

**INSTITUTIONAL IMPACT ASSESSMENT
OF CLEEN FOUNDATION
1998 - 2013**

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CLEEN Foundation

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The mission of CLEEN Foundation is to promote public safety,
security and accessible justice through empirical research,
legislative advocacy, demonstration
programmes and publications, in partnership with
government and civil society.

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Acknowledgement

From its experimental first steps in 1998, the founders of the CLEEN Foundation did not set out primarily to create an institution with a national and regional presence and representation as we are today. Instead, they saw a need and recognize in themselves the capacity to mobilize and lead in the change that was then urgently needed in the security sector. Today, a decade and half later, the CLEEN Foundation has blossomed into an institution whose impact, as you will see in the following pages has been felt far and wide. While we take pride in this outcome, we recognize that ours has been a classic experience of corporate learning on the job. We have learnt from our Board, Management, Staff as well as from our funders and project stakeholders.

Most importantly, we have learnt from the security services with which we have worked over the years, chiefly the Nigerian Police Force who opened their doors to us and collaborated actively with us from local police stations, State Police Commands, the Force Headquarters and also the oversight institutions of Ministry of Police Affairs, Police Service Commission and the National Human Rights Commission.

Taking a moment to reflect on the impact and outcomes of journey so far, we found the record of the services delivered by the CLEEN Foundation in the period 1998-2013 to be very remarkable and commendable. Yet even more remarkable were the fond memories which our stakeholders shared about their experience of working with us. These memories come to us even after we have concluded our engagements and pulled out of some of the communities we had worked in. We were touched not only that people remembered the difference we made, but also that they saw the impact of our work in more ways than we had originally planned in our work plans and also for the personal and institutional friendships that have been built over the years. Also important for us were the recommendations about how we could have worked better and made more impact in these communities.

As an organization committed to learning while implementing, we dedicated time to study the result of our Institutional Impact Assessment and decided to amend our strategy for work in our new Strategic Plan for 2014-2018. We have committed ourselves to always draw feedback from our project implementation to improve on the work we are doing as you will see represented in our institutional Theory of Change. Also, while we have committed ourselves to working from the 'supply side' of security and justice, we are also committed to building bridges and progressively closing the gap between the 'demand' and 'supply' of security and justice in the countries we work.

We will like to express our deepest gratitude and thanks to individuals and organizations who supported our work in different ways. First, we thank the Ford Foundation specifically for supporting our institutional learning process through a grant under their Global Travel and Learning Fund (GTLF). Without this support, our Strategic Review Process; the 2014-2018 Strategic Plan; Institutional Impact Assessment and this publication would not have been possible.

We also thank our funders and partners whose confidence in our work and generous support of our ideas has enabled us to make the modest impact we have made so far. We thank also members of our Board many of whom have served us since inception; we are grateful for the expertise and direction they brought to our work. We are also grateful for the management and staff of the CLEEN Foundation (past and present) whose contribution and commitment has built CLEEN Foundation into what it is today. Finally, we thank Professor Okechukwu Ibeanu and his team who facilitated the Institutional Impact Assessment and Ms. Habiba Balogun of Habiba Balogun Consulting and her team for the expertise and commitment they devoted in our Strategic Review Process. We look forward to doing a lot more together in the coming years.

'Kemi Okenyodo
Executive Director
Abuja, November 2013

Executive Summary

1. The primary purpose of the assessment is been to conduct a comprehensive institutional impact assessment and based on this; develop a strategic planning process to chart a way forward for the organization under its new leadership, which assumed duty on February 1, 2013.
2. This assessment set out to achieve three main objectives, namely: 1) to help CLEEN better understand and frame the impact of its activities since its establishment; 2) to identify strategies, approaches, institutional arrangements and tools that have worked and those that have not worked and why; and 3) to enable CLEEN gauge the opinion of its critical stakeholders, partners and beneficiaries regarding how well the organization has performed in the past, what it should be doing going forward and how, as well as what, new actions and partnerships it requires.
3. The report adopts a mixed method of data collection based on documentary sources/materials produced by CLEEN and other stakeholders, discussions and interviews with critical stakeholders in civil society, donors, partners, board/management/staff of CLEEN Foundation, and beneficiaries of CLEEN projects.
4. The report commences by defining the origin and social context within which CLEEN came into existence through the efforts of its founder, Innocent Chukwuma. We observed that CLEEN has established for itself both the demand and supply side of law enforcement and justice reform. This noble idea was borne out of the experience of the dearth of information, education and knowledge in the security sector in Nigeria. It was in this context that CLEEN started its journey towards helping to reform the Nigerian security sector precisely the Nigeria Police Force and its oversight bodies aimed at improving public confidence in the security sector.
5. In barely fifteen years, CLEEN has proved beyond doubt that a people with a vision and determination can never perish. In pursuing its mission and vision, the report note that CLEEN sets out a number of core values to guide its work namely, professionalism, integrity, team spirit, respect for human rights and innovation. These core values are being driven and ensured by a structured system that comprise of dedicated personnel.
6. The findings from this assessment indicate that in general terms, CLEEN's theory of change captures the fundamental elements¹ that link its work and certain dimensions of social change it set out to achieve. The theory further suggests that improvements in public safety and security and the justice sector in general are only possible if activities engage both the supply and demand side.

¹ These elements include changes in value orientations, behaviours and/or social conditions. Note: A good measure of the potential impact of an organization lies in the extent to which its staff members understand and fully internalize this theory of change.

