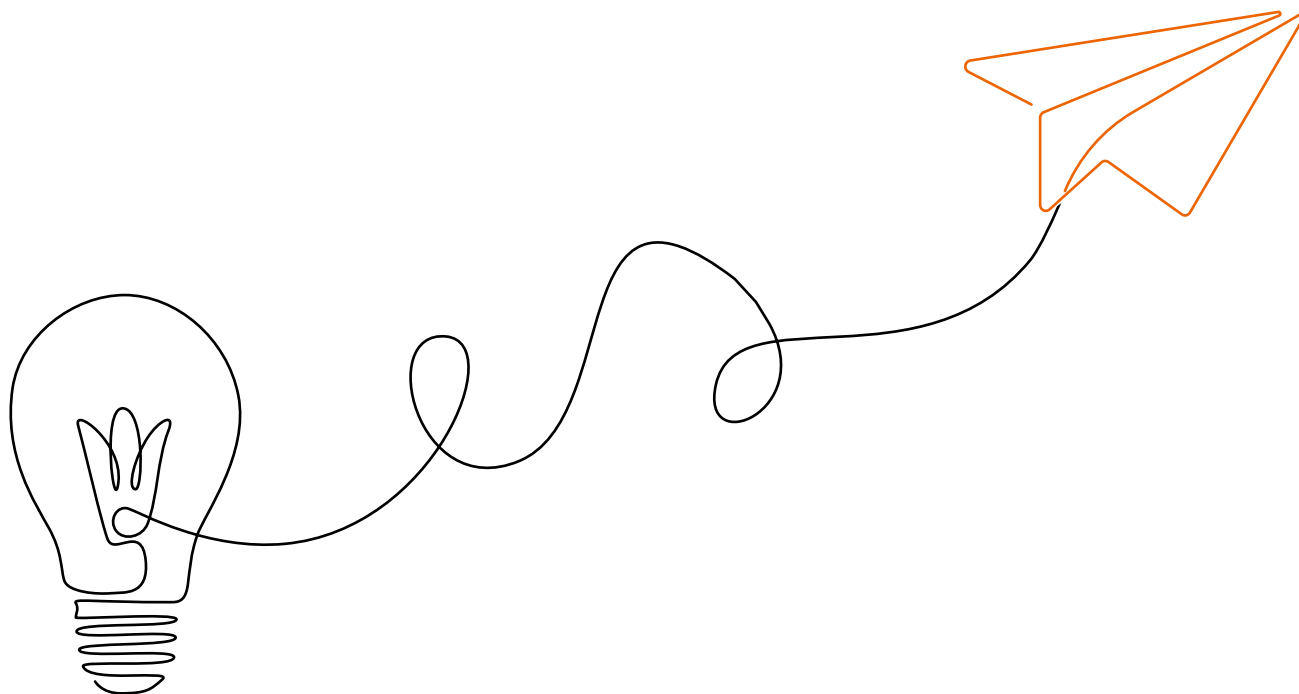


# Strategy Document



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**for People-Centred Justice Transformation in Kaduna State**

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# Foreword

One of the fundamental objectives and directive principles of the Kaduna State policy is the security and welfare of the people which is the primary purpose of the government. A vibrant and functional justice system is key to the attainment of that goal and to achieve that, measures must be put in place to ensure law and order, security of lives and property. The Government of Kaduna State recognizes this and is committed to improving the formal and informal justice system. We have charted a robust roadmap to restore public confidence through the following:

## State development plan

This plan provides resource projection to guide and prioritise expenditure and implementation to deliver results and monitor progress in the justice sector.

## Kaduna State justice policy

The Policy provides strategic interventions carefully articulated in fourteen thematic challenges (areas). Equally, innovations have been injected into the policy document aimed at making justice delivery efficient, timely, accessible and affordable.

## Legislation

Several legislations have been reviewed, amended and enacted to strengthen the legal framework for implementation. Notable laws, amongst others are the Administration of Criminal Justice Law 2017, Penal Code 2017, Violence Against Persons Law 2018, and the Child Protection and Welfare Law 2018.

## Employment of forty magistrates

Additional Magistrates have been employed to fast track the process of justice delivery in addition to expanding the jurisdiction to determine matters involving monetary claims up to N5,000,000 (five million naira).

## Creation of the sexual assault referral centers

Centres have been established across the senatorial zones that would provide psycho-social counselling, forensic examination, medical treatment and legal services for victims of sexual assault.

## **Alternative Dispute Resolution (ADR) mechanism**

Through the Multi-door Courthouse and the Citizens' Rights Department in the Ministry of Justice a full range of ADR services are available to members of the public. This also contributes in decongesting the Courts.

## **Small claims court**

These designated courts resolve legal disputes involving claims not exceeding N5,000,000 (five million naira). They provide speedy resolution of disputes through an easy and informal process.

So much groundwork has been done and an enabling environment created, thus the Justice Transformation Lab focus on People Centred Justice (PCJ) is timeous as it provides added insights and pathways of achieving our desired justice outcomes.

It is critical that our justice system is responsive to the needs and expectations of the people and this added approach is designed to fill the gaps of a rigid traditional and institution-focused system.

The Justice Transformation Lab has opened the doors to opportunities for improvement by bringing together critical stakeholders in the justice ecosystem to contribute to a paradigm shift that will positively impact on people. We call upon the justice leaders in Kaduna State to take

collective ownership and responsibility of the initiatives to develop accessible and affordable justice services in Kaduna State within the next three years.

Let me extend my appreciation to the Dutch Ministry of Foreign Affairs for funding this laudable initiative, the Hague Institute for the Innovation of Law (HiiL) for facilitating the dialogues and all participants of the Kaduna State Justice Transformation Lab for their commitment and resolve.

## **Chris A. Umar, Esq.**

Deputy Chief of Staff to The Governor of Kaduna State on Legislative and Legal Matters

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# Abbreviations

**ADR: Alternative Dispute Resolution**

**eJNS: Electronic Justice Needs and Satisfaction survey (online survey)**

**JNS: Justice Needs and Satisfaction survey (face to face survey)**

**JTL: Justice Transformation Lab**

**PCJ: People-Centred Justice**

**SDG: Sustainable Development Goal**

# Executive Summary

With less than a decade to the global 2030 promise of achieving the UN's Sustainable Development Goal (SDG) 16.3 – equal access to justice for all – stakeholders across the justice sector have recognised the need for effective communication, planning, and implementation, including governments, civil society organisations, traditional and religious institutions. One of the solutions that has emerged to address the challenge of making SDG16.3 a reality by 2030 is people-centred justice (PCJ): justice that resolves people's justice problems, prevents injustices large and small from occurring, and creates opportunities for people to participate fully in their societies and economies. Nigeria has been active in the movement of people-centred justice for several years, and in 2022, justice leaders from Kaduna State made headway towards people-centred justice by facilitating a Justice Transformation Lab (JTL) in collaboration with HiiL. The JTL set out to explore how access to justice can be increased in Kaduna State by applying the principles of people-centred justice.

The JTL was embarked in late 2021 by hosting a People-Centred Forum in Kaduna as a preliminary event. This event introduced the JTL model, HiiL and people-centred justice to a wider audience of justice stakeholders in Kaduna State. As the forum concluded with state-wide enthusiasm towards the process, the working sessions of JTL were subsequently organised in three separate events with a group of thirty-five (35) distinguished stakeholders from Kaduna State.

## JTL Process





During the dialogues, the Stakeholder Team defined their shared vision as the following impact statement: **empowered people and institutions are preventing and resolving pressing justice problems in Kaduna State.** To encourage practical and timely follow-up implementation to achieve the vision, a three year timeline was agreed on. It was also agreed that any steps towards reaching the envisioned progress on people-centred justice should be SMART: specific, measurable, achievable, realistic and time-bound. As a result, the group worked on results matrices that lay out priorities, success indicators, targets, and practical ideas for increasing access via selected justice delivery models. This strategy document includes the consolidated results matrix, up to outcome

level. It does not go further to elaborate on outputs or activities, as this work will be done off-site. Furthermore, no costing or budget amounts have been included since this is more accurately done once outputs and activities are known. Given the time allocated for the dialogues and what is typically discussed at leadership level, a shared consensus on the overall vision with regards to people-centred justice in Kaduna, as well as realistic priority-setting for a three year timeline, are the core elements to be found in this strategy document. It is an ambitious starting point, by no means comprehensive, but given the complexity of challenges faced, a clear reflection of the stakeholders' unequivocal commitment to the people of Kaduna State.





As the results matrix below shows, the Stakeholder Team prioritised the justice needs that people encounter most often in Kaduna State: **crime, police, and money**. Each of the priority areas were accompanied by priority-specific goals, indicators, targets, and pathways for the upcoming three years. The plan also includes *gamechangers*, innovative justice service delivery models, that are the most promising in terms of delivering the needed services for each priority area.

This strategy serves as a starting point for the wide network of Kaduna State stakeholders to carry forward the realisation of the goals in their daily work, with support from HiiL and the global SDG16.3 community. A concrete next step will be the operationalisation of this strategy and implementation of a Justice Innovation Lab (JIL), where a gamechanger will be developed into a pilot with a sustainable financing model. To continue working evidence-based, another round of data collection on justice needs will be conducted via an electronic Justice Needs and Satisfaction (eJNS) survey.

	Justice Need	People-centred Justice Transformation Goals	Gamechanger
Goal 1	Crime	The people of Kaduna State will experience a reduction of crime rate.	Problem-solving practices.
Goal 2	Police reform	The police will better serve the people of Kaduna state with their support.	Prevention programmes or services to ensure safety and security supported by apps, focusing on violence, theft, and fraud.
Goal 3	Money disputes	Prevention programmes or services to ensure safety and security supported by apps, focusing on violence, theft, and fraud.	Community justice services - services to include Alternative Dispute Resolution (ADR).

# The context of “putting people first”

On a visit to [the official website of Kaduna State](#), the words ‘Putting People First’ welcome you! This agenda of putting people first, as set by State Governor Malam Nasir El-Rufai, extends across sectors – including access to justice. Over the past 12 months, Covid-19, increased communal clashes, kidnappings and killings have taken an unprecedented dimension which has put a strain on both law enforcement and justice delivery.

The people-centredness of the administration aligns with the global movement of people-centred justice (PCJ)<sup>1</sup>. Last year, the UN Secretary General presented his agenda for the tremendous challenges the world is facing as the UN celebrates its 75 anniversary. In his report [Our Common Agenda](#), he makes two important observations – a general one and one relating specifically to justice. First, he notes that “[f]ailing to deliver what people need most, including basic services, drives mistrust, regardless of how open institutions are to public participation.” He concludes that this is seriously eroding the social contract. Secondly, he notes that while the 2030 Agenda promises to provide access to justice for all, “many justice systems deliver only for the few.”

As Kaduna State strives for peace, it must also step up action to address the cries of injustice from its people. The Kaduna State Policy on Justice follows this people-centred agenda by aiming to ensure equal access to justice for all. The Kaduna State policy is domesticated from the national Nigeria policy on justice. It emphasises the importance of looking at the justice sector as a whole, creating synergies between justice actors, meeting the expectations of the Kaduna State residents, and introducing more innovation to deliver accessible, timely, affordable and effective justice strategies for the people.

The relationship between justice and peace is one that both Kaduna State and Nigeria grapple with at large, given its impact on quality of life and security. Leaders are committed to finding solutions for complex challenges, working with and informed by data.

