capital Cost	=	N1, 535,000,000=
TOTAL ALLOCATION	=	N2, 283,055,778=

Vote Matching and Availability of Funds:

The Division handled the exercise of Vote Matching and ascertained the availability of funds based on the directives from the Permanent Secretary. This is in conjunction with the Accounts Division.

Databank and Automation:

The Division completed and submitted the template for Databank Automation covering Year 2011 - 2015 in line with the Commission's Strategic Development Plan as requested by the Office of the Secretary to the Government of the Federation. The programmes/projects outlined constitute our work plan for Year 2011 - 2015:

Year 2013 Budget:

The Division submitted to the Budget Office of the Federation, Federal Ministry of Finance the Commission's 2013 Budget Proposal.

Equally, the Unit had sent to the Co-ordinating Minister for the Economy & Honorable Minister of Finance and the Director General, Budget Office of the Federation the Commission's proposed new Budget Template taking into consideration provisions of the Mandate

of the Commission especially as it pertains to Appointment, Promotion and Disciplinary control of members of the Nigeria Police Force.

Head Office Building:

The cost of the Building Project is **N3, 486,869,519.53**

(Please note that the consultancy fees and cost of furnishing is not inclusive.)

* 2011 Appropriation for the Project	=	N1, 760,722,239.00
* Total Amount Released in 2011	=	<u>N1, 116,942,605.26</u>
* 2011 Unreleased Balance	=	N643,779,633.74
* 2012 Appropriation for the Project	=	N1, 355,000,000.00
* 2013 Budget for the Project	=	N1, 014,926,914.27

The Unit equally wrote to the Coordinating Minister for the Economy and Honourable Minister of Finance on the unreleased Balance of **N643,779,633.74** from the 2011 Capital appropriation for the Building Project.

The Commission's 2013 budget proposals and defense was held at the National Assembly on Monday 26th and Tuesday 27th November, 2012 in the meeting rooms of Senate and House Committees on Police Affairs respectively. The Functions, Objectives, Vision and

Mission statement of the Commission were stated in 2013 Budget Proposal and were well defended.

Table 9: Summary of the 2013 budget Proposal

S/NO:	LINE ITEM:	2012 BUDGET APPROPRIATION (N)	2013 BOF PROPOSAL (N)	2013 PSC PROPOSAL (N)
1.	TOTAL PERSONNEL	N466,447,885	N434,206,997	N434,206,997
2.	TOTAL OVERHEAD	N282,607,893	N327,048,740	N1,208,900,495.00
3.	TOTAL RECURRENT	N748,055,778	N761,255,737	N1,643,107,492.00
4.	TOTAL CAPITAL	N1,535,000.000	N1,470,000.00	N3,387,725,217.92
5.	TOTAL ALLOCATION	N2,283,055,778	N2,231,255,737	N5,030,832,709.92

The Commission emphasized the need for adequate funding to enable it attain optimum operational capacity especially now that the Commission will move to its permanent office building at Jabi District, Abuja. It will require increases in personnel and overhead costs for an expected upsurge in its operations. The Budgetary appropriations for the Police Service Commission had remained the lowest of all the constitutional bodies (Commissions) and should be significantly increased to reflect its mandate.

A Comparative Analysis of the budgetary allocations to Some Government Agencies in 2012 was stated. The two chambers noted that they were aware of the inadequate funding of the Commission by the Budget Office of the Federation.

Warrants:

Collection of Monthly Warrants for both Overhead and Personnel Releases were regularly undertaken by the Division as the need arose.

Quarterly:

The Division had completed and submitted the necessary quarterly returns as required by the National Assembly and the Budget Office of the Federation.

Year 2012 Budget Monitoring and Evaluation:

The monitoring and evaluation of year 2012 Budget Performance is an on-going exercise.

The Unit is still working on the issue of 1st 28 days Guest of the Government Allowances based on the circular from the Co-ordinating Minister for the Economy and Minister of Finance to the effect that the allowances should be paid from the Overhead Expenditure or Local Travel and Transport (LT&T).