7. During interviews for this assessment, CLEEN staff identified several challenges or difficulties of working with “supply side” agencies. These include:
 - Working the tight rope of maintaining confidence of both the supply side agencies, for example the Police, and an increasingly critical demand-driven public that is suspicious of the police. In other words, there is always the risk of losing the confidence of these two, sometimes diametrically opposed, sides.
 - A major concern of information management, particularly privileged information from supply side agencies.
 - Rapid turnover of personnel or officials of supply side agencies. Thus, in the life of a project different officials (particularly successive police chiefs) are involved some of them showing very minimal commitment and lack of continuity in sustaining the progress made.
 - Supply side agencies tend to be too bureaucratic and slow. Related to this is a habitual resistance to change.
 - Tendency for supply side agencies to expect to be “spoon-fed” by CLEEN. This creates a challenge for long-term sustainability of projects when the CLEEN project comes to an end.
8. It is widely acknowledged and accepted that CLEEN Foundation has been consistent in being a role model not only to its staff and partners but to other civil society organisations within and outside Nigeria. This fit is clearly demonstrated by the countless issues of public safety and justice on which CLEEN has taken a lead and participated actively. Above all, CLEEN’s work and models, judging from the remarkable success stories gathered, have been adopted and replicated within Nigeria by government agencies (NPF, INEC, etc) and international non-governmental agencies (such as DFID), and it has also been expanded to other countries like Kenya, Ghana, etc.
9. Some of the strongest commendations of CLEEN came from its funders and partners. The donors and partners were asked to rank CLEEN relative to other organizations they have worked with in terms of outcome, all partners and funders of the Foundation ranked it either “very high” or “high”. All of them justified their ranking on the grounds that CLEEN’s work was “ground-breaking and innovative”, as well as “addressed and solved a burning social issue”. Above all, all the funders and partners say that they are willing to continue to work with CLEEN in the future.
10. The assessment has shown that there are some initiatives and strategies for reform, such as employee performance appraisal system; communication and dissemination strategies; engagement with private security policing providers other than the formal and informal police providers; and engagement with neighbouring West African countries, etc.

11. At the last stage of the report, recommendations are made to support areas of improvements and strategic direction. Of all the recommendations, the ones that will have most development impact are those that focus on sustaining the achievements of CLEEN. These include:

- Develop strategy targeted at reaching out to other organizations with mutual interests, particularly the universities to boost in-country academic collaboration. CLEEN should continually seek new channels to publish the output of its research. This will aid dissemination of the output of CLEEN's work as well as foster knowledge sharing.
- Build strategic alliances in Africa and West Africa by increasing engagement with police and security challenges in the continent and sub-region, particularly in the Francophone countries with suspected ties to Boko Haram (for example, Mali, Niger, Benin, Cameroun, and Chad).
- Develop workable project exit strategy that would include institutional support for project sites. Partners should be fully aware of the plan. This will ensure better ways of sustaining CLEEN projects.
- Adequate training and retraining of staff on its activities and projects, and also on effective communication skills and how to engage the media, etc. There is urgent need to improve on information dissemination among staff, across its three offices, and its various project sites. Continued improvement of its staff capacity on areas of deficiency and also in new areas that relate to CLEEN work. This will enhance overall work of the organization.

Chapter 1

Introduction

Origins of CLEEN²

The idea of establishing CLEEN Foundation was conceived by Mr. Innocent Chukwuma, a leading researcher and human rights activist, based on his experience with the Nigerian Police Force under the military dictatorship of the General Sani Abacha. As a student union leader and active spokesperson for the National Association of Nigerian Students, Mr. Chukwuma engaged in numerous protests and was arrested and detained several times. He benefited from free legal assistance from the Civil Liberties Organization (CLO) and, inspired by their support, joined the CLO upon his graduation from the university in 1991.

At CLO, Mr. Chukwuma engaged in range of activities, including an extensive research project on human rights abuses by the police in Nigeria. The research exposed an institutionalised culture of brutality and torture in Nigeria's criminal justice system. Determined to act upon on the research findings, and to contribute towards the transformation of the Nigerian law enforcement system, Mr. Chukwuma decided to establish CLEEN Foundation, known then as the Centre for Law Enforcement Education in Nigeria (CLEEN). According to Mr. Chukwuma, "The formation of CLEEN was informed by the fact that the mainstream advocacy groups in Nigeria had been hugely successful in exposing human rights violations by the security forces. The challenge for civil society, therefore, became how to engage state institutions to foster change of their human rights record from within."

CLEEN formally commenced operations on January 5, 1998 in Mr. Chukwuma's living room. A few months later, he received the \$25,000 prize money of the Reebok International Human Rights Award, which he won in 1996 from the Reebok Foundation for the work he has completed while working with the CLO and decided to dedicate his award to CLEEN. With this funding, and an additional grant from the Ford Foundation in 1999, CLEEN was able to hire employees and to move into a rented office space at that time.

Spurred by its early successes, and growing credibility, CLEEN expanded its services to include a range of supporting and related activities outlined below.

- In 1999, CLEEN launched a radio drama titled "Constable Joe" focusing attention on police-community relations. The organization also initiated a weekly live television talk show program titled "Call the Police" aired on the Nigerian Television Authority, NTA Channel 5. It also produced "See You at the Poll," a drama focused on minimizing violence during the presidential elections of April 2003.
- In 2000, CLEEN facilitated the establishment of the Network on Police Reform in Nigeria (NOPRIN), a coalition of 32 civil society groups working on issues of police reform in Nigeria. NOPRIN's mandate is to identify issues for reform in the Nigeria

² Excerpts from Ndidi Nwuneli (Ndidi is CLEEN's partner who did a short story of CLEEN at 10)

Police Force and provide a platform for civil society involvement in safety and security issues in Nigeria.