<sup>1</sup> [The Task Force on Justice](#) defined people-centred justice as “justice that resolves people’s justice problems, prevents injustices large and small from occurring, and creates opportunities for people to participate fully in their societies and economies.”

## Data to support evidence-based decision-making

The *Justice Needs and Satisfaction (JNS) survey* disclosed that there is a significant justice gap in Nigeria, with too many people across the country unable to prevent or resolve their most pressing justice needs. In 2018, the JNS survey captured the voice of 6,130 Nigerians, across 18 states, from the six geopolitical regions of the country. The survey was conducted via face-to-face interviews at people’s homes about their needs for, and satisfaction with, justice delivery in the country.

The findings of the JNS predict that 25 million people face a new legal problem in Nigeria every year. Given this high number of justice problems, effective

resolutions when found can have a massive impact on improving access to justice in Nigeria. At the moment, people feel disempowered to seek the help that they need – according to the data, 29% of Nigerians do not take any action to resolve their problems. Of those who do, less than 10% of people tried to resolve their problem through lawyers. This means that nine out of ten people sought justice elsewhere.

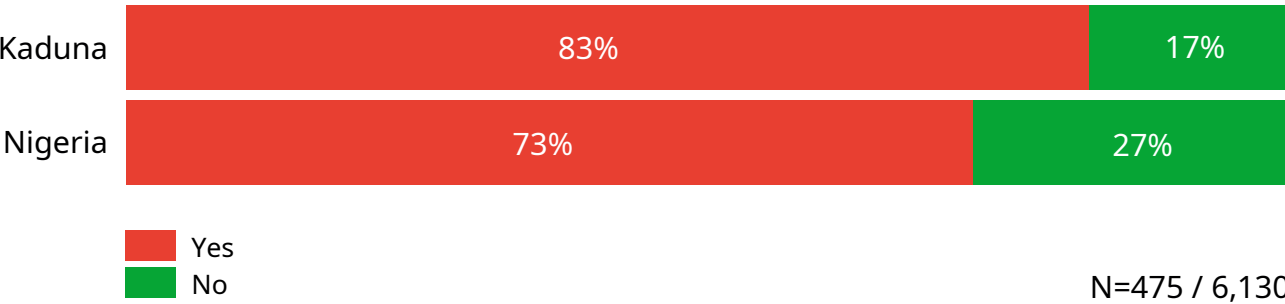
A good justice system prevents and resolves legal problems. What really matters is whether people in Nigeria have access to affordable mechanisms that resolve their problems fairly and allow them to go on with their lives.

A **legal problem** in the study was defined as a situation of serious dispute, disagreement, or grievance. In order to qualify as a legal problem in the survey, the problem must be solvable through legal action. However, in the survey design it did not matter whether the respondent recognised the legal aspect of the problem or not. It also did not matter whether the individual respondent formulated legal or non-legal strategies in response to the problem. Legal problems covered in the survey are only situations in which the individual respondent was directly involved. The problems should be serious and not trivial; what constitutes a serious problem was left up to the particular respondent.

## The justice gap in Kaduna State

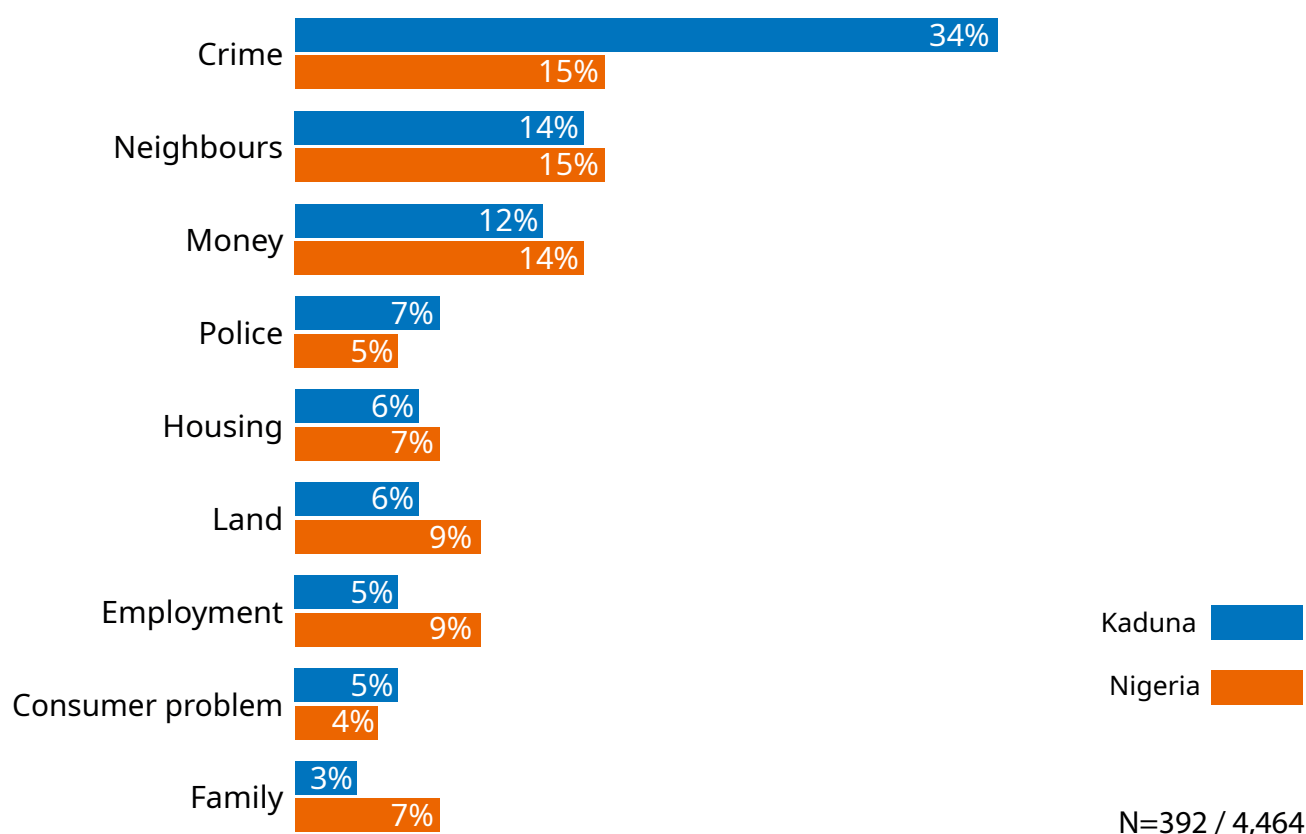
Kaduna State was one of the 18 states that participated in the JNS. Its survey results are almost similar to the results from the whole country. The data comparison presents those who have experienced legal problems, the types of legal problems experienced, action taken to resolve or prevent the justice problem, the types of help sought, and how many people experienced resolution. The data shows that like the people of Nigeria, also people in Kaduna State yearn for their justice problems to be prevented and solved. However, the reality of justice delivery does not appear to meet the evidence-based needs of the people. In Kaduna State, the data reveals that 83% have experienced a legal problem in the past four years (at the time of the JNS data collection).

### Have you experienced a legal problem in the last four years?



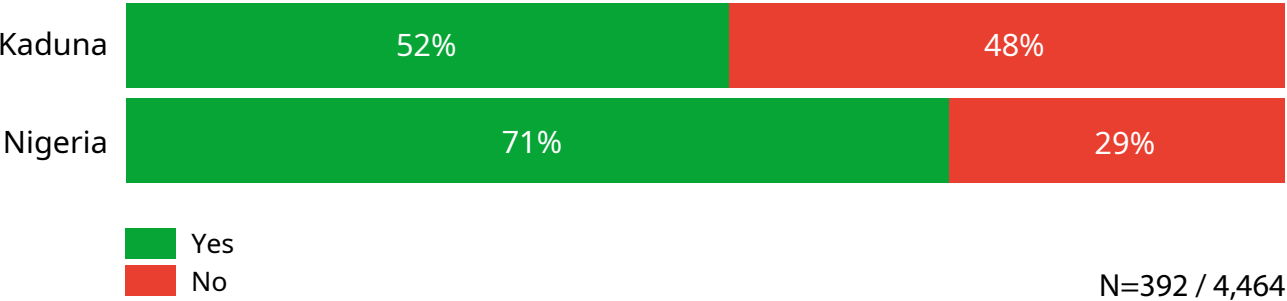
When looking at the types of problems people experience, in Kaduna State people experience serious crime more often than in the rest of Nigeria. This highlights the relationship between justice and peace, and people’s need for security. Other common problems in Kaduna State resemble the rest of the Nigerian population, with neighbour, money, police, and housing problems being the most serious ones reported.

## Most serious problems



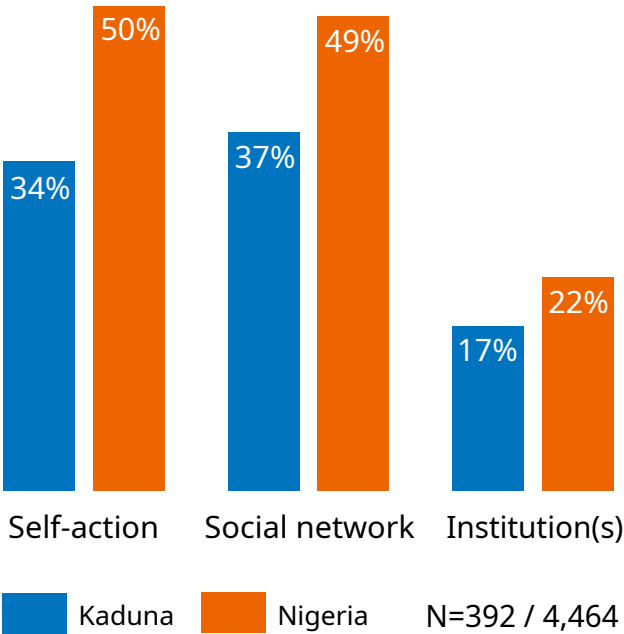
After facing a legal problem, people have the choice to take action towards resolution or let the problem go. When comparing Kaduna State with the rest of Nigeria, Kaduna people are more often disempowered from taking action – only about half (52%) proceed with action. Kaduna State has hence room to improve the accessibility of legal services.

Did you take action to resolve the problem?



To resolve their problem, people can either take self-action, rely on their social networks, or reach out to institutional service providers. In Kaduna State, most often, people seek help from their social network or resort to self-action. Institutions are being reached out to in 17% of the cases.

Did you do any of the following?