External Liaison:

The Division is in constant liaison with the Budget Office of the Federation and National Assembly on all Budget Matters of the Commission.

The 2011/2012 Budget Performance/Appropriation Act has been submitted to the National Assembly (Senate and House Committee on Police Affairs.)

2.5.3 Procurement

Within the year in focus, Procurement Unit registered Fourteen (14) new Contractors. Overhead contracts for the year were executed while there was no allocation for capital contracts except the on-going Head Office Building project.

The contract for the construction of the Police Service Commission's Corporate Head Office Building awarded to Vita Construction Limited is on-going.

2.5.4 STAFF WELFARE AND TRAINING DIVISION

ACTIVITIES IN THE YEAR 2012

The Staff Welfare and Training Division under the Department of Administration and Finance has its primary objectives as follows:

- To ensure that staff acquire and develop the knowledge, skills and competence needed for effective discharge of their duties;

- To evolve, coordinate and implement an effective Staff Welfare system for the members of staff of the Commission.

2. During the year under review the Staff Welfare and Training Division carried out the following activities:

- In the first quarter, the unit was able to enroll staff in the National Health Insurance Scheme (NHIS) through their Health Management Organization (HMO) and some cards were issued to staff.
- The Division prepared a comprehensive Training Needs Assessment (TNA) of the Commission; designed training in line with the vision and mandate of the Commission; liaised with various Government Training Institutions; prepared a comprehensive training proposal for the Commission.
- During the first, second and third quarters the Division was able to coordinate staff welfare system for the

staff during weddings and bereavements which are awaiting approval.

- Issuance of staff ID card to new staff and a few replacements for old staff who either lost their ID card or got it mutilated.
- In September, 2012 the Division organized the first tranche of the 2012 training programme aimed at filling the skill-gaps identified during our training needs assessment (TNA). A total number of 90 members of staff on GL 08-13, GL 04-06 participated. The training under the title "**Developing Administrative Competencies for Enhanced Organizational Performance**", addressed contents that relates to our core functions and the strategic plans. It was handled by Industrial Training Fund (ITF) Benin, Centre for Management Development (CMD) Shangisha, Lagos and Administrative Staff College of Nigeria (ASCON) Badagry, Lagos respectively.

- In the same vein, in October the Division also organized training for the Directorate cadre in Accounts Division and the Internal Audit respectively. The training which was conducted by Administrative Staff College of Nigeria (ASCON) Badagry, Lagos, was titled "**Advanced Public Enterprises Financial Management**"
- The Division further to its primary objective, equally organized a course titled "**Advanced Human Resources Management**", for Assistant Director HRM who happened to be the only one in that cadre that had not benefited from any form of training since assumption of office.
- In the year under review the Division also organized and sent 44 staff of the Commission in the 2012 2nd tranche Training Programme titled "**Personal Effectiveness and Performance Improvement**". The training commenced on the 12th and ended on the 16th of November, 2012.

- In the fourth quarter the Division also prepared and concluded arrangements for the 2012 3rd tranche Training Programme for the following categories of officers:
 - **“Train the Trainer”** for Principal officers in SWT;
 - Building a **“Critical Mass”** for officers on grade level 07 - 13;
 - **“Fundamentals of Administrative Processes in Management”** for officers on grade level 14;
 - **“Developing Administrative Competencies for Enhanced Organizational Performance”** for Directorate Cadre in the Commission.
- Currently, the Division is compiling the request of staff that border on welfare (weddings, bereavement, debilitating, illness, etc) in 2012 for consideration by Permanent Secretary/Secretary to the Commission. This is in line with provisions of the PSC Conditions of Service

Chapter 5:3 (a) and (b) where an employee loses by death spouse, child or parent the employee may be paid such sum as may be approved for him/her by the Commission.

2.6 PRESS AND PUBLIC RELATIONS UNIT

Duties:

- (i) Projecting the image of the Commission through adequate publicity coverage and enlightenment on its functions.
- (ii) Design and implementation of publicity programmes on core functions of the Commission.
- (iii) Preparing briefs on important press articles for the information and action of the principal officers of the Commission.
- (iv) Issuance of press releases on the Commission's activities as may be directed by the Commission.
- (v) Recording and storage of audio-visual materials and equipment of the Commission.
- (vi) Performance of other duties as may be assigned by the Commission.