- In 2004, CLEEN Foundation piloted and published the Crime Victimization Survey for Lagos State, and then expanded it into a national survey in 2005. The purpose of this annual survey is to obtain information regarding Nigerian views on the extent, trend and patterns of criminal victimization in the country. This Annual publication coupled with CLEEN's Quarterly Magazine - *Law Enforcement Review* serve as invaluable sources of information for police officers and other stakeholders.
- In 2006, CLEEN introduced the Youth Against Crime Project, through which it worked with youths in public schools in slum communities in urban areas, providing them with training, exposure to mentors and information about their rights, and the roles and responsibilities of the police. Through this program, CLEEN aims at reducing crime and other forms of vices by youths in communities across Nigeria.
- In 2007, CLEEN completed a scoping study of conflict intervention programs in the Niger Delta, which served as the basis for the design, and implementation of community peace building initiatives in two states.

Background of the Institutional Impact Assessment

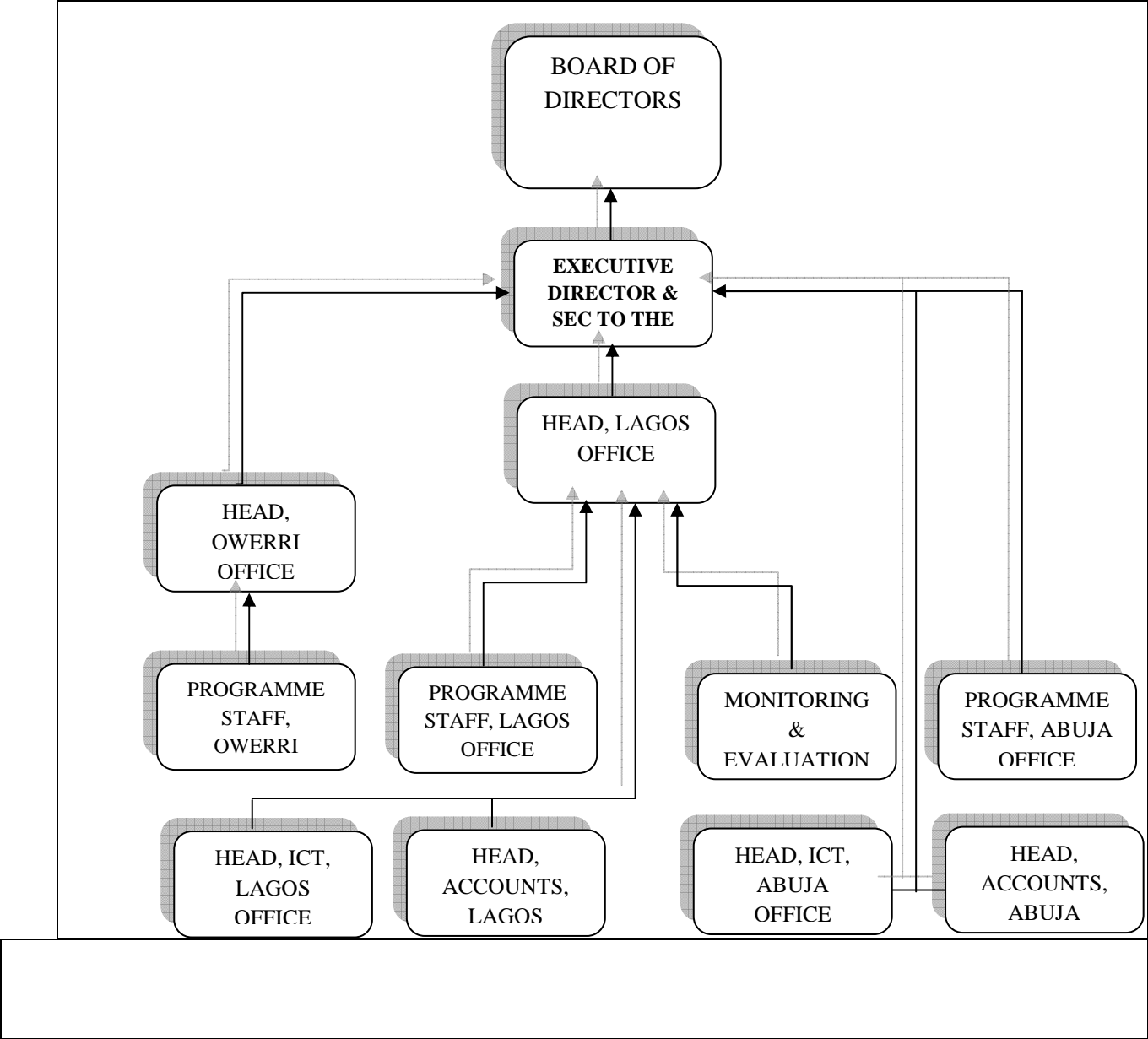
The CLEEN Foundation, formally Centre for Law Enforcement Education, was established in January 1998, at the height of egregious military repression in Nigeria. The social context within which CLEEN came into existence was one characterized by widespread abuse of citizen's rights by the military, using law enforcement agencies, particularly the Nigeria Police and State Security Agency. The dominant approach of Nigerian human rights organizations at the time was to demand reforms of security agencies, an end to impunity and restoration of democratic institutions. This demand-driven approach to law enforcement reforms was predicated on an assumption that reforms are best driven from the outside since law enforcement agencies are generally opposed to internal reforms. While the demand side approach to reforms was very important in the context, it was inadequate in addressing the entire gamut of the needed reforms in law enforcement and the justice sector in an authoritarian environment. Thus, while demand side reforms was good at identifying areas of reform and articulating and advocating for improvements in law enforcement and justice, it neglected the internal dynamics of law enforcement agencies, which is extremely important in actualizing reforms.