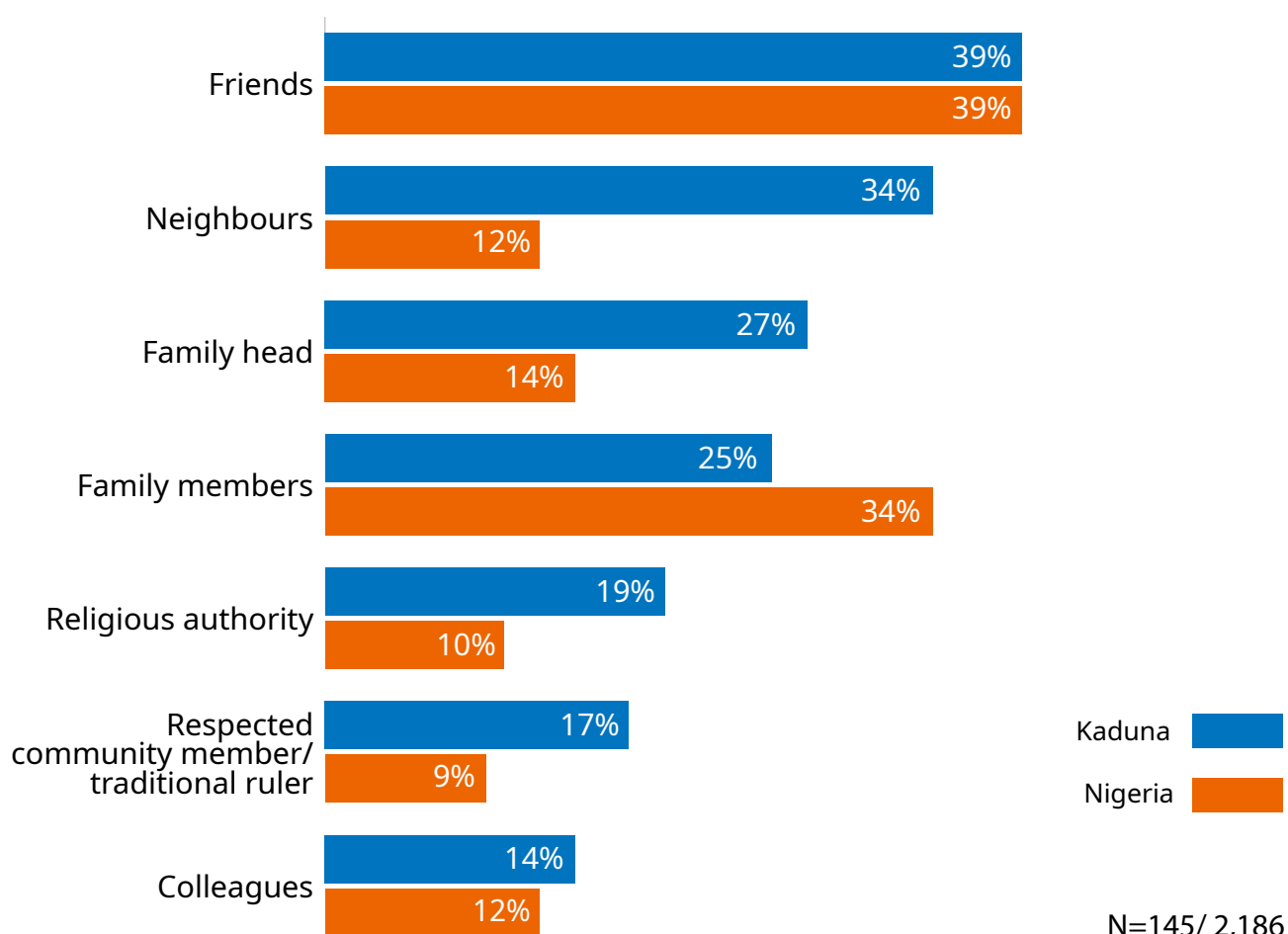




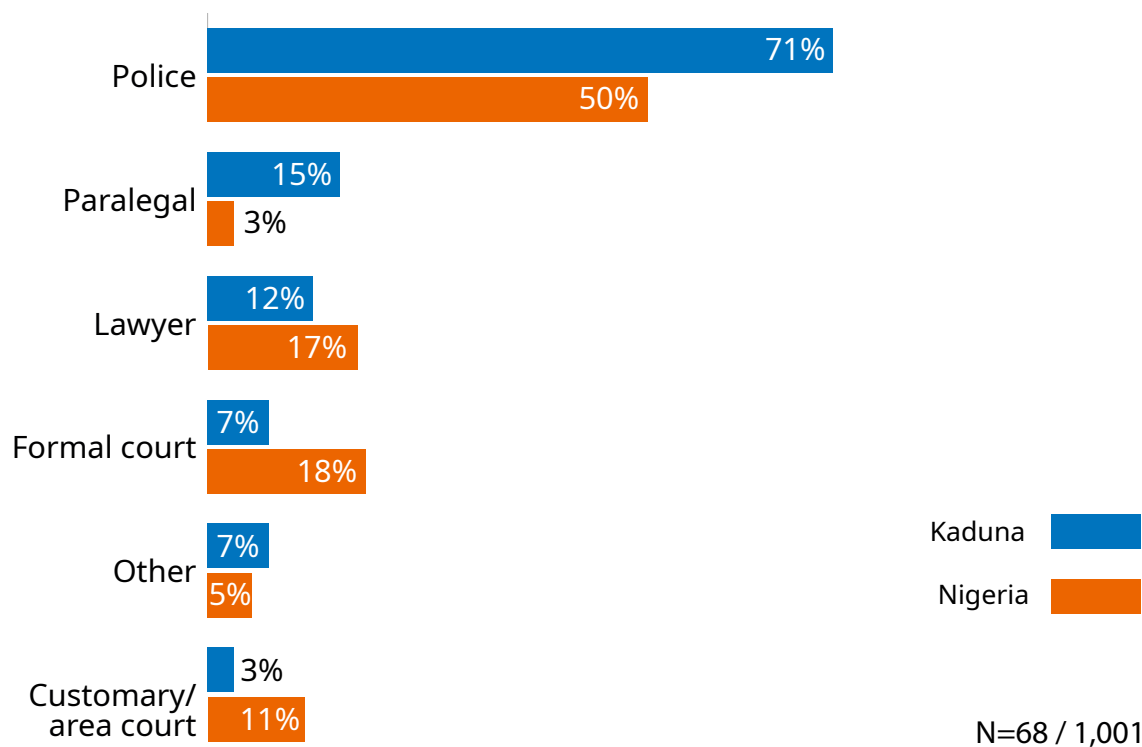
The JNS data shows that when people consult professional third parties, in Kaduna State that is most often the police – which also goes hand-in-hand with the most serious problems being related to crime. Paralegals are consulted slightly more often than lawyers, in a bit more than 10% of the cases. This means however, in close to nine out of ten cases,

people sought justice elsewhere. From non-professional parties, most often people seek help from their social network such as friends, neighbours, family, and religious authorities. This also makes the case for creating synergies across the justice provision chain, from formal to informal providers.

## Non-professional third parties

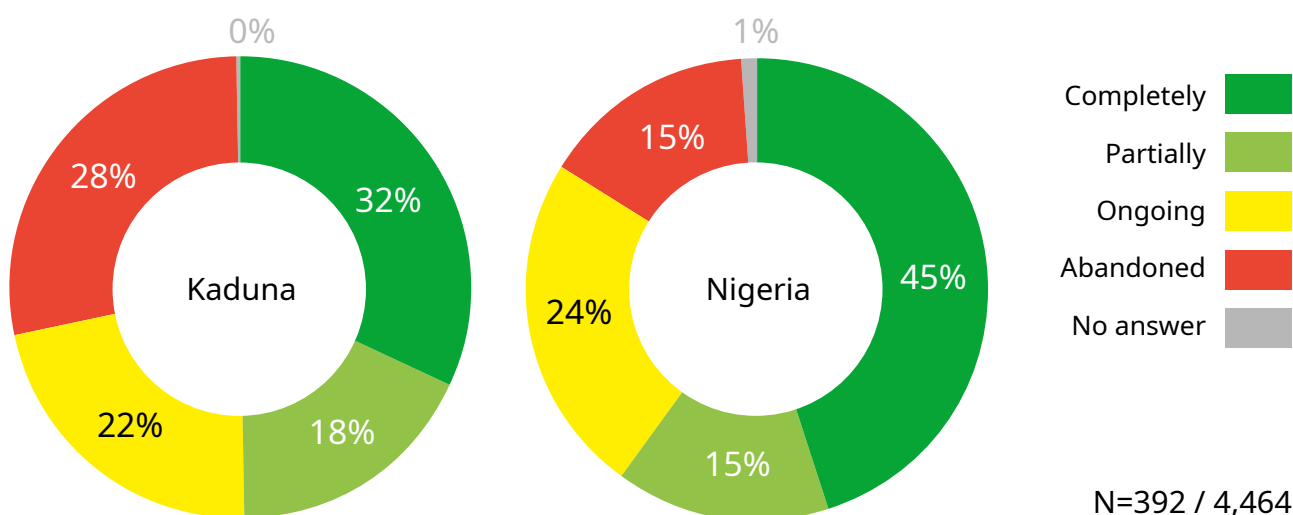


## Professional third parties



At the time of the survey, in Kaduna State, 50% of these people had either not or not yet resolved their problem at the time of the interview, including 28% of people who had completely stopped trying to resolve it. The number of people who have completely abandoned their problem and left without resolution in Kaduna State is relatively high in comparison to the rest of Nigeria, indicating room for improvement in the accessibility of justice services. Women, people with lower incomes and the less educated are more unlikely to resolve their most pressing justice problems.

### Is your problem resolved?



Globally it is seen that the justice gap has been widened by the Covid-19 pandemic and the ensuing economic crisis heightened by inflation. The demand for justice is higher than ever. Data can therefore guide efforts towards targeted decision-making and ensuring that interventions are well-placed.

# Towards justice transformation in Nigeria

In March 2020, a forum ‘Making People-Centred Justice Happen in Nigeria’ was hosted in Abuja. The forum invited justice leaders of Nigeria to discuss people-centred justice, the opportunities and challenges of the Nigerian justice system, and how HiiL’s Justice Transformation Lab can support the leaders in their efforts to increase access to justice across the Nigerian States.

The participants included institutional representatives from the Federal Ministry of Justice, Office of the Vice-President, Nigeria Bar Association (NBA), Nigeria Police, Nigeria Correctional Service, private legal practitioners, Civil Society Organisations, as well as justice innovators. The event gave HiiL the opportunity to learn from and connect with stakeholders across the justice sector who have a wealth of experience, expertise and knowledge. The UN’s

Sustainable Development Goal (SDG) 16.3 – equal justice for all – was robustly discussed and the findings of the Justice Needs and Satisfaction report from 2018 were utilised as the evidence base for the justice gaps in Nigeria. Following the principles of the SDG16.3, the participants acknowledged the need to place people-centred justice at the core of the efforts to increase access to justice at the federal and state levels.

In the **Justice Transformation Lab**, justice leaders come together to take a systemic, collaborative and experimental approach to problem-solving. Leaders are guided to look beyond standard responses from an institutional perspective and turn in the direction of innovation, to firstly assess their potential in terms of social impact, and subsequently identify in what ways an enabling environment for alternative, informal or new ways of preventing or resolving disputes can be created and/or strengthened. The Justice Transformation Lab usually consists of three rounds of dialogue, and the launch of a collaboratively developed strategy.

In June 2020, a Foundation Dialogue was held with the Core Convening Group to discuss the key parameters for the JTL and its stakeholder dialogues. Together they created a template list of relevant institutions who need to be represented at any JTL in Nigeria (see [Appendix I](#)). This took into consideration critical roles in key institutions and their capacity to take ownership of any future implementation. Additionally the Core Convening Group agreed that a state-level JTL would better serve everyday Nigerians. There would be less bureaucratic bottlenecks in implementation and, by being closer to the realities of a given state, there would be a greater chance for the outcomes of the JTL to directly reach the people. Alongside Imo State and Ogun State,

Kaduna State was recommended for a JTL in Nigeria. Each selected State represents a different geopolitical region of the country.

