



POLICE SERVICE COMMISSION

**FIVE YEAR
STRATEGIC PLAN**

2008 - 2012

ACKNOWLEDGMENT

The Police Service Commission (PSC) Five Year Strategic Plan (2008-2012) is a review of the previous plan of 2004- 2009. It is a product of a collaboration between Development Partners, the Civil Society Groups and the PSC. There were series of meetings and consultations which led to the production of the final draft Document. The Draft Document was thereafter presented to PSC stakeholders at a Validation Workshop held on Thursday 18th June 2009. It was subsequently approved by the Commission and handed over to the Standing Committee on Strategy Development Plan for implementation.

The Committee would like to acknowledge a number of individuals, groups and organizations who contributed to the production of this Document.

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Finally, we would not fail to acknowledge the Flonourable Chairman PSC, Mr. Parry Osayande (DIG) Rtd, CFR, OFR, NPM, mni, Hon Commissioner, and Chairman of the Standing Committee on Strategy Development Plan Plan, Dr Otive Igbuzor and Members of the Commission for their contributions.

PREFACE

Following the swearing-in of Members of the Police Service Commission in April 2008, the new administration held consultative meetings with Development Partners and Civil Society Groups that worked closely with the previous administration. The purpose of the meetings was to acquaint the new Commission with information on the previous work of Development Partners in the Commission especially in the area of Strategic Development. At the end of the meeting, a number of follow-up activities were agreed upon amongst which was a review of the previous administration's Strategic Plan (2004-2009). The Center for Law Enforcement Education (CLEEN) and Open Society Justice Initiative (OSJI) thereafter undertook to facilitate the review process.

That process led to the development of this document, a revised plan that sets out the future direction of the Commission as expressed by the aspirations and inputs of the members of the Commission and Management Staff. The overriding thrust of this plan having reviewed the performance of the Commission over the last three years is to revive its mandate and strive for improvement in service delivery in Law Enforcement, build public trust and set up a mechanism for Police accountability.

There are challenges ahead but, by turning the strategies set forth in this document into realities, the Commission believes that it will inch its way towards achieving its vision and making the Police more accountable in the discharge of its function.

This document therefore sets out the Commission's plans to deliver on its mandate. Successful implementation will require consistent effort by the all staff. More importantly is the need to make this document a guide to action strictly to be adhered to by all concerned.

Dr Otive Igbuzor
Chairman, Standing Committee on Strategy Development Plan

CHAPTER ONE

Police Service Commission: Vision, Mission and Guiding Principles

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.

Guiding Principles

The Police Service Commission, in the conduct of its role in decision making, interactions with the Police and other stakeholders, will be governed by the following overriding principles irrespective of circumstance:

1. *Uphold the rule of law*
2. Respect for the rights of citizens in carrying out their duties.
3. Merit
4. Integrity

CHAPTER TWO

Current Position Assessment

Introduction

After a comprehensive review of the internal and external operating environment of the Police Service Commission (PSC) as derived from interviews with Commissioners and Members of Staff, and documents containing past reviews of the state of affairs preceding the inauguration of the present Board of the Commission, the following are the summary of issues facing the Commission:

Realities to Bear in Mind from Various Reports on Police Reform

A review of the recommendations from two Presidential Committees on Police Reforms suggest the following as it relates to the functions and functioning of PSC

- a. Establishment of a Recruitment Board comprising a retired Police Officer, two serving Police Officers (not below the rank of Commissioner of Police) one Director each from PSC and Ministry of Police Affairs
- b. Deployment and posting of Police Officers to training institutions do not follow laid down criteria, rather officers with pending disciplinary matters or those who fall out of favour with their superior Officers get posted to training institutions
- c. Selection of Officers to training institutions is being proposed to be handled by a Committee of senior officers headed by a staff officer training at the Police Force Headquarters.
- d. That low public opinion and confidence in Police has been fuelled by corruption, extortion and improper monitoring and handling of Police misconduct among officers
- e. In curbing abuses and excesses of the Police there should be established an independent Police Complaints Commission under the Presidency
- f. In terms of promotion and discipline as they affect Police Zonal Commands, the PSC should delegate its powers to the Zonal DIG
- g. That the PSC should evolve into a slim career management outfit that simply monitors the observance of established rules and regulations in Police personnel management affairs
- h. That PSC delegate its powers of promotion and discipline of the Rank

and File up to Chief Inspector to the Inspector General of Police.