The niche that CLEEN established for itself was to not only engage on the demand side of law enforcement and justice reform, but also to engage on the supply side. The demand side designate those activities and organizations focusing on demand and advocacy for reforms. This, understandably, was the preoccupation of many civil society organizations in Nigeria during military rule. Demand side work almost completely abhorred engaging the law enforcement agencies in any cooperative way. Instead, the reasoning was that the route to reforms was criticism and confrontation. The supply side work, on the other hand, has to do with engaging law enforcement agencies and government in a cooperative and constructive way to achieve reforms. The innovativeness of CLEEN Foundation lies not only in making demands for reforms and improvements in public security, but also in the work the organization did directly with law enforcement, justice and security agencies to implement reforms and achieve improvements. Thus, CLEEN Foundation defines its purpose as "to promote public safety, security and accessible justice through empirical research, legislative advocacy, demonstration programmes and publications in partnership with government and civil society" and its vision as

aspiration “to be the leading civil society organization on public safety, security and justice in Africa”.³

In pursuing its vision and mission, the Foundation set out a number of core values to guide its work namely, professionalism, integrity, team spirit, respect for human rights and innovation. These core values are being driven by a structured system that comprises of dedicated personnel.

Fig. 1.1 - Simplified Organizational Structure of CLEEN Foundation



From an initial office in Lagos, CLEEN Foundation has established three more offices in Abuja (the Head Office), Lagos and Owerri. At the top of the organizational decision making is the Board of Directors consisting of a Chairman, a Vice-Chairman, three members and a Secretary,

³ See www.cleen.org/home

who is also the Executive Director. The current composition of the Board is shown in Table 1.1. The Board is the policy making body and provides overall supervisory direction to the organization. The Board meets every three months and is active in all aspects of CLEEN’s work, with Board members designated to provide input and assistance to different programmes and departments usually in areas relating to their own expertise, as well as oversee all financial and organisational management matters of the Foundation.⁴

The day-to-day administration of CLEEN is headed by an Executive Director based at the Headquarters in Abuja, who also heads the Abuja Office. There are also Heads of the Lagos and Owerri Offices and a number of staff running programmes (Fig. 1.1). Programme staff report through the Office Heads to the Executive Director, who is accountable to the Board of Directors. The founding Executive Director of CLEEN, Mr. Innocent Chukwuma left the Foundation in January 2013 and handed over to Mrs. Kemi Okenyodo, a long-serving and experienced staff of CLEEN. This made for a seamless and smooth transition, underscoring some of the philosophical underpinnings of the Foundation. “CLEEN’s organisational structure is intended to encourage staff members to be involved in all aspects of project work, from conception to proposal writing, implementation, monitoring, evaluation and assessment, and to work effectively as a team to achieve organisational objectives. CLEEN also believes in constant in-house and professional training for staff in areas applicable to its work, constantly developing staff skills and abilities”.⁵

Table 1.1 – Current Board Membership

S/N	NAME	RESUME	POSITION
1.	Prof. Etannibi Alemika	Prof. Alemika obtained his PhD with distinction in criminology from University of Pennsylvania, U.S.A in 1985 and is currently a professor of criminology and sociology of law at the University of Jos, Nigeria. He is a leading authority on police and policing in Nigeria and his research interest includes criminology, penology, criminal justice policy, sociology of law and research methodology.	Chairman
2.	Frank Odita	A retired Commissioner of Police and former public relations chief of the Nigeria Police Force. Mr. Odita was responsible for the establishment of the Police Public Complaints Bureau (PCB) during his tenure as the image maker of the Nigeria Police Force in the 1990s. He is currently, the presenter of Security Watch on television, a magazine programme that acts as ombudsman on public safety and security in Nigeria.	Vice Chairman
3.	Josephine Effah Chukwuma	A leading activist on gender based violence and women’s human rights in Nigeria. Mrs. Chukwuma pioneered the establishment of shelter for female victims of violence in Nigeria and is currently the executive director of Project Alert on Violence Against Women, a non-governmental organization that provides information on various forms of violence against women and support services to victims in Nigeria.	Member
4.	Ayo Obe	Mrs. Ayo Obe is a human rights lawyer and former president of the Civil Liberties Organization, the pioneer	Member

⁴ www.cleen.org/home

⁵ ibid

		human rights organization in Nigeria. She was formerly a member of the Police Service Commission, the civilian oversight body on policing in Nigeria, representing non-governmental organizations.	
5.	Innocent Chukwuma	A recipient of the Reebok International Human Rights Award in 1996, Innocent Chukwuma is a leading researcher and consultant on police and policing in Nigeria. He has a Master's degree in criminal justice from the University of Leicester, United Kingdom.	Member
7.	Kemi Okenyodo	Ms. Okenyodo holds a Master's degree in Humanitarian and Refugee Studies from the University of Lagos and first degree in law from the same university. Her areas of expertise include police accountability, gender justice, public safety and security, and election observation management.	Executive Director /Secretary

Institutional impact assessment

Fifteen years have passed since the establishment of CLEEN Foundation and seven months since the transition from the founding Executive Director to a new one. This seems to be an auspicious time to conduct a comprehensive institutional impact assessment and following from it, a strategic planning process to chart a way forward for the organization under its new leadership, which assumed duty on February 1, 2013.