For the JTL, a **Stakeholder Team** is convened and recognised as an informal group of justice leaders who come together to develop the best way for the justice sector to achieve people-centred outcomes in the coming three to five years. As an already empowered coalition, they have the freedom to explore new approaches and apply new ways of working necessary for the change required. The JTL aims to forge a meaningful connection between leaders and their personal motivations, with the strategic goals and targets they define for meeting the justice needs of the population. Each member of the Stakeholder Team can take ownership of the results, embracing the need to innovate the justice system, using data, best practice, the ecosystem of innovators and potential gamechangers.

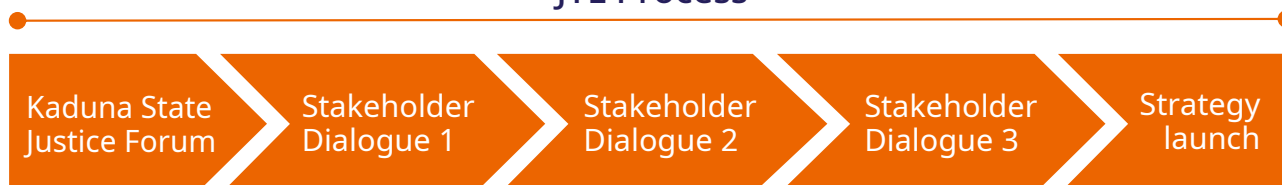
During the JTL, HiiL provides facilitation, a safe container and a platform for reflective, solution-focused and people-centred dialogue. The content and the ownership of the process belongs to the Stakeholder Team as custodians of the justice system and in their representative and leadership capacity of people.

# The Kaduna State Justice Transformation Lab

The collaboration with Kaduna State evolved from recommendations of the Core Convening Group. Despite a long history of communal conflicts and insecurity, leaders continue to work on addressing prevailing issues underpinning the challenges. In October 2021, during a meeting with the leadership of the Kaduna State government, it was clear that people-centred justice delivery aligned with the administration's quest to put people first. The participants at the meeting included the Governor, who was represented by the Deputy Governor, Her Excellency Mrs. Hadiza Sabuwa Balarabe; the Attorney General of Kaduna, Ms. Aisha Dikko; Deputy Chief of Staff to the Governor on Legal and Legislative Matters, Mr. Chris Umar; and other distinguished justice representatives from Kaduna State. Approval was given to proceed with the justice transformation process. The first step agreed was to organise a People-Centred Forum, as a preliminary event to the JTL.

This was subsequently organised in early December 2021, to introduce HiiL to a wider audience of justice leaders and stakeholders in Kaduna State and provide an overview of the justice transformation process. With around 100 participants, the forum provided a good foundation to start the conversation about the need for people-centred justice delivery in Kaduna State. The forum sparked interest, gave leaders and stakeholders an overview of the JNS and the JTL to prepare them for discussions to come, and the work to be done.

## JTL Process





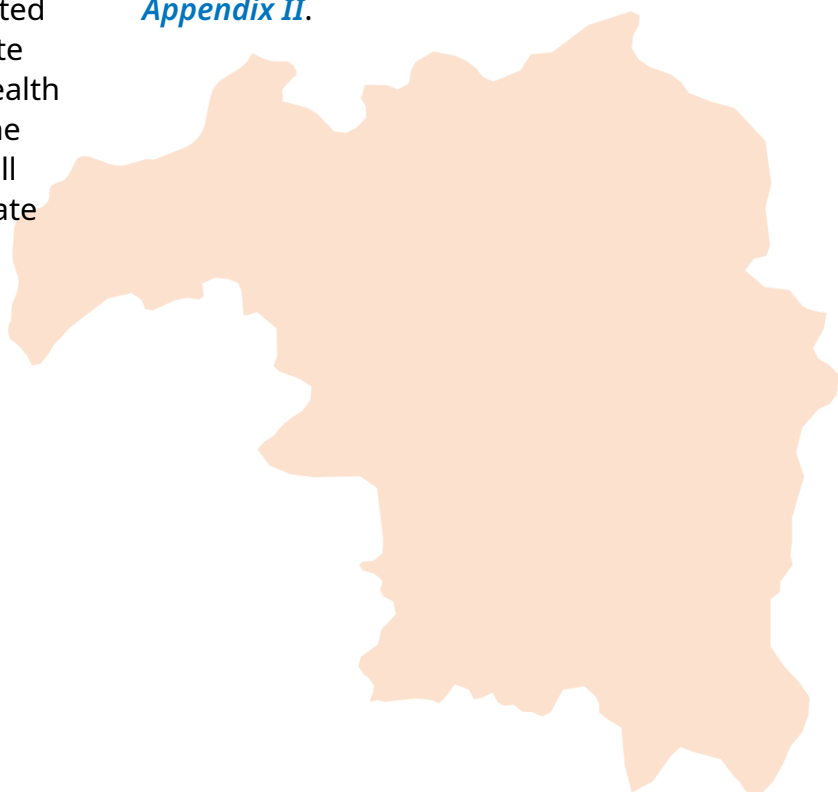
## Convening a Stakeholder Team from Kaduna State

Following the People-Centred Forum, 36 stakeholders were nominated to form the Stakeholder Team, using the template developed at the federal level (see [Appendix I](#)) to capture a multi-dimensional, diverse team from both the informal and formal justice systems who interface with people seeking to prevent or solve their pressing justice problems. The success of the JTL is heavily reliant on the commitment of the justice leaders in the process. To minimise distractions and ensure focus, the Attorney General of Kaduna, approved for the dialogues to be held in neighbouring Abuja.

Throughout the process, the Stakeholder Team remained impressively committed to the process and each other. Despite holding high office, the combined wealth of experience and expertise within the team was made readily available to all through their willingness to collaborate and openness to new ideas and approaches.

The resilience and commitment of the stakeholder team is best reflected in the consistency of participation throughout all three dialogues, even when the second dialogue was marred by a fatal terrorist incident on the Kaduna–Abuja railway. Despite news reports of a bomb explosion on the railway with mass kidnapping of passengers, only hours after their arrival in Abuja, the Stakeholder Team courageously participated in the entire second dialogue and decided to travel once more to Abuja to conclude the process with the third and final dialogue.

More details on the composition of the Stakeholder Team can be found in [Appendix II](#).





## Setting the focus: crime, police reform and money disputes

Prior to the first full dialogue session, the Stakeholder Team completed a survey on their experiences and their expectations for the JTL process. The enrolment survey revealed that the stakeholders believe that unless transformed, the justice system will be plagued with delays in justice dispensation, a lack of accountability, potential ethnic and religious divisions, a lack of community based justice services, corruption, and a lack of awareness among people of the laws, processes, and their rights. In contrast, a system based on people-centred justice would make justice more accessible, timely, sensitive to ethno-religious diversity, and considerate of community justice services. This would make for a quicker dispensation of justice, deter crime, and increase trust and confidence in the justice system.

At the beginning of the process, the Stakeholder Team also acknowledged that in order to improve access to justice and start delivering people-centred services within the next three years, clear priorities had to be made. The achievement of results in a fairly short amount of time demands a SMART approach – setting goals that are specific, measurable, achievable, realistic and time-bound. The prioritisation needed to be evidence-based and realistic, and hence it was guided by the justice gap shown by the JNS data. As a result, the

prioritisation followed the categories of justice problems as experienced by people, rather than for example procedural improvements of the existing processes.

The survey results additionally indicated which legal problems the Stakeholder Team see as the most pressing in Kaduna State, and which problems they would like to focus on during the JTL process. The priorities selected included crime, money disputes, and deficiencies with police services. These survey responses highly resemble the national and the state-wide data from the JNS. This synergy guided the selection of the three priorities for the strategy: crime, police reform, and money disputes.

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*“Improvement in access to justice will improve people’s confidence in the justice delivery system, with the effect of peace in the state.”*

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## Formulating the People-Centred Justice Transformation Strategy

After the People-Centred Forum, Stakeholder Team nomination, and the enrolment survey, the Stakeholder Team was ready to convene for three rounds of dialogue over a total of six days. These dialogues served as an opportunity for the stakeholders to discuss complex challenges through the lens of outcomes for people. The Stakeholder Team set out to reach consensus on strategic choices to address all three selected priority areas: crime, police reform, and money disputes. The dialogues served as a safe space to discuss priorities from all angles, learn from the multidisciplinary expertise in the room, share successes and failures from the past, express wishes for the future, and build upon the work of each other. The

sessions utilised an iterative working group method, where the results matrices for each priority area were built up separately in group work sessions and through constant back-and-forth between working groups, plenary group presentations, and feedback from HiiL facilitators. Agreements were written down, and disagreements discussed until a conclusion was formed. The guiding values of the workshop were full presence, respect, and democracy of time. Despite the vast complexity faced by the justice sector, in this way the stakeholders were able to confidently define *goals*, *success indicators* and *targets*, as well as *pathways* and *gamechangers* to contribute to the ongoing efforts of Kaduna justice leaders.



## Elements of the strategy

### 1. Setting Goals

The People-Centred Justice Transformation Strategy starts with the stakeholders prioritising the most pressing legal problems, based on the data and their own assessment, and then goes on to develop agreed upon goals for each of the focus areas. The goals are expressed as outcomes for people which can be quantified and monitored, while being inspirational and visionary in their outlook.



### 2. Indicators of Success and Targets

Indicators of success and their targets are identified to accompany each goal. These are to be SMART – specific, measurable, achievable, realistic and time-bound – as defined below. Indicators give an idea of what success might look like, while targets measure progress towards achieving the goals and can be used in the design and implementation of innovative solutions.

### 3. Gamechangers

International best practice has *identified* seven potential gamechangers which could drastically increase the number of people who have access to justice and are able to resolve a particular justice need. Gamechangers are justice service delivery models that enable more people to access the solutions than before. Often, justice innovations are in this domain.

Ultimately, a gamechanger must be:

- Able to deliver effective solutions for justice problems consistently;
- Financially sustainable;
- Scalable as a service.



**Community justice services** help people with a simpler way to resolve problems, close to where they live, combining informal and formal justice.



**User-friendly contracts** make work relationships fairer and more secure for people and SMEs.



**Claiming platforms** help people access vital government services, such as welfare or utilities.



**Prevention programmes** protect people from theft, fraud and violence and make them feel safe.



New types of court including **one stop tribunals** for neighbour disputes, family justice and more.



**Problem-solving courts and practices** are a promising way to deal with the most common types of crime.



**Online information and advice** empowers people with self-help and representation.

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## 4. Justice pathways

While the justice goals establish a shared vision of a destination, a justice pathway maps out the “most direct route” to achieving this goal within the agreed timeline. It considers practical elements that affect the realisation of the goal.

The different components of a justice pathway include:

- **Context analysis (threats, opportunities, uncertainties):** Mapping of threats and opportunities in the environment will make it easier or more difficult to work on the pathway. Obstacles include those factors that hinder the ability to navigate the pathways to achieve the goals. These obstacles include institutional and non-institutional elements.
- **Enabling actors:** Leadership and capacity are considered, meaning who needs to lead at multiple levels for the pathway to be successful as well as identifying any capacity gaps or requirements.