- i. That all posting and deployment of Police officers be carried out by the IGP. Review of Past Assessment Reports Preceding the Inauguration of the Present Administration
 - Lack of leadership cohesion and political will to implement project agreements with Development Partners. Sabotage of the work of the Commission by some of its members whose loyalty and commitment to PSC's mandate were at best suspect. Lack of the political support by the Presidency to the work of the Commission as a Civilian Oversight body on policing in Nigeria.
 - Low funding from Government as activities of the Commission were considered a lower budget priority compared to the Nigeria Police Force.
 - Inability of the Commission to investigate public complaints against Police misconduct.
 - Failure of the Commission to assert its authority among its key stakeholders- the Nigeria Police Force, the Judiciary, the Ministry of Police Affairs, and the Civil Society Groups.

Inadequate support from Development Partners is self-inflicting as the Commission had in the past exhibited a low capacity to implement programmes and capacity building initiatives due to low leadership buy-in.

- Inadequate manpower in terms of staffing levels and competence which further limits the ability of the Commission to implement on agreed strategies or discharge its functions effectively - a good case in point is the growing heap of Pending Disciplinary Matters.

Summary of issues arising from Internal Assessment

Following the various consultations with the Heads of the Departments and Units of the Commission, below is the summary of the issues facing it:

1) Governance and Enabling laws

- Defects in the PSC Establishment Act 2001 make the Commission ineffective and vulnerable to litigations. The defects include:
- The Act does not immune the PSC from litigations against the Police even when it has no authority over their day-to-day operations
- Enabling powers to perform all aspects of human resources management of the Police, which would include currently excluded responsibilities for salary administration and training
- Clarity in the roles, rules and practice of administration and procedures of the PSC is lacking in many regards hence creating

conflicts and breeding suspicion within the Commission and its relationship with the Police.

- Different interpretations of the powers of PSC breed confusion. This is with specific regard to:
- The scope of discipline - can PSC discipline Police Officers who fail to respond timely to its directives or should it simply limit its disciplinary activities emanating from Police petitions and public complaints?
- PSC's involvement in the training of police officers.
- PSC involvement in criminal investigation -should the PSC be allowed to carry out or Commission special investigation into criminal activities especially those capable of breaching law and order?
- The dichotomy between permanent Members and non-permanent members of the Commission has a tendency to polarize the institution, may have been responsible for past failures in effective implementation of plans and programmes of the Commission.

2) Impact and Visibility

- Low public perception of Police accountability mechanism - many do not know that redress mechanisms exist nor are they aware of disciplinary actions taken against erring Officers
- Impact of the Commission's decisions do not resonate with the common man or engender any change in the attitude of the Police to law enforcement,
- Lack of leadership commitment to support plan/programme implementation is further alienating Development Partners from assisting the Commission in staff capacity building
- Pending appeals and complaints almost average two years.

3) **Incompetence and lack of capacity to perform functions effectively**

- Understanding of the workings of the Nigerian Police, law enforcement and criminal justice administration is lacking among many Heads of Departments/Units coupled with severe technical skill gaps evident in some Departments, leaves the Commission to ridicule in its attempt to exercise its functions over the police.
- Knowledge and interpretation of Departmental responsibilities is limited.