From January 1998, when it was established, and up to the present time, CLEEN Foundation has pioneered and led the way in pursuit of an approach and strategy of civil society work that places high premium on partnership with critical stakeholders in government, business and civil society in the promotion of public safety, security and access to justice in Nigeria and other parts of Africa. The organization not only broke grounds to demonstrate the efficacy of engagement with the state in a manner that eschewed co-optation but also demonstrated, through its activities, that scale and impact can only be achieved and sustained through such partnerships. Within the period also, the organization grew remarkably not only in its programmatic areas of focus but also institutionally to an enviable level where it owns its offices in Lagos, Abuja and Owerri and received a sizeable endowment fund which it invested to generate additional revenue to support its work. This is an uncommon feat among NGOs in this part of the world.

However, within the same period, challenges have emerged in the conceptualization of safety, security and justice authorizers and so have new security threats that were hitherto unknown in Nigeria and the West African sub-region, all of which challenge the organization to rethink its mission and functions in the unfolding scenario. These include the movement away from Keynesian state-centred approach to security provisioning in which the state is not only the dominant player but also a monopoly service authorizer/provider to a shared nodal environment in which state actors are just a node in a networked security architecture, which includes other important players such as burgeoning private security industry and communities as co-creators and authorizers of security. In this nodal approach to securitization or what the literature terms 'nexus policing', what should CLEEN Foundation's relationship to the other nodes be, especially the private security industry, and what theory of change should drive such relationship and possible engagement?

Similarly, the rise of Boko Haram and other extremist groups in the past few years as potent threats to state stability through their indiscriminate terrorist attacks and high-handed security response to them, which has targeted host communities in collective punishment, have given rise to new threats to citizens' security that go beyond the traditional. These new threats challenge CLEEN to not only think beyond its institution specific response approach to reform, but also to come up with new strategies and tools for dealing with the new reality in order to hold agencies of state and emerging non-state actors accountable for their actions. The fact that this reality goes beyond Nigeria also challenges the organization to take seriously its sub-regional work and forge new partnerships that would enable it to be relevant at the sub-regional and regional level.

How should CLEEN Foundation operate in the new environment? What role should the organization be positioned to play? What approach would deliver the most impact? What sort of partners and stakeholders would be critical in forging ahead? What kind of workforce would enable it operate effectively in the new environment? These and many more are questions the organization needs to ask itself, its partners and stakeholders. Answers to them would determine the way forward and the sort of strategies and programmes that need to be developed and deployed.

The above, led to a decision by the organisation to seek the assistance of a consultant who is conversant with the activities of CLEEN Foundation to carry out an institutional impact assessment which is preceding a strategic planning to reposition the organisation for the challenges in the present and future.

The main objectives of the Institutional Impact Assessment are to achieve the following:

- Help CLEEN Foundation to better understand and frame the impact of its activities since the establishment of the organization.
- Identify strategies, approaches, institutional arrangements and tools that have worked and those that have not worked and why.
- Gauge the opinion of its critical stakeholders, partners and beneficiaries regarding its performance in the past, what it should be doing going forward and how, as well as what new actions and partnerships it requires.

Methodology

This assessment adopts a mixed method of data collection, with a principally qualitative method of analysis. It involves desk review of materials produced by CLEEN and other stakeholders, extant literature and media reports; in-depth interviews of critical stakeholders in government departments, business, civil society, donor partners and board/management/staff of CLEEN Foundation; focus group discussions with community beneficiaries and validation workshop.

Based on the questionnaire, the assessment matrix in Table 1.2 was developed and agreed on with the leadership of CLEEN Foundation.

Table 1.2 - CLEEN impact assessment matrix

S/N	Objective	Central issues and questions	Methodology/sources of verification	Location
1	Assist CLEEN Foundation to better understand and frame what impact it has made since its establishment, on what issues and under what contexts and circumstances.	<ol style="list-style-type: none"> 1. Evaluate the impact of specific programmes & projects (PBME) 2. Evaluate the Institutional impact of CLEEN – overall social, political and policy influence, rule setting, mentoring of staff and other organizations, as well as agenda setting on issues of safety and justice 3. From a quantitative perspective, have the objectives as set by CLEEN as an organization and in specific programmes and projects been met? 4. How can you qualify the efficiency of the projects and institution from the perspective of cost-benefit analysis? 5. What quantitative changes were recorded? 6. What are the benchmarks for the efficiency of the projects and institution? 	<ul style="list-style-type: none"> • Explain review to staff • Explain work plan and methodology • Ask for additional issues, sources, etc. that may be relevant. • Focus group discussion with communities of beneficiaries. • Obtain list and contacts of partners and stakeholders. • Set up appointments with staff. • Set up appointments for interviews with CLEEN partners and stakeholders • Discussion with program staff generally • Interviews with specific Programme Officers • Obtain list of programme areas. • Obtain a sample of specific projects categorized into completed, ongoing or upcoming. • Obtain a list of beneficiaries of projects. • Obtain a list of the outputs, outcomes, programme area and implementing office of specific projects. • Obtain information on staff development – information about development of current staff including further training and mentoring, departure of staff and what reasons as well as what former staff are presently doing. • Obtain information about gender impact – gender specific projects, gender distribution of project staff, etc. • Obtain list of CLEEN 	<ol style="list-style-type: none"> 1. CLEEN Offices in Abuja, Lagos and Owerri. 2. Phone calls to Ghana, Liberia, Sierra Leone, Cameroon, Kenya, Uganda, South Africa, United Kingdom, New York, India, Brazil, Chile, Washington DC, Boston and Chicago
2	Identify strategies, approaches, institutional arrangements and tools that have worked and which haven't and why.	<ol style="list-style-type: none"> 1. Identify specific strategies and approaches adopted. 2. Identify specific institutional arrangements including structures, rules and regulations. 3. Identify specific tools deployed in programmes, projects and activities. 4. Evaluate the perception of these strategies, approaches, arrangements and tools by staff. 5. Evaluate the perception of these strategies, approaches, arrangements and tools by stakeholders. 6. What measure of success was recorded and why by each strategy, approach, tool or arrangement and why? 7. What factors accounted for 	<ul style="list-style-type: none"> • Obtain information about gender impact – gender specific projects, gender distribution of project staff, etc. • Obtain list of CLEEN 	