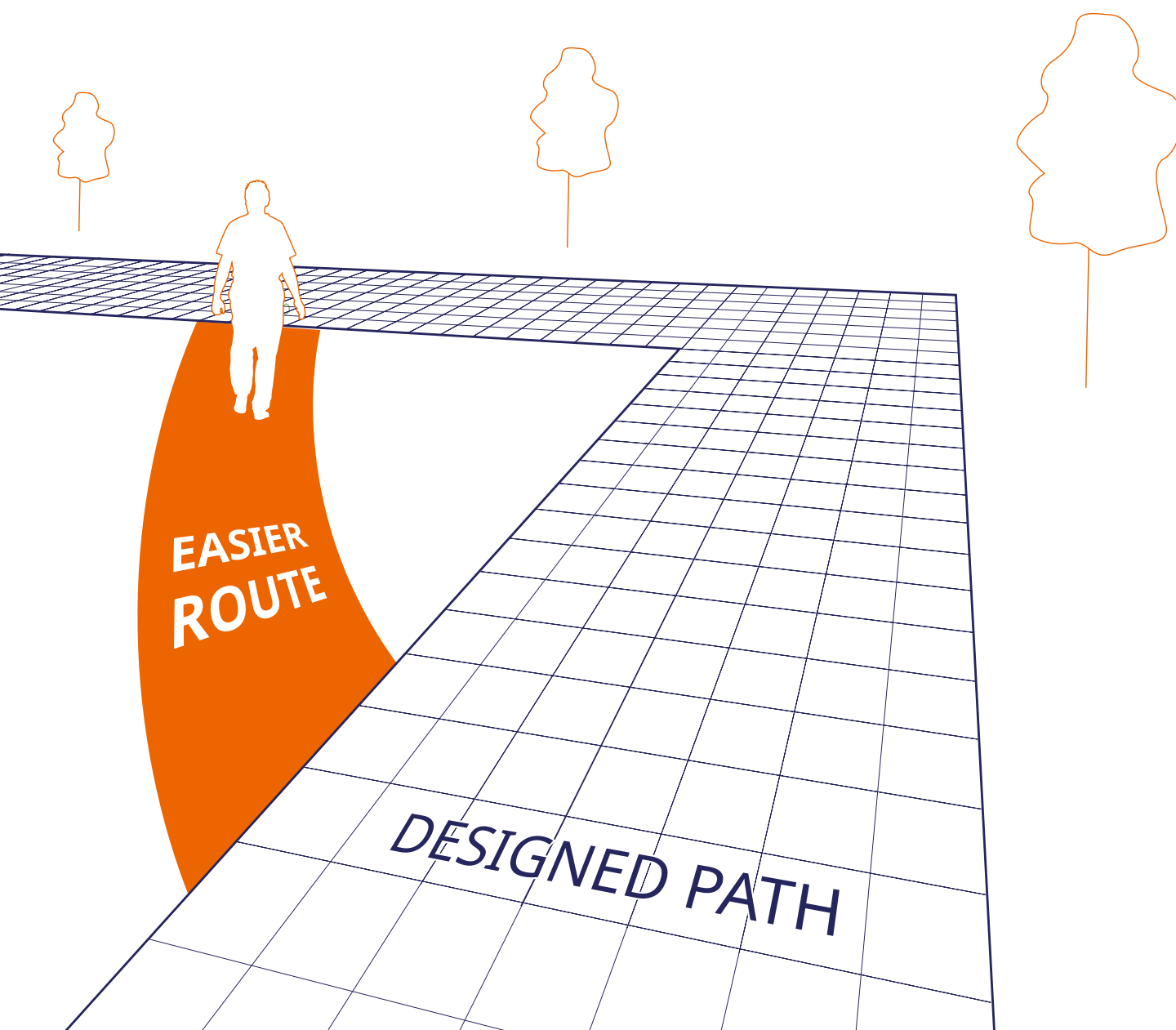
- **Enabling environment:** Legal, policy and regulatory frameworks, institutions, financial systems, power relations, and so forth.
- **Capacity/funding:** Issues surrounding how to pay for justice, funding innovations, and financing game-changing pathways are considered. It is important to weigh the feasibility of funding these pathways as lack of funding can destabilise the achievability of goals.





The formal system is also a pathway – a well-designed system governed by rules and procedures, with highly qualified experts and established ways of working. Yet, many may find this formal system intimidating, costly, and even difficult to understand. There could be a more direct way to solve the problems; one that is used more often because solutions are

found without undue cost, time or stress. The data reveals that many are already using these alternative routes. People-centred justice delivery is about user-friendly justice that puts the outcomes people want at the core, whether provided through the formal system, or through another legitimate, complementary justice delivery model.



## Pathways and gamechangers

Gamechangers are one part of the full justice pathway, but do not constitute a pathway by itself. A justice pathway is much more: it is a full roadmap to achieving the goal. The pathway includes also our review of the enabling environment, enabling actors, capacity or funding required, and a good understanding of the context. A gamechanger on the other hand is a justice service delivery model developed more fully in an innovation lab. As a response to closing the justice gap, it is identified as part of the work done by justice leaders on the pathway. However, the concept itself is insufficient for implementation; thus work on a pre-selected gamechanger is more fully elaborated on in the follow-up innovation lab phase, where a sustainable financing model is also developed.



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*"It doesn't matter whether you are man, female, Christian, Muslim, anything else. We all feel the same when encountering justice problems."*

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# The People-Centred Justice Transformation Strategy for Kaduna State

The strategy outlined below was guided by the following impact statement:

**empowered people and institutions are preventing and resolving pressing justice problems in Kaduna State.**

As indicated above, to support the achievement of this vision, three pressing justice needs were identified as the most significant in Kaduna State. Three goals with their respective SMART success indicators and targets were formulated to address the most serious justice needs. Detailed pathways of how to achieve the goals were also mapped out, with due consideration for feasibility and accountability. Three gamechangers that are innovative, financially sustainable, and scalable were additionally identified.

This People-Centred Justice Transformation Strategy has a three-year timeframe. This means that by 2025, the people of Kaduna State can expect measurable progress towards outcomes from the pathways defined to achieve the goals. This timeframe was agreed by all stakeholders to be realistic and relevant to Kaduna State, when considering the diversity of enabling actors and institutions.

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*“With the right group of stakeholders, people-centred justice is possible and access to justice for all is possible. We can change the way we provide our services and work together to achieve it.”*

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## People-centred justice transformation goals

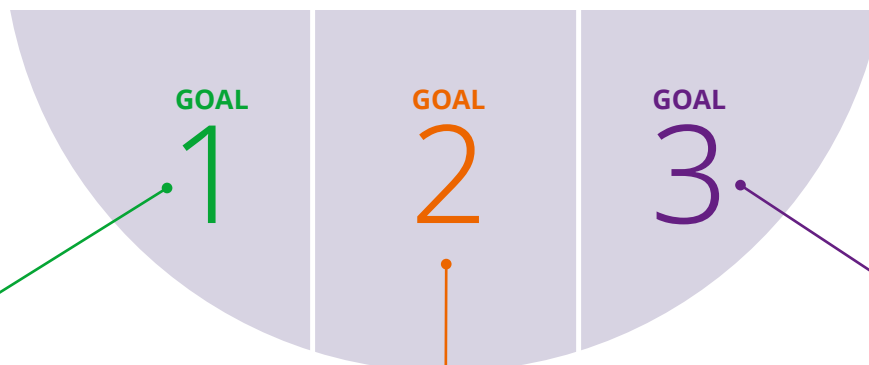
The three goals below are directly linked to a corresponding justice need; and the innovative solution to achieve better outcomes, in the form of a gamechanger, has also been identified.

	Justice Need	People-centred Justice Transformation Goals	Gamechanger
<b>Goal 1</b>	Crime	The people of Kaduna State will experience a reduction of crime rate.	Problem-solving practices.
<b>Goal 2</b>	Police reform	The police will better serve the people of Kaduna state with their support.	Prevention programmes or services to ensure safety and security supported by apps, focusing on violence, theft, and fraud.
<b>Goal 3</b>	Money disputes	The people of Kaduna State will experience an increased rate of resolutions on money related disputes.	Community justice services, including Alternative Dispute Resolution (ADR).

## Our three People-Centred Justice Transformation Goals



Empowered people and institutions are preventing and resolving pressing justice problems in Kaduna State



1. People of Kaduna State will experience a reduction of crime rate.

**GAMECHANGER:**  
Problem-solving practices



2. The police will better serve the people of Kaduna State with their support.

**GAMECHANGER:**  
Prevention programmes or services to ensure safety and security supported by apps, focusing on violence, theft, and fraud



3. The people of Kaduna State will experience an increased rate of resolutions on money related disputes.

**GAMECHANGER:**  
Community justice services



## Goal for the justice need of resolving crime

According to the JNS survey, crime is the leading priority justice problem for both Nigeria and Kaduna State. Crime is a justice need which demands attention, as effective responses and resolutions can deter re-occurrence and support a feeling of safety and security in communities. The Administration of Criminal Justice Law (ACJL, 2017) is the existing framework governing the process and delivery of criminal justice. The ACJL provides for the administration of the criminal justice system which promotes efficient management of criminal justice institutions, speedy dispensation of justice, protection of the society from crimes and protection of the rights and interest of suspects, defendants and victims in Kaduna State. The People-Centred Justice Strategy crime goal supports the goals of the ACJL.

The nature of crime in Kaduna State ranges from kidnapping to cattle rustling, and sometimes homicide and murder occur in the process of accosting and detaining the kidnapped victims. Getting the exact crime statistics on specific crimes is complex, however there is a clear sentiment among people and justice leaders that these issues are highly prevalent and threatening in Kaduna State. For example, as mentioned above, the stakeholders themselves experienced first-hand a fatal incident during the second dialogue where the train that brought them to Abuja was bombed on

its way back to Abuja. People died in the incident, others were kidnapped, and the Nigerian Government continues to negotiate for their release.

In developing the success indicators for this goal, the stakeholders agreed on a multifaceted approach to include factors that reflect prevention, resolution, and increased awareness among the people of Kaduna State. The stakeholders deliberated on the role of deterrence in reducing crime rate – the importance of people being aware of the laws, their rights and the crimes being recorded and where applicable, resolved, in their communities. It is a combination of these in-depth exchanges that informed a decision on the specific success indicators included below.