2.6.1 ACTIVITIES DURING THE YEAR 2012

The Press and Public Relations Unit in the period under review carried out the following activities:

- The Unit edited and supervised the publication of two books; namely: **"The Nigeria Police and the Challenges of Policing a Democratic Society"** and **"Police Service Commission, Policing and The Rule of Law"**.
- Managed, regulated and implemented the Freedom of Information Act as requested by the Attorney-General of the Federation and Minister of Justice.
- The Unit organized and coordinated the Commission's press conferences and briefings, notably the end of year 2012 press

briefing.

- In addition to gathering and verifying information on the Police and the Commission's activities, the Unit also ensured that the Commission responded to news media inquiries and issues that required the Commission's response in a timely, honest, and cooperative way.
- The Unit ensured that the Commission maintained a cordial relationship with the media, resulting in a favourable reportage of its activities.

2.7 LEGAL UNIT

Duties:

By the combined provisions of Section 153 of 1999 Constitution as amended and Section 1(i) of the Police Service Commission (Establishment Act) 2001, the Legal Unit is vested with the following functions:

- Representing the Commission in all legal matters affecting the Commission.
- Provision of legal opinion/advice on issues relating or connecting with the activities of the Commission.
- Participating in contract negotiation for the Commission.
- Drafting and vetting of contract agreement.
- Arbitration in disputes between the Commission and the third party.
- Constructive scrutiny and perusing of legal instrument for the Commission.
- Participating in Committees activities.

2.7.1 Court Representation

This is a re-current function of the Legal Unit as a result the Unit continued to put up appearance for all pending cases for the Commission. These cases are spread across the States of the Federation. Presently, the pending case profile of the Commission is up to four hundred and five (405). This number is due to the fact

that the Commission is always joined as a necessary party in all cases involving Police Officers on cases relating to extra judicial killings, breach of Fundamental Human Rights and Master and Servant Relationship etc.

2.7.2 Appeals and Petitions

The Unit recorded about 200 Petitions/Appeals within the year and the files were treated and disposed of accordingly.

2.7.3 Originating Processes and Hearing Notices:

The Commission received 93 Hearing Notices on pending cases from various jurisdictions in the Country. Furthermore, four hundred (400) Originating Processes were served on the Commission within the year.

See the table below for breakdown: -

Table 10: Summary of Cases in the year 2012

Total	Disposed Off	Pending Cases in High Court	Appeals
405	20	380	5

2.7.4 Nigeria Police Academy Establishment, (Etc) Bill 2012

The Unit participated actively in the drafting of the harmonised Bill that gave rise to the final draft of Nigeria Police Academy Establishment (Etc) Bill 2012.

2.8 SERVICOM UNIT

AN OVERVIEW OF THE UNIT

The **SERVICOM** unit is vested with the responsibility of ensuring that all Department/Units deliver services in an efficient, prompt, honest and transparent manner to all customers/stakeholders of the Commission. The Unit has the following mandate for the year but because of paucity of fund, it has not been able to carry out some of them.

2.0 SCHEDULE OF DUTIES:

- (i) Ensuring the promotion of quality assurance and best practices in the Commission.
- (ii) Disseminating best practices and other tips on service delivery.
- (iii) Monitoring the implementation of the Local Charter of the Commission.
- (iv) Updating the **SERVICOM office** on the Service Delivery Improvement plans and actions of the Commission
- (v) Any other duties that may be assigned from time to time by the superior authority

3.0 ACTIVITIES OF THE UNIT FOR THE YEAR UNDER REVIEW

In this regard, the Unit undertook the following activities:

- Initiated the development of the Police Service Commission Charter, to give direction to customers who wish to make complaints;
- Collation of local charter from various Departments/Units;

(iii) Fortnightly visited the **SERVICOM** Resource Centre at the Presidential Villa, Abuja for checking mails and updating of the Commission's Website;

(iv) Participated in the monthly council of Nodal officers meeting chaired by the National Coordinator;

4.0 CONSTRAINTS/ CHALLENGES:

- **FINANCE:**

The Unit is faced with the problem of finance to carry out its proposed transformative work plan geared towards a vibrant workforce that will guarantee efficient and effective service delivery of the Commission's statutory mandate.