		<p>success and shortcomings?</p> <p>8. What areas of improvement are necessary?</p>	<p>publications</p> <ul style="list-style-type: none"> • Obtain record of website visits or hits. 	
3	<p>Gauge the opinion of its critical stakeholders, partners and beneficiaries on what it should be doing going forward, how and what partnerships does it need.</p>	<p>Ask critical stakeholders, partners and beneficiaries if:</p> <ol style="list-style-type: none"> 1. From a quantitative perspective, have the objectives as set by CLEEN for itself and its projects met? 2. How can you qualify the efficiency of the projects from the perspective of cost-benefit analysis? 3. What quantitative changes were recorded? 4. What are the benchmarks for the efficiency of CLEEN and its projects? 	<ul style="list-style-type: none"> • Obtain CLEEN reports on its projects. • Obtain external reports on CLEEN projects and activities (reports of other organizations, newspapers, official government documents, Shell documents etc.) • Obtain financial reports in relation to project plans and budgets. • Evaluate comparable projects and programmes in comparable contexts. • Obtain information about CLEEN's internal rules 	
7	<p>Examination of the Project Benefit Monitoring and Evaluation system of CLEEN</p>	<ol style="list-style-type: none"> 1. Relation between project planning and strategic plan (internal logic between vision/mission and project objectives for example) 2. Relation between monitoring system and internal division of tasks and responsibilities within CLEEN (internal organization of the system, among others the systematic collection of data) 3. Participation of CLEEN staff and external stakeholders in the PBME system 4. Relevance of the PBME system, and potential relevance, for management (feedback and focusing of the activities) and strategic purposes (visibility of the results, use for lobby purposes, legitimacy of CLEEN etc.) 		

This impact assessment has two dimensions. First, it measured the impact of CLEEN projects over the last fifteen years. Among other things, it evaluated the level of change that resulted from CLEEN projects based on three evidential sources namely, the assessment of project staff, the opinion of beneficiaries and funders/partners, as well as general observation. The extent to which project activities addressed the four project areas of CLEEN namely, accountability and justice, public safety and security, as well as research and planning was evaluated. Secondly, the

assessment looked at the institutional impact of CLEEN indicated by its overall social, political and policy influence, rule setting, mentoring of staff and other organizations, as well as agenda setting on issues of safety and justice.

Two questionnaires were designed and administered on project staff and beneficiaries on the one hand, and donors and partners on the other (Appendix 1). The questionnaires are meant to elicit detailed information about the indices for the evaluation. They were analysed qualitatively and evidence provided was used in the narratives.

Scope and limitations

The evaluation covers the period 1998 through 2013. It entails:

- a) Desk Reviews of extant literature and CLEEN documents;
- b) Interviews with stakeholders across the 3 offices – Abuja, Lagos and Owerri: and
- c) Interviews with partners and stakeholders located in Ghana, Liberia, Sierra Leone, Cameroon, Kenya, Uganda, South Africa, United Kingdom, New York, India, Brazil, Chile, Washington DC, Boston and Chicago by phone

A major challenge that faced by the evaluation team was the problem of time available for the work. The time available for the entire evaluation was approximately one month, which was inadequate to cover the scope. Related to time was the availability of interviewees, especially those outside Nigeria. Finally, the response rates for the questionnaires were not as high as desired. This was worsened by the long time it took to get back the completed copies of the questionnaires.