## The success indicators and targets for crime

### GOAL 1

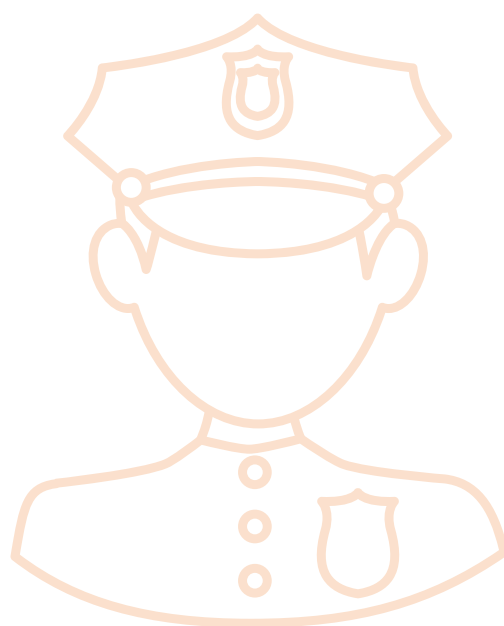
#### People of Kaduna State will experience a reduction of crime rate

Indicator	Target
<b>I. Improvement in the resolution of criminal matters in Kaduna State</b>	
1.1 % increase in resolution rate (retribution, plea bargain, probation)	45%
1.2 % decrease in the length of the time of resolution	45%
1.3 % increase in access provision on legal services	25%
<b>II. Improvement in citizens' engagement on administration of criminal justice</b>	
2.1 % increase on sensitisation legal provision	40%
2.2 Number of crime registries developed in the judicial division	7
2.3 Number of media engagement to educate the citizens on administration of criminal justice	12
2.4 Develop a citizen satisfaction survey	1 survey

## Goal for the justice need of police reform

In the JNS report, both nationally and at the state-level, police-related issues are reflected as one of the top five pressing justice needs of people. Yet for reformative work, there is a specific challenge of the police force being governed by the federal government, limiting states' capability to address police reform directly. Therefore it was courageous for the stakeholders to choose to work on police reform as one of the priority justice needs in Kaduna State. This selection made room for in-depth discussions on how to improve police performance at the state level, and how a goal on police reform can be people-centred. During the dialogues, at times, abandoning the priority selection completely looked like an easier option. After much deliberation, including with representatives from the police, judiciary and civil society organisations, a consensus was reached. The Stakeholder Team concluded that community-police relations can be improved by people rebuilding their trust in the police, while the police can work on earning this trust. In the strategy this translates to the success indicators that aim to empower the people of Kaduna, while holding the police accountable for improving services.

Community policing seems like a perfect fit for what may satisfy the goal on police reform, however the stakeholders had a different conviction. They believe that people would need to nurture a relationship with the police that better positions them as stakeholders of the more secure communities all are looking forward to attaining. According to the stakeholders, a linkage between paying taxes and having a stake in the performance of public institutions is absent in Nigeria. This provides room to come up with innovative ways to improve community-police relations by emphasising the stake of citizens in the safety and security of their communities.



## The success indicators and targets for police reform

### GOAL 2

#### The police will better serve the people of Kaduna State with their support

Indicator	Target
<b>I. Increase of information sharing and interface with the police</b>	
1.1 % increase in meetings of the People Police Community Relations Committee (PCRC)	2 community-based meetings per month community-based meetings per month 1 state-level meeting per month
1.2 % increase in anonymous tip off lines	58 tip off lines (50%)
1.3 % increase in speedy investigations and timely arraignment before courts	50%
1.4 % reduction in the number of detainees awaiting trial	50%
<b>II. Increase in community-based funding</b>	
2.1 % increase in community contributions by citizens on logistics such as stationery, fuel, furniture, equipment, motorcycles, vehicles, etc.	500,000 people/50%
<b>III. Improvement in community provisions and maintenance of infrastructure</b>	
3.1 % increase in participation in contributing to the maintenance of physical structure and infrastructure	500,000 people/50%
3.2 increase in citizens voluntary service and support, e.g. capacity building, personal security, volunteer service, and professional service	500,000 people/50%



## Goal for the justice need of resolving money disputes

Money disputes and their possible resolution and prevention were discussed with a high degree of optimism. The Stakeholder Team knew that much of the backlog in the formal justice system is related to money disputes and contemplated that many of the money-related disputes could be resolved outside the courtroom. It was suggested that alternative dispute resolution (ADR) options should be further explored before cases are brought to the formal court. It was also agreed that technology can play a part in expediting the ADR process, to ensure a more efficient delivery of solutions compared to the current status quo.

To realise the goal, changes in legislature or judicial rules making ADR a prerequisite for filing a litigation claim would help. It was also suggested that the multi-door court house currently being developed in Kaduna State should make money dispute resolutions a priority. It was also recognised that currently the traditional institutions are involved in resolving

money disputes at the community level, yet it was unclear how trained or prepared they are for the complexities of arbitration and mediation – making a case for capacity assessment and capacity building. The importance of mainstreaming the (new) informal and formal dispute resolution platforms and models was also highlighted.



The success indicators and targets for money disputes

### GOAL 3

**The people of Kaduna State will experience an increased rate of resolution on money related disputes**

Indicator	Target
<b>I. Improvement in the resolution of money disputes</b>	
1.1 % increase in proportion of money disputes resolved through ADR mechanisms	50%
1.2 % decrease in proportion of people reporting that their money problems have been fairly resolved	70%
1.3 % increase to access provision on legal services	25%
<b>II. Improvement in efficiency and effectiveness of the resolution process</b>	
2.1 % of people who take money disputes to institutional dispute resolution mechanism	50%
2.2 % increase in proportion of people reporting satisfaction with the quality of the process	45%
2.3 % decrease in number of days from problem occurring to dispute resolution	35%
2.4 % decrease in the legal cost of resolving money disputes	25%

## Pathways to achieve the people-centred goals

### Pathway for the justice need on resolving crime

Context		
Opportunities	Threats	Uncertainties
<ul style="list-style-type: none"> <li>• Vigilante service</li> <li>• Technology</li> <li>• Community funding</li> <li>• Legislation</li> <li>• Communal agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding</li> <li>• Abuse of power</li> <li>• Non-compliance</li> <li>• Haphazard enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in government policies</li> </ul>

**Goal: The people of Kaduna State will experience a reduction of crime rate**

**Gamechanger:** Problem-solving practices

Enabling environment	Enabling actor(s)
<ul style="list-style-type: none"> <li>• Develop practice direction for criminal prosecution</li> <li>• Establish forensic labs</li> <li>• Full implementation of the provisions of legislation that deal with crimes, e.g. Administration of Criminal Justice Law (ACJL), The Violence Against Persons Prohibition Act (VAPP), child protection and welfare law, and full implementation of practice direction of plea bargain with respect to financial crimes and offences</li> <li>• Implementation of budgetary provision</li> </ul>	<ul style="list-style-type: none"> <li>• Judiciary</li> <li>• Law enforcement agency</li> <li>• Ministry of Justice</li> <li>• Legal practitioners</li> <li>• Legislature</li> <li>• Civil Society Organisations</li> <li>• Traditional and religious leaders</li> </ul>

## Digging deeper

For realising the justice goal for crime – that people of Kaduna State will experience a reduction of crime rate by 2025 – the stakeholders in drafting the success indicators were optimistic about achieving the goal if “all hands are on deck.” It came across strongly that plea bargain and probation should be the main focus, and rehabilitation comes after, in considering how best to manage outcomes from criminal justice dispositions. Improving access to legal services, citizen engagement, and creating an inclusive grassroots movement involving traditional and religious leaders would help in achieving the goal. These engagements must be in the local language with everyone having an opportunity to understand what people-centred justice is all about.

Enabling tools to be deployed include vigilante service, increasing awareness of technology, community funding, compliance assurances and communal agreements. On the other hand, threats lie in lack of funding, abuse of power, and non-compliance. Sometimes laws are not followed to the book. Uncertainties arise from changing government policies.

The Stakeholder Team noted how prevention and redressal of crime go hand-in-hand: crime can be prevented, and when it occurs a speedy and high-quality justice dispensation builds the confidence of people. The Stakeholder Team noted that starting from innovating problem-solving practices for crime is an appropriate next step to support increased access to justice in Kaduna.



## Gamechanger for crime: Problem-solving practices

Problem-solving practices are specialised courts and other practices that aim to treat the problems that underlie and contribute to certain kinds of crime. Although a number of different types of problem-solving practices exist, they are generally organised around three common principles:

1. Problem-solving: individualised justice and substantive education for court staff and justice providers;
2. Collaboration: links with community-based agencies and court presence in community;
3. Accountability: compliance reviews, early coordination of information, and court data systems.



Focus on solving the underlying problems of those who perpetrate or are affected by crime



Foster interdisciplinary collaboration among stakeholders in and outside of the criminal justice system



Hold individuals with justice system involvement, service providers and themselves accountable to the surrounding community



Connect participants with individualised, evidence-based treatment

Problem-solving practices are focused on solving the underlying problems of those who perpetrate or are affected by crime. This includes reducing recidivism as well as rehabilitating participants (with the exception of domestic violence courts), victims and the broader community. Problem-solving practices generally are created with the explicit intention to address gaps in existing justice processes.

Pathway for the justice need on police reform

Context		
Opportunities	Threats	Uncertainties
<ul style="list-style-type: none"><li>• Quick access to information</li><li>• Ease of use</li><li>• Wide coverage</li><li>• Improve synergy/collaboration</li><li>• The Constitution</li><li>• The Police Act/the ACJL</li><li>• Development partners</li><li>• Police Trust Fund</li><li>• Organised private sector</li><li>• The Attorney General</li><li>• Members of House Assembly</li><li>• Lawyers</li><li>• Magistrates</li><li>• Judges</li><li>• Traditional rulers</li></ul>	<ul style="list-style-type: none"><li>• Hackers/virus</li><li>• Limited/restricted infrastructure</li><li>• Inadequate funding</li><li>• Inadequate personnel</li></ul>	<ul style="list-style-type: none"><li>• Network/electricity</li><li>• Infrastructure</li><li>• Delayed response</li></ul>

Goal: The people of Kaduna State will experience an increased rate of resolutions on money related disputes	
Gamechanger: Community justice services (services to include alternative dispute resolution and a small claims court)	
<p><b>Enabling environment</b></p> <ul style="list-style-type: none"><li>• Regulatory framework</li><li>• Administration of Criminal Justice Law (ACJL)</li><li>• Penal code</li><li>• Police Act and regulations</li><li>• Kaduna State Vigilance Service (KADVS)</li><li>• Vigilante service</li><li>• Police Community Relations Committee (PCRC)</li><li>• Civilian Joint Task Force</li><li>• Community policing</li><li>• Civil defence</li><li>• National Drug Law Enforcement Agency Act</li><li>• Nigerian Constitution</li><li>• Child welfare and protection law</li><li>• Rules of procedure</li></ul> <p><b>Institutions</b></p> <ul style="list-style-type: none"><li>• Traditional institutions</li><li>• Security Council</li><li>• Security Council (state/local government)</li><li>• Judiciary</li><li>• Nigeria Bar Association (NBA)</li><li>• Development partners (donors)</li><li>• Religious institutions</li><li>• Police Community Relations Committee (PCRC)</li><li>• Nigerian Police Force headquarters</li><li>• National Assembly</li><li>• State House of Assembly</li><li>• Federal Executive Council</li><li>• Financial institutions: Police reward fund, Police trust fund, Nigerian correctional service fund and Development partners (donors)</li></ul>	<p><b>Enabling actor(s)</b></p> <p>Ministry of Justice</p> <ul style="list-style-type: none"><li>• The police</li><li>• Nigeria Bar Association (NBA)</li><li>• Members of the House Assembly</li><li>• Lawyers</li><li>• Magistrates and judges</li><li>• Traditional rulers</li><li>• Police</li><li>• National Assembly</li><li>• Civil Society Organisations</li><li>• Community-based officers</li><li>• Media</li><li>• State government</li><li>• Organised private sector</li><li>• Development partners</li></ul>



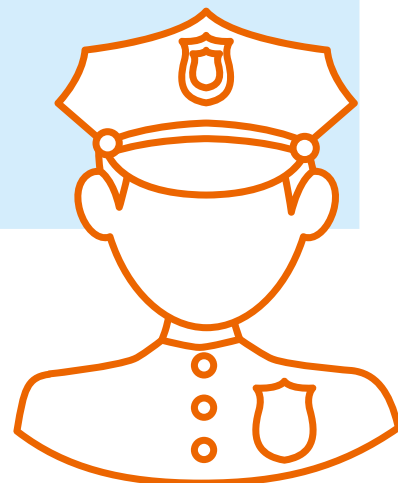
## Digging deeper

In a bid to improve the relationship between the people of Kaduna State and the police, the stakeholders were convinced that citizen involvement as active participants in the operations of the police would improve their performance in service delivery. According to the JNS, 50% of Nigerians and 71% of Kaduna State people go to the police as a first port of call for both prevention and resolution of crime-related justice needs. The goal of this group is that the police will better serve the people of Kaduna State with their support.