- **TRAINING:**

The Unit is also faced with inadequate training of its workforce on contemporary ways of effecting and Monitoring Service Delivery in the Commission.

- **OFFICE SPACE:**

The unit is faced with the problem of inadequate office space as some staff lack desks and chairs to sit.

- **TRAINING MATERIALS:**

Training materials for assessing the service compliance level of **MDA's** are non-existent in the **SERVICOM** unit.

- **RECEPTION AREA:**

Reception area where customers of the Commission are received and attended to by **SERVICOM** staff is non-existent.

PART THREE

3.0 OTHER ACTIVITIES

3.1 Monitoring of conduct of Police Officers on Election Duties

The commission believes that Police Officers on electoral duties should be accountable for their action during the elections. Monitoring has also enabled the Commission to exculpate the Police from blame where it is not liable for electoral malpractices. Erring Police Officers identified during this monitoring exercise have been sanctioned accordingly while recommendations towards ensuring improved performance by the Police in subsequent elections are forwarded to the Inspector-General of Police and to the Independent National Electoral Commission.

3.2 Establishment of Polygraph Centres for Police Recruitment

The Commission in 2012 introduced the conduct of polygraph tests and examination for recruitment into the Force. It established two Polygraph Centres at the Force Headquarters and Police Academy, Wudil, Kano.

The purpose of the Polygraph test is to identify and eliminate people with criminal records, drug users, and certified forgers amongst others from the Force. More Centres will be established for other Police Training Institutions and in the Police Service Commission head office.

3.3 Admission of candidates into the Police University

The Commission in partnership with the Force Headquarters and the Ministry of Police Affairs are currently screening shortlisted candidates who were successful at the entrance examination conducted for admission into the Police University, Wudil, Kano. The successful candidates from the screening exercise will be admitted into the University in 2013.

3.4 Manual on Standard Operating Procedures of the Commission

The Operational Manual is designed to help institutionalize the Commission's activities, streamline the various functions and duties of the separate Departments and Units and ultimately establish standard work procedure and etiquette for better efficiency and productivity. It provides a framework for future regulation, supervision and control of the staff of the Commission in the performance of their duties.

PART FOUR

4.0 2012 FINANCE AND ACCOUNTS OF THE COMMISSION

4.1 SUMMARY OF MONTHLY INCOME ALLOCATION FOR THE YEAR 2012

Table 12:	
MONTH	OVERHEAD
2012 Appropriation	281,607,893.00
January	24,391,735.24
February	24,391,735.24
March	-
April	24,391,735.24
May	46,318,375.00
June	23,159,187.00
July	23,159,187.00
August	23,159,187.00
September	23,159,187.00
October	23,159,187.00
November	23,159,188.00
December	23,159,188.00
Total	281,607,891.72

4.2 SUMMARY OF MONTHLY EXPENDITURE FOR THE YEAR 2012

Table 13:	
MONTH	OVERHEAD
2012 Appropriation	281,607,893.00
January	-
February	4,278,600.00
March	15,865,694.24
April	6,392,347.74

May	8,868,035.24
June	16,437,585.00
July	23,589,796.79
August	32,222,779.56
September	39,890,546.03
October	22,360,141.89
November	49,559,991.85
December	61,512,285.45
Total	280,977,803.79

SUMMARY

Total Receipt	281,607,891.72
Utilization	280,977,803.79
Balance	630,087.93

4.3 SUMMARY OF CAPITAL ALLOCATION FOR THE YEAR 2012

Table 14:

2012 Appropriation	1,535,000,000.00
First Quarter	245,956,951.00
Second Quarter	42,937,856.00
Third Quarter	335,746,344.00
Fourth Quarter	111,931,087.00
Capital Supplementation	300,000,000.00
Total	1,036,572,238.00