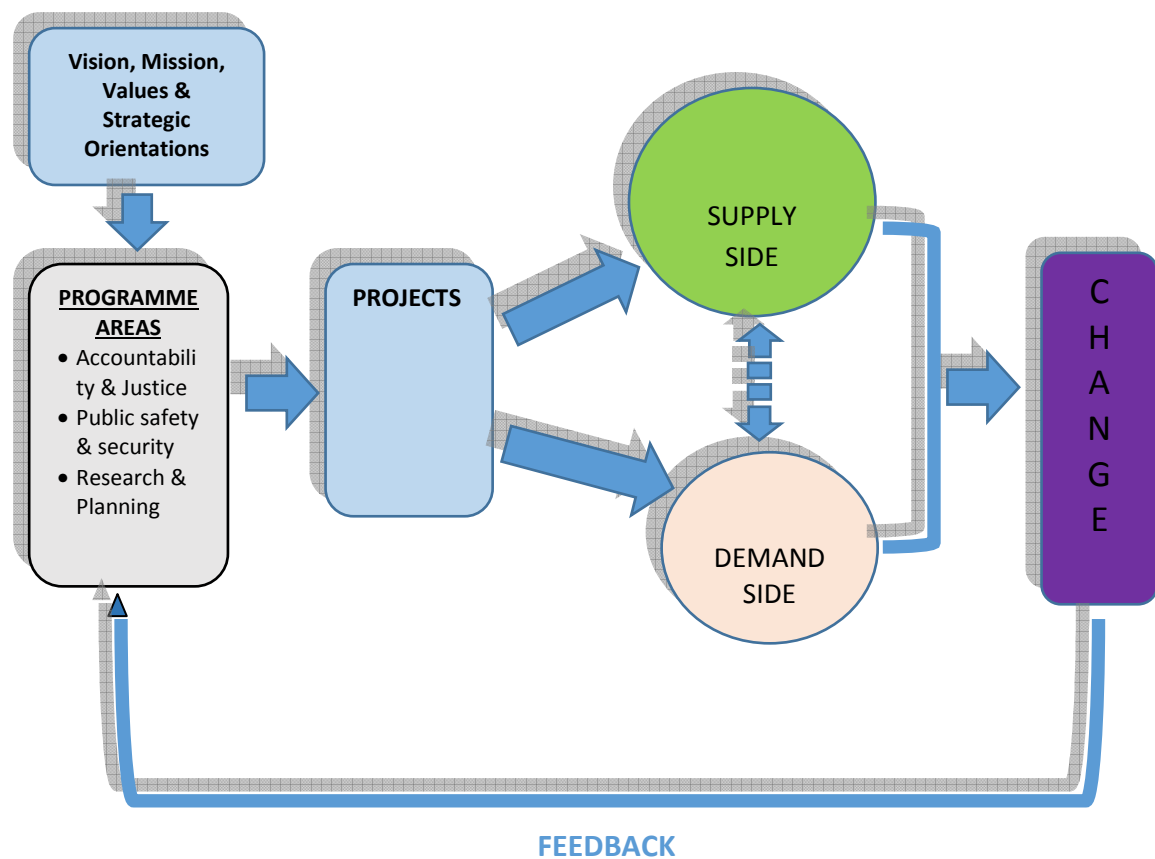
Chapter 2

CLEEN Foundation's Theory of Change

For any organization to make a lasting impact on society, the activities of such an organization must be based on a theory of change. Such a theory captures the fundamental elements linking the work of the organization and various dimensions of social change it sets out to effect. These elements may include changes in value orientations, behaviours and/or social conditions. A good measure of the potential impact of an organization lies in the extent to which its staff members understand and fully internalize this theory of change.

A stylized presentation of CLEEN's theory of change suggests that improvements in public safety and security and the justice sector in general are only possible if activities are targeted at both the supply and demand side of public safety, security and justice. In a sense, this is a modification of the functionalist logic of a strong nexus between inputs and outputs, such that desired ends are achieved only when there is equilibrium between inputs of demand and outputs of service. If inputs of demand outstrip outputs of services, stress is imposed on the system that could lead to collapse. Inputs are of two types namely, demand for services and support for public structures and institutions providing the services. Consequently, if demands far outweigh support for those institutions, they are unable to perform effectively.

Based on this logic, CLEEN from inception established a niche of working on both the demand and supply side of public safety, security and justice. Its theory of change therefore envisages that based on its three main programme areas namely, accountability and justice, public safety and security and research and planning, it would develop necessary projects on which to engage both the supply and demand sides to finally bring about the changes desired. The lessons learned from changes brought about by each successful project are looped back through feedback following a process of monitoring and evaluation into future programme and project designs. This stylized notion of CLEEN Foundation's change theory is shown in Fig. 1.



While the idea of engaging both the supply and demand sides of public safety, security and justice is innovative in an environment in which most CSOs simply work on the demand side, it is important to evaluate this approach going forward. First, as the diagram shows, there is a tenuous nexus in CLEEN programming linking the demand and supply sides. Staff and beneficiaries repeatedly identified this gap. The point is that CLEEN’s programmes and projects engage the two sides *sui generis*, with little programming to link the two sides. The broken arrow linking the two sides in Fig. 1 depicts this point. Second, it does appear that over the years, CLEEN’s work has leaned more on the supply side rather than the demand side. Again, this point was widely noted by staff. In the diagram, the larger supply side circle depicts this point. Third, during interviews for this assessment, CLEEN staff identified several challenges or difficulties of working with “supply side” agencies. These include:

- a) Working the tight rope of maintaining confidence of both the supply side agencies, for example the Police, and an increasingly critical demand-driven public that is suspicious of the police. In other words, there is always the risk of losing the confidence of these two sometimes diametrically opposed sides.
- b) A major concern of information management, particularly privileged information from supply side agencies.
- c) Rapid turnover of personnel or officials of supply side agencies. Thus, in the life of a project different officials (particularly successive police chiefs) are involved some of them

showing very minimal commitment and lack of continuity in sustaining the progress made.

- d) Supply side agencies tend to be too bureaucratic and slow. Related to this is a habitual resistance to change.
- e) Tendency for supply side agencies to expect to be “spoon-fed” by CLEEN. This creates a challenge for long-term sustainability of projects when the CLEEN project comes to an end.