- Most Departments are undermanned and lack basic tools to function.
- Significant delays in performing responsibilities within Departments and functions is due to lack of tools- manual operations and work processes resulting in inefficiencies

Realities to bear in mind going forward

- How do we have an effective oversight over the Police?
- How do we change the orientation of staff and create a culture of performance that will pervade the Commission?
- How to drive fund development to facilitate plan execution?
 - How do we give a different image of a changing Police as influenced by the actions of a reformed Police Service Commission?
 - What systems, structures and processes do we put in place to facilitate internal reforms in the PSC and in the police

CHAPTER THREE

PSC Strategies

Introduction to Strategic Intent

This section of the document carefully outlines the desired societal state or end result to which the efforts of the Nigerian Police Service Commission are ultimately directed. It provides a direction and guidance to PSC Commissioners, Management and staff towards actions that fulfill the mission of PSC.

The discourse on PSC is set out in the following order:

- ✓ *The Strategic Outcome*- Broad desired end results that will guide the strategic initiatives
- ✓ *Objectives* - Specific tangible measurable performance result that we seek
- ✓ *Strategies* - initiatives taken in implementing or actualizing the objectives

To this end the strategic outcomes that we seek over the next five years are as follows:

Year 2008/2009

Strategic Outcome 1- A reformed and reengineered Police and Police Service Commission

Objectives

- 1) Enhanced capacity to handle complaints and petitions in an expeditious manner
- 2) Improved efficiency of case management process leading to significant reduction of backlogs, and turnaround time for case resolution
- 3) Enhanced independent investigative capacity of the Commission
- 4) Increased efficiency and organizational effectiveness in all its functions
- 5) Improved day-to-day operations and quality of outputs - addressed equally over the next three fiscal years
- 6) Mainstreamed human rights into training and retraining curriculum of the Nigerian police.
- 7) Increased compliance with policy on Police accountability for Domestic Violence and In-Custody Deaths

Strategies

- Put in place a software to monitor and track complaints and progress in resolution of grievances brought before the Commission
- Put in place a wide network of electronic archiving for record keeping to facilitate access to case files and records
- Commit to resolving all disciplinary issues not later than 90 days after a written petition/appeal/complaint reaches the office of the Chairman of the Commission. Make all decisions of the Commission public, after the IGP would have been notified. Names of individual complainants should not be made public.
- Revise work processes to reflect new work expectations emanating from developed operational guidelines and issues arising from organizational assessment
- Get all Departments and Functions committed to developing service standards and performance expectations, and seek periodic improvements vis-vis best practice
- Conduct a Staff Audit to address or match staffing competence with responsibility.—e Complete staff verification exercise in the Police Force and analyze data for effective planning and decision making
- Conduct orientation for Commissioners and new entrants on Policing, Police Administration and Civilian Oversight mechanism
- Develop a guide on administrative practices and procedures for PSC that would spell out among other things, expectations, role descriptions and procedures that will include the following:
 - Relationship with the Police
 - Relationship with the public

- Relationship with the media
- Control, management of the Commission
- Rules of practice and hearings of the Commission
- Engage the Police to clarify roles, responsibilities and expectations in collaborating to professionalize the Police
- Raise awareness of procedure for making complaints about police misconduct as part of new communication plan to increase public access to the services of the Commission
- Raise awareness and public support for roles, functions and powers of the PSC
- Enact policies to compel and guide Police actions in relation to Domestic violence, In-custody Deaths and other prevailing issues of misconduct
- Develop a comprehensive course content on Human rights for adoption into Police training curriculum
- Demonstrate achievements of the PSC to stakeholders
- Periodically commission an independent investigation panel drawn from various bodies including the Police, other MDA and Statutory bodies with capacity to conduct such enquiry in conjunction with the Commission's staff
- Train staff of the Commission to enhance their technical skills (including investigative capacity) and overall effectiveness in service delivery

Strategic Outcome 2- A workplace of choice for PSC current and future employees

Objectives

- 1) A learning environment where our employees will be challenged by the work that they do and will be encouraged to both improve current skill and acquire new skills
- 2) Well-trained, motivated and committed workforce whose efforts are appropriately acknowledged-to be addressed equally over the next five fiscal years
- 3) Increased understanding of the Commission's mandate and objectives, its policies and procedures and staff's related roles and responsibilities - addressed equally over the next three fiscal years.