4.4 SUMMARY OF CAPITAL EXPENDITURE FOR THE YEAR 2012

Table 15:

Headquarter Building	937,545,846.03
Intangible Asset (Police Recruitment)	96,892,392.95
Total	

	1,034,438,238.98
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PART FIVE

5.0 AUDITOR'S REPORT

We have audited the accounts of the Commission for the year ended on 31st December, 2012 which have been prepared in accordance with Government statutory requirements and accounting policies and standards. The Commission is responsible for the preparation of the Books of Accounts. It is our responsibility as auditors to form an independent opinion on our audit books of accounts as stated above.

M.M. Inokon

Resident Federal Auditor

Police Service Commission

Office of the Auditor-General of the Federation

31st December, 2012

PART SIX

6.0 CHALLENGES / CONSTRAINTS

The Commission has continued to grapple with enormous challenges and constraints which have affected its operational efficiency and effectiveness.

FINANCIAL CONSTRAINTS

The Commission was unable to properly fund the recruitment exercise for cadets during the year because the funds appropriated to the Commission in 2012 fell short of the funds reasonably required for optimal performance of its statutory functions.

INVESTIGATION

The Commission's operational effectiveness and efficiency is also adversely affected by its inability to promptly and fully investigate alleged Police misconduct. Due to inadequate resources, the Commission has been unable to properly serve the public in this regard. At present, it depends on the Police authorities for its investigative findings which has in most cases been delayed or outrightly compromised.

SLOW / DELAYED RESPONSE FROM THE POLICE

The delay in the implementation of some of the Commission's decisions by the Nigeria Police Force is another factor which has inhibited optimal performance. Most times, the Force is slow at implementing decisions and in responding to enquiries from the Commission for information on matters relating to its mandate.

INADEQUATE STAFFING

The current manpower quality and strength of about four hundred (400) staff is inadequate for effective oversight and monitoring of over five hundred thousand (500,000) Police personnel across the Federation. The Commission requires further training for its staff as well as to effectively man its Zonal Offices.

LACK OF OFFICE ACCOMODATION

The offices of the Commission are grossly inadequate and are variously located within the Federal Secretariat Phases I and III making it difficult to adequately monitor staff. However, the completion of the Commission's Corporate Head office in 2013 will effectively address this matter.

BALANCING OF EXIT AND ENTRY IN THE NIGERIA POLICE FORCE

The Commission was challenged by the unavailability of space in the Police Training Institutions, a matter over which it has no control. The shortage has led to the restriction on the number of Cadets and Recruit Constables the Commission could employ to fill vacancies and depletion resulting from exit from the Nigeria Police Force.

POLICE SERVICE COMMISSION (ESTABLISHMENT, ETC) ACT, 2001

Operation of the Commission is also constrained by certain provisions of the enabling Act. These include the fewness of full-time Members, mostly retired which has made the Commission unable to attain optimum performance at this leadership level. Poor remuneration of the Staff in relation to equivalent grades in the

Nigeria Police Force which the Commission oversees is a dysfunctional challenge to efficiency with the staff body of the Commission. Further, the transient nature of the appointment of the Secretary to the Commission by postings of Permanent Secretaries has also served to wither and constrain institutional memory of the Commission.

PART SEVEN

- CONCLUSION

In order to realize its Mandate of giving Nigeria a well deserved, equipped, disciplined, efficient and committed Police Service, the Commission is poised to work to overcome its challenges and constraints.

It is committed to building a highly motivated, virile, visible and professional Police Service that is accountable to the people and upholds the rule of law. The Commission has put in place structures to improve service delivery in the Nigeria Police Force by promoting transparency and accountability.

The Commission would indeed be grateful to be afforded the facilities to enable it realize its optimal efficiency and plan which include the conduct of circuit hearings in the zones to take petitions and to hear public complaints against perceived Police misconduct.

Furthermore, the Commission has deployed the necessary tools and materials for effective performance of its functions. It will continue to improve on its performance to ensure more successful accomplishments of its responsibilities in the coming years.