Lack of funding was recognized as a major challenge for the police, this gave rise to the advocacy for community-based funding. Insufficient funding affects the timeliness and effectiveness of services that police render. Improvement in community provisions means contributions towards building or improving physical structures, equipment and infrastructure, voluntary support and capacity building. Innovative ways of enabling community provisions in accordance with rule of law can achieve contributions that are well-placed and properly recorded to support equal access to justice in Kaduna State. Opportunities that come with achieving this goal include quick access to information, increase in responsiveness, and increased accountability of police officers by the community members.





The gamechanger that emerged for achieving this goal is to build an app that will help to bridge the distance between the police and Kaduna people. The app should:

- Strengthen the interface between the police and the people;
- Include an option to tip-off and allow documents/attachments to be submitted for proper follow-up actions;
- Share community funding amounts, as well as monitor, and evaluate how funds are spent;
- Compliant with existing practice for collecting and sharing personal information, build up a database of professionals willing to offer free training/services to the police and the community.



## Gamechanger for police reform: Prevention programmes or services

Interventions that ensure safety and security focusing on violence, theft and fraud. These can take the form of apps, online platforms or a combination of online and offline interventions.

-  An app or an online platform
-  Connecting members of the community
-  Plugged in with local police station supported real time
-  Likely to be championed by civil society and private sector

Preventive programmes rely on social networks: citizens coming together with their neighbours and co-creating with the law enforcement agencies. They can be seen as a new-age community justice service with prevention and sharing of information as the primary objective.

## Pathway for the justice need on resolving money disputes

Context		
Opportunities	Threats	Uncertainties
<ul style="list-style-type: none"> <li>Kaduna State Justice policy</li> </ul>	<ul style="list-style-type: none"> <li>Enforcement</li> <li>Data security breach</li> <li>Infrastructural deficit</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure</li> </ul>

**Goal: The people of Kaduna State will experience an increased rate of resolutions on money related disputes**

**Gamechanger:** Community justice services (services to include alternative dispute resolution and a small claims court)

Enabling environment	Enabling actor(s)
<ul style="list-style-type: none"> <li>Kaduna State policy on justice</li> <li>Legislation <ul style="list-style-type: none"> <li>Procedural rules and practice direction</li> </ul> </li> <li>Infrastructure <ul style="list-style-type: none"> <li>Physical infrastructure</li> <li>Information and Communications Technology (ICT)</li> </ul> </li> <li>Personnel (skill and qualified) <ul style="list-style-type: none"> <li>Capacity-building</li> </ul> </li> <li>Funding</li> </ul>	<p>Kaduna State Judiciary</p> <ul style="list-style-type: none"> <li>Kaduna multi door courts</li> <li>Small claims courts</li> </ul> <p>Kaduna State Ministry of Justice</p> <ul style="list-style-type: none"> <li>Citizens' rights department</li> <li>Traditional institutions</li> <li>Religious leaders</li> <li>The formal actors <ul style="list-style-type: none"> <li>The executive</li> <li>The legislature</li> <li>The judiciary</li> </ul> </li> <li>Groups/informal actors <ul style="list-style-type: none"> <li>Traditional rulers</li> <li>Religious leaders</li> <li>Market leaders</li> </ul> </li> </ul>

### **Digging deeper**

The goal to address money-related disputes is that the people of Kaduna State will experience an increased rate of resolution for money related disputes, by 2025. To achieve this goal a small claims court will be established and ADR will be used to resolve conflicts.

The Kaduna State Justice Policy that is already in existence recommends the gamechanger that emerged to create the impactful progress needed. Certainly there are threats with achieving this goal, such as inconsistent enforcement, infrastructural deficits, and human errors. Yet the Stakeholder Team was confident that positive reforms can create a sustainable impact that increases public trust in the justice system and encourages more investment in ideas and resources.



## Gamechanger for money disputes: community justice services

Community justice services are those where the local community is involved in the definition or the delivery of the service available to all members of the community. The services are provided by community authorities, trusted members of the community, or public officials elected or endorsed by the community.

Community justice services are all about delivering justice close to people's homes. Although community justice services exist in different forms in different countries, they can be identified by four core characteristics:

- ☒ Informal justice
- ☒ Recourse to or supervised by formal courts
- ☒ High quality and standardised
- ☒ Likely to remain donor-funded supported by public sector

# Reflections on the People-Centred Justice Transformation Strategy

At the end of the JTL dialogues, the Stakeholder Team reflected on the strategy and their responsibility and contribution in realising it in Kaduna State. Below are summaries from stakeholders across different sectors.

**The executive branch:** One of the major challenges for realising this strategy will be the appropriation of funds. There is a need for more sensitization, awareness, informal mechanisms, and strengthening of relevant policies and existing frameworks by aligning the SDGs with the implementation capacity of the Ministry of Justice. Additional needs include ensuring the speedy delivery of justice, effective alternative dispute resolution, effective collaboration between the government and stakeholders, meetings of stakeholders in the justice sector to share problems encountered and solutions applied or still required, and the provision of capacity building.

**Legislature:** After all the iterations and suggestions made in the JTL, the legislative branch would ensure that the goals and pathways are reflected in new laws or amendment of the existing laws to achieve the goals.

**Law enforcement:** To help the achievement of people-centred justice in Kaduna State, law enforcement will need laws to guide the police to serve the people of Kaduna State – with the support of the people themselves.

**Religious institutions:** All the stakeholders have influence and are all able to actualise change in people's lives. Engaging the traditional rulers and leaders in the community can support the realisation of people-centred justice goals in Kaduna State.

**Civil society organisations:** Will collaborate in awareness-raising and encouraging buy-in, and active contributions towards implementation of the people-centred justice strategy by the civil society eco-system in Kaduna.

**Investors:** Investors are positioned to contribute financially, if innovative solutions developed further, are scalable and sustainable.



**Innovators in technology:** Realisation of the strategy can be supported by ensuring that access to technology is streamlined and that people in rural and urban areas all have equal access. The power of tech can be leveraged to ensure these goals are achieved and people benefit as well.

**Religious non-profit organisations:** Given their legitimacy and influential voice at community level, religious organisations would work together to disseminate information on people-centred justice by taking it to the grassroots level and encouraging support and active contributions by all.

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*"I know the justice goals have been achieved in Kaduna when people see and feel that the justice system is centred on them."*

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# Next steps and recommendations

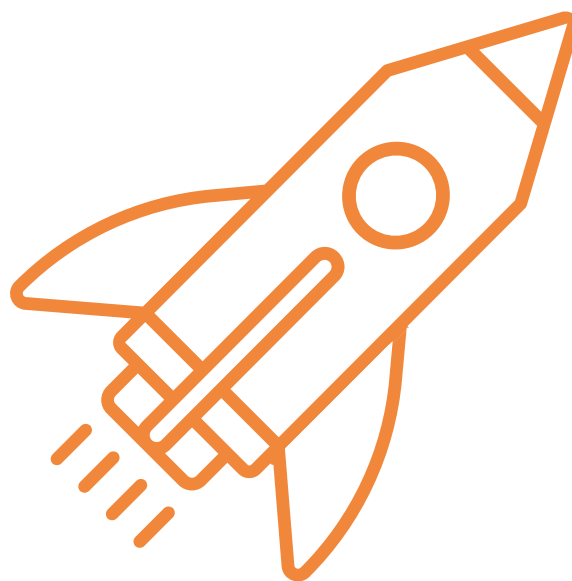
The success of the People-Centred Justice Transformation Strategy in Kaduna State and Nigeria at large is dependent on the follow-up. This strategy outlines a shared vision of what will be the focus for stakeholders in the next three years; effective implementation planning and realisation is expected to be taken forward by the critical stakeholders in the justice sector and beyond. Below are a set of immediate next steps and recommendations.

## 1. A strategy launch

The People-Centred Justice Transformation Strategy is a call to action for the next three years. A strategy launch event, planned for the upcoming weeks, will be an opportunity to share with the general public what the stakeholder team collectively worked on and concretely achieved. A re-assessment is expected in 2025 to measure progress made and modify the results matrix where necessary. A progress review will be necessary every six months.

### ***Recommendation:***

***The strategy launch event sets the tone and creates the appropriate segue to the implementation phase. It is the beginning of many more incremental steps to achieve the goals. It is also a pivotal moment that establishes accountability to the public.***



## 2. Implementation

The willingness and ability of the people of Kaduna State to own the implementation of the strategy is critical to its success. The commitment and cooperation of the people, government, civil society and informal justice providers, as well as private sector investors and innovators are needed for effective implementation of the pathways. Setting the right tone, framework and actionable steps are imperative for the achievement of the goals and targets. It requires the executive, legislative and judicial branches of government to play their respective roles, complementing the activities of civil society, law enforcement and other ancillary sectors. It is vital that the strategy is carried out with monitoring mechanisms in place to ensure that assessments of progress are measured and reported accordingly.

### *Recommendation:*

*Constitute a committee or taskforce that monitors and evaluates the implementation. Regular monthly or quarterly meetings can help to monitor success indicators to measure progress towards the goals. While constituting this taskforce, consideration should be given to members of the stakeholder team. They will be responsible for the overall progress review and assessing what additional measures are needed in the enabling environment.*

## 3. Justice Innovation Lab(s)

Together with the Stakeholder Team, HiiL will evaluate which of the pathways could possibly be developed in a follow-up Justice Innovation Lab(s). The feasibility of how many gamechangers will be developed further is based on funding, sustainability and scope for scalability, with innovators and investors from the state. First steps for the Justice Innovation Lab include diving deeper into the Justice Goals to select a well-defined challenge to focus on, before developing and seeking funding for a pilot project.