Strategies

- Revise PSC Condition of Service that will include policy initiatives that will motivate, retain and attract skilled staff while achieving quantum leaps in employee productivity
- Develop employee handbook that will articulate the policies, work expectation and behavioral conduct for staff of the Commission

- Establish a performance management system to monitor, reward and sanction staff based on performance
- Develop and implement a learning policy that will lead to the development of annual training plans that would ensures:
 - That Identified skill gaps are addressed based on capacity requirements
 - That Progress in internalisation of skill acquired is evaluated against marked improvements in post -training performance of employees
 - That beneficiaries of training return to become experts and assets to the commission in disseminating knowledge to other staff members
 - Hold monthly staff meeting to review progress of work and reiterate vision, mission, strategies and policies of the Commission
 - Training and retraining the Commission staff on new work and behavioural expectations

Strategic Outcome 3 - Enhanced stakeholder awareness of the mandates of the Commission, functions and services.

Strategic Outcome 4 - Strengthened and expanded public complaints system of the Commission

Objectives

- 1) Enhanced awareness of role/mandate and a potential reduction in the number of complaints of lack of Police accountability - addressed equally over the next fiscal years-2010-12
- 2) Enhanced public awareness and access to PSC complaints/redress mechanism, leading to increased number of public complaints
- 3) Increased donor funding and public goodwill for PSC and its programmes
- 4) Improved interface mechanism between the Commission, other MDA and statutory bodies with mandate for handling Human Rights and Public Complaint issues

Strategies

- Conduct zonal sittings for panel of inquiry and public hearing on police misconducts
- Hold bi-annual Briefings/ Media interactive sessions to give presentations regarding the Commission's role and accomplishments and monitor and evaluate the resulting feedback
- Revamp the PSC's website
- Implement ongoing enhancements and improvements to ensure that the PSC's Web site continues to provide an accessible, comprehensive source of information about the Commission and the oversight, grievance redress process,

- Launch media campaign to raise awareness on process for complaints and seeking redress through the Commission
- Prepare and communicate service mandate that expressly defines the turnaround time for grievance resolutions
- Monitor traffic on the Commission's Website o Monitor and evaluate feedback from reports and presentations, formal and informal exchanges and meetings with clients and stakeholders
- o Hold donor plan sensitization meeting to educate Development partners on strategic initiative and seek assistance
- Maintain regular press mention of periodic decisions reached at Board meetings regarding public complaints and general Police reform efforts

Multi-Year Outcome, Objectives and Strategies – 2010-2012

Strategic Outcome 1- Automation of processes and systems of the Commission

Objectives

- 1) Build capacity for database management and overall automation of work processes and systems
- 2) Reduce delays in service delivery
- 3) Enhanced data capture capacity in all Department

Strategies

- Improve the knowledge, capabilities, commitment and satisfaction of the workforce
- Train staff on case management process, data monitoring and analysis, and software use
- Pursue the acquisition of technology and resources that enhances the efficient operation of the Commission

Strategic Outcome 2- Increased capacity and effective service delivery for Police recruitment activities

Objectives

- 1) Achieve force -wide promotion, recruitment and discipline (from constable to AIG)
- 2) Achieve full staffing complement
- 3) Well trained and competent workforce

Strategies

- Ensure that corporate memory is captured at all levels of responsibilities and functions- process

Documentation/report writing etc

- Continue to both assess PSC's staffing contingencies and review succession planning measures to better ensure effective and efficient service delivery
- Establish a performance evaluation system and feedback mechanism that ensure staff are evaluated - monthly, quarterly and annually
- Develop process and systems to internalise guidelines for work within the Commission
- Pursue policies and procedures that create an attractive work environment
- Develop career path opportunities for PSC staff as a means of retention in order to protect PSC's investment in its personnel
- Pursue acquisition of technology and resources that enhances the efficient operation of the Commission

Strategic Outcome 3- Streamlined processes, systems with interfacing units of the police, leading to enhanced cooperation and service delivery

Objectives

- 1) Established feedback mechanism for communicating with police authority and Police officers
- 2) Well understood process expectations in service delivery to facilitate discharge of PSC function by the police
- 3) Timely documentation of strategic decisions to eliminate ambiguity, abuse and or loss
- 4) Streamlined force ID numbering and issuance of appointment letters

Strategies

- Consult with interfacing units of the police to identify opportunities for improvements in their administrative processes that impact on the service delivery of PSC functions
- Revise curriculum for promotional exams and sensitize PSC and police on revised procedures
- Prepare communications and awards on promotions not later than 7 working days after the completion of promotion exercise

- Track performance on service delivery by soliciting feedback through surveys-SERVICOM
- Prepare official gazetting and carryout follow-up to reduce delays in vital documentation of PSC decisions
- Use outcome of verification exercise to revise and create a system for police ID numbering that will eliminate incidence of "ghost or fictitious workers" in the Police force

Strategic Outcome 4 - Public - driven policy improvements in law enforcement Nigeria and accountability

Objectives

- 1) Enhanced awareness of role/mandate and increased support for the Commission's cause
- 2) Use public input on "Police Service Expectation" as guide to revising policies to enhance law enforcement process

Strategies

- Cultivate collaborative and harmonious working relationships between PSC and the Police in committing to a reform agenda that seeks to professionalize the police
- Engage the public through media chat/interactive sessions and monitor and track service complaints
 - Hold periodic regular scheduled public hearing/town hall Police Service Commission meetings in various locations to:
 - Enable community participation
 - Address neighborhood issues
 - Encourage community involvement
 - Promote a solid, trusting relationship

Strategic Outcome 5 - Centralized coordination and monitoring of PSC activities

Objectives

- 1) Achieve central location of all headquarters and office administration

Strategies

- Pursue request for a befitting office accommodation for the Commission on the premise of sensitive nature of its functioning and the need to reduce exposure to various risks associated with

commonly shared office spaces, which are often far flung from each other

- Seek Development Partner support for institutional building
 - exploring the bouquet of funds approach, where funders provide support across partitioned needs Relocate to own office

CHAPTER FOUR

Monitoring and Evaluation

Introduction

To ensure that the Commission is better able to track progress in execution of its plan within the planning cycle, it has decided to put in place a performance management that will measure not only its achievement of strategic outcomes and objectives but also evaluate the quality of execution in achieving the desired results.

To this end, the Commission will track and evaluate performance by:

- 1) Ensuring the timely preparation and submission of annual Departmental action plan, subdivided into quarterly priorities, targets, timelines and specific responsibilities as necessary to cascade the strategic plan and measure both departmental and individual contribution to the Commission's objectives
- 2) Holding quarterly performance review sessions with the Commissioners, the Secretary and Heads of department in attendance. Such sessions will review departmental reports that will provide information on the following:
 1. Summary of planned activities carried and results achieved
 2. Summary of service surveys, internal/external inputs, that highlight areas of strengths and improvements
 3. Resource expended within the period
 4. Developmental activities carried out to enhance capacity of staff and function
 5. Status on agreed priorities, KPIs and actions
 6. Next steps- covering intent over the next (succeeding) period, including how to address both outstanding work and new priorities going forward
- 3) Reviewing quarterly management report on resource allocation and use to evaluate decisions affecting the financial well-being of the commission against budgeted expenditure

Conducting monthly meetings with the Chairman, Senior Management - Legal, Discipline, Promotion and Recruitment Departments; the Secretary of the Commission and support staff to discuss the progress of current petition/complaint load to help ensure that cases proceed in a timely manner