### *Recommendation:*

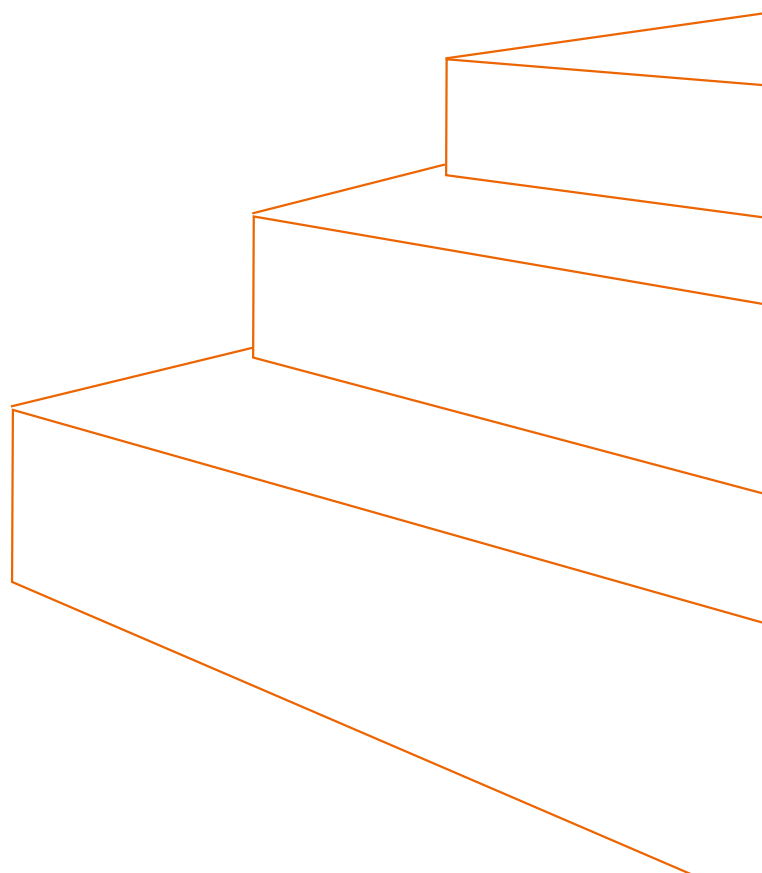
*The gamechangers feed into the Innovation Lab. The output of the Justice Innovation Lab is a detailed project plan for implementing gamechangers with the pathways to the goal incorporated. This would ensure that the project plan is sustainable, scalable and investible. Progress from the Justice Innovation Lab is shared and discussed with justice leaders in the half-yearly reviews..*

## 4. eJNS

In 2022, a round of Justice Needs and Satisfaction (JNS) survey will be conducted in Nigeria. This is the second JNS after the one from 2018. The 2022 instalment will be an electronic online survey (eJNS) and is planned to have 4,500 participants. The people of Kaduna State will be included in the representative sample, to follow the model of 2018.

### *Recommendation:*

*The data from eJNS 2022 will offer Kaduna State's justice leaders another opportunity to learn how people are preventing and/or resolving their most pressing justice needs. It offers a viable opportunity to be responsive to the justice needs of the people, to ensure that processes and systems are people-centred.*





# About our work

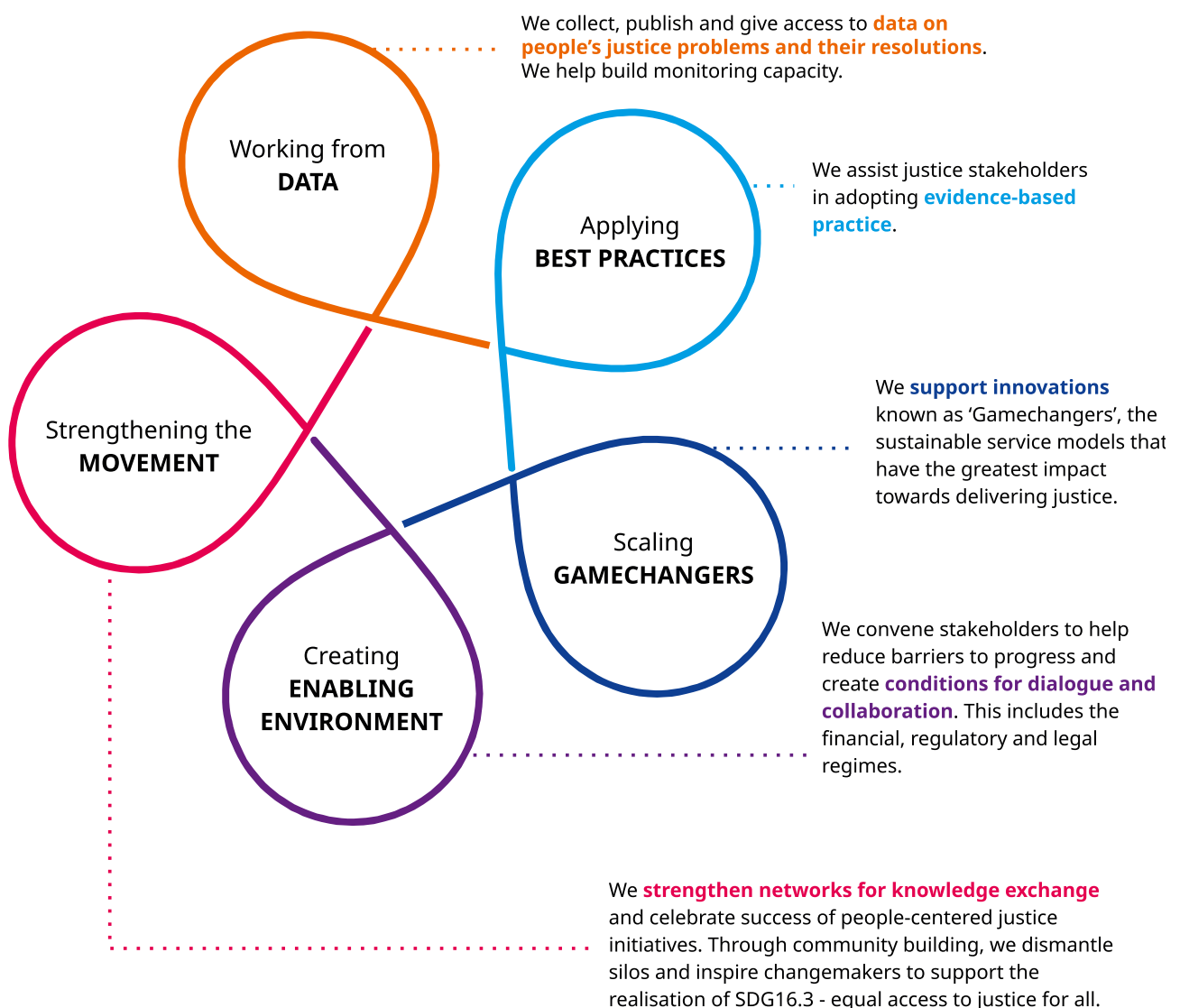
The Hague Institute for Innovation of Law (HiiL) is a social enterprise devoted to accessible and user-friendly justice. We are friendly rebels who are passionate about social impact and we situate our work in the context of the UN's SDG 16.3 (Sustainable Development Goals). We aim to empower 150 million people to prevent or resolve their most pressing justice problems by 2030. The Task Force on Justice, convened by the Pathfinders for Peaceful, Just and Inclusive societies published a landmark report in July 2019. The report points out that today's justice systems are not fulfilling the task of helping people to solve their justice problems. At any one time, 1,5 billion people do not have access to justice. This has a high impact on their lives and society: from violence to seriously damaged relationships and business conflicts. To make a long story short: justice does not deliver what people need in their most difficult moments. The problem is that we are still using the same models developed in the distant past. It makes the process of getting justice today slow, stressful, time-consuming, and very expensive. We truly believe basic justice care for everyone is possible. We at HiiL call it: user-friendly justice. Justice that is affordable, accessible, and easy to understand. It is justice that works. We believe that this can be achieved through systematic programming:

1. Together with partners in the countries where we work, we collect data on justice problems, their impact on people, and the complex journeys to justice people often face.
2. Alongside the justice workers in the countries where we work and using our international research capacity, we co-develop best practices about solutions that work best to solve the most pressing justice problems that emerge from our data.
3. We work to incorporate those solutions in effective, sustainable delivery models that we know on the basis of our research and our work with innovators can achieve scale. We call them gamechangers. We support entrepreneurs working on these gamechangers and organise Innovation Labs that bring together national justice actors. Examples of potential gamechangers include: community justice programs, effective user friendly contracts for employment, one stop shop procedures, problem-solving criminal justice, prevention apps and programs, claiming platforms and online info and advice.
4. We bring together justice leaders in the countries where we work to ensure that an enabling environment is created in which the solutions and gamechangers that are needed can thrive and grow,

and in which more innovation is possible. An enabling environment includes a suitable regulation of legal services, laws of procedure and financial systems, supported by effective cooperation between justice leaders in the institutions that ensure the rule of law.

5. As we do this, and together with our partners, in particular the Pathfinders for Justice, we build a movement, both nationally and internationally to solidify evidence-based and innovation-driven working in the justice sector.

## The Hiil approach





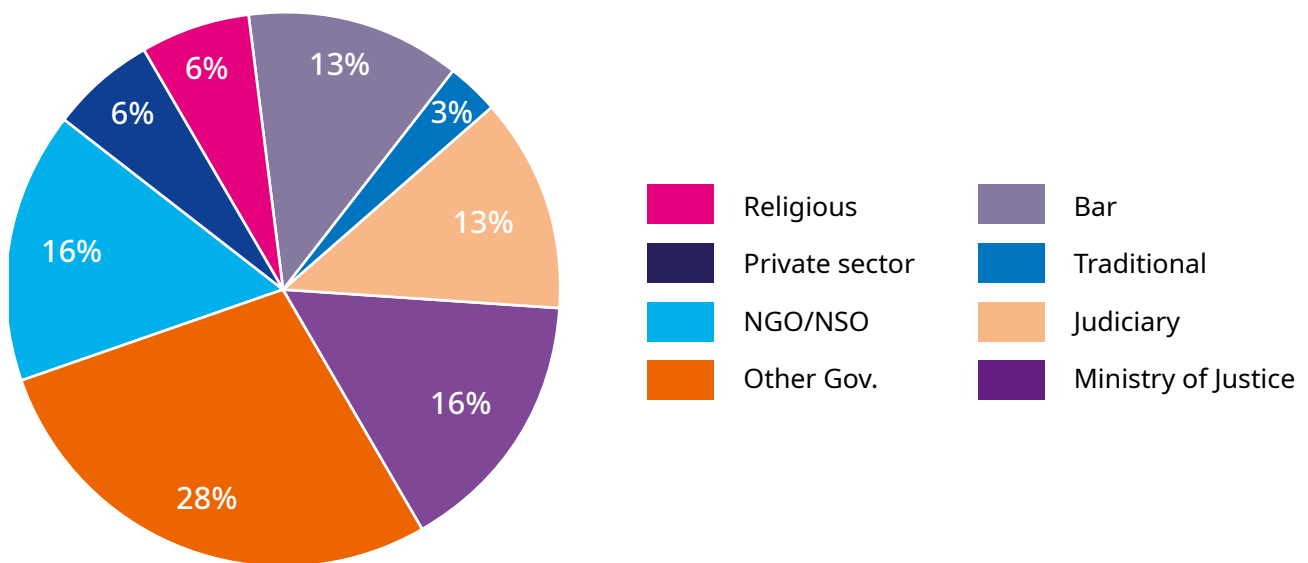
# Appendix I: The Stakeholder Team template

The stakeholder team template for state-level team compositions, from the federal-level Core Convening Group.

1. Office of the Governor
2. Ministry of Justice
3. Nigerian Police
4. Legal Aid Council of Nigeria (CSOs) & Other State CSOs
5. NBA (State Branch)
6. Nigeria Correctional Service (Prisons Services) - State Control Commander
7. Judiciary
8. Private Sector, Legal Luminary
9. Legislative Branch, The State House of Assembly
10. Traditional Institution
11. Religious Institutions
12. National Orientation Agency (NOA) - State level

# Appendix II: Composition of the Kaduna State Stakeholder Team

Represented sectors



Contact information:

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