Chapter 3

Project Impact

CLEEN has rapidly gained credibility and visibility in a phenomenal style. From an organization covering few states and communities in Nigeria with very limited resources to a well know institution of reckoning in the entire sub region. The message of CLEEN remains unique and the same: we can only build effective and safe society when the security sector is well informed and knowledgeable in the act of safeguarding its citizenry and this can only be achieved through synergies, coalitions, partnerships and cooperation with one another (Innocent Chukwuma)

Enhancing Police Accountability in Nigeria

The inability of the Nigerian government to handle issues arising from aftermath of elections such as, economic depression, police brutality, rising insecurity, ethnic and religious conflicts, among others, made it possible for local conflicts to develop into a major national problem since 1999. Recall that in 1999 the civilian government inherited a militarised police force alienated from the population it should serve. Relationships between the police and citizens in many states were suspicious, sometimes openly hostile, and questions of accountability and effectiveness are ever present. Consequently, ending abuses by the Nigeria police force, deepening its connection with the communities and making them more effective and accountable in responding to the safety and security needs of the people were identified as factors that would make democracy more effective. As part of measures to reform the security sector, CLEEN Foundation initiated a project on 'Enhancing Police-Community Partnership and Accountability' in the six geographical regions of Nigeria. The purpose of the project was to strengthen latent structures and mechanisms for promoting police-community partnership and accountability such as the Police-Community Relations Committee (PCRC) and Police Public Complaints Bureau (PCB). One of the strategies adopted by CLEEN in implementing this project is to organize interactive forums on building police-community partnership and providing them with the necessary institutional support such as training, basic office equipments, software for filing and tracking complaints against police misconduct, and creating citizens awareness about the existence of the mechanisms and the need to send complaints to them. According to Ndidi Nwuneli,

Thousands of Nigerians across the six geopolitical zones, who since 2001 have participated in town hall meetings with the Nigerian police, which have radically changed their mindsets, broken communication barriers and fostered the exchange of information and ideas and formation of strong partnerships. These community gatherings, pioneered by CLEEN Foundation have proved invaluable in crime prevention and control in communities across Nigeria. Through its research, publications, training sessions, program support and advocacy efforts over the past ten years, CLEEN has strengthened the Nigerian police, and engaged ordinary citizens in the quest for a safe, just and peaceful country.

Table 3.1 shows the specific objectives the project set out to achieve and real benefits acquired by the beneficiaries.

Table 3.1: Enhancing Police Accountability in Nigeria

Project title	Objectives	Beneficiaries (the Police and Communities) largely acquired these knowledge	How/why the beneficiaries largely acquired knowledge	What the beneficiaries largely did NOT acquire	How/why the beneficiaries largely did NOT acquire
Enhancing Police Accountability in Nigeria	<ul style="list-style-type: none"> • Increase public awareness of the existence of the PCBs in three states (Lagos, Rivers and Kano States). • Deepen public confidence in the PCBs in the three states. • Sensitise and encourage the leadership of the Nigeria Police Force to streamline, integrate and make more effective the various internal accountability mechanisms in the force. • Ensure that records of complaints handled by police internal accountability mechanisms are collated, analyzed and published for distribution to stakeholders. 	<ul style="list-style-type: none"> • Police: A process of dialoguing and handling citizens complaints • Police: Capacity of the PSC to perform its constitutional mandate was built • Communities: People now have knowledge of oversight process on the activities of the NPF • Communities: People now know the procedures and processes of engaging with the Police and the PSC 	<ul style="list-style-type: none"> • The Police in the States CLEEN worked now have a regular police-public dialogue to discuss issues of public concern that are bothering on public safety and security. • The mode of engagement with the PCB has been streamlined in other states as a directive from the IGP • The commencement of a three-year strategic plan developed by police which covers periodic public panels of inquiry to get complaints from members of the public • Beneficiary CSOs like NOPRIN, Access to Justice, now engage better with the NPF and PSC. 	<ul style="list-style-type: none"> • Beneficiaries are yet to acquire adequate feedback mechanism strategies. 	<ul style="list-style-type: none"> • Feedback and communication among stakeholders is still a challenge with the police. This however, erodes public confidence in the process • The Commission under the leadership of Osanyande was not receptive so did not really engage with CSOs. • Periodic feedback on the oversight findings was not available. •

The beneficiaries of this project are members of the public, the Nigerian police force (NPF) including management and staff of the PSC and the police men and women (selected from different departments namely Discipline, Admin and Chairman's Secretariat) across the beneficiary states. Other groups that benefitted are victims of police abuse of the human rights

and other acts of misconduct in Nigeria and more particularly, the poor, commercial vehicle drivers, commercial motor-bike riders, traders and other vulnerable groups who participated in the project activities. The Nigeria Police Force as an institution benefited from the project as it demonstrated that they are taking measures to address accountability issues raised by members of the public who are victims of abuse of the human rights by some police personnel.

Between 2002 and 2006, the project was implemented in six Police State Commands across the six geopolitical zones - Lagos, Rivers, Imo, Borno, Kano, FCT-Abuja, and Plateau states. Part of the take-off implementation strategy for the project in each State was the awareness campaign and launching of the revitalized Public Complaints Bureau (PCB), which were equipped with computers and furniture while a staff from CLEEN was seconded to train the police working within the PCB over a period of one year on the use of the software that was designed and the use of computers etc. In table 3.2, we observed that the project created and changed certain value orientations, behaviours and/or social conditions, as well as attracted both positive and negative attitude among beneficiaries.

Table 3.2: value orientations, behaviours and/or social conditions the project created/changed

Project title	Attitude of project beneficiaries (Positive or Negative)	value orientations, behaviours and/or social conditions the project created	value orientations, behaviours and/or social conditions the project changed
Enhancing Police Accountability in Nigeria	<p><u>Negative:</u></p> <ul style="list-style-type: none"> • Poor feedback by the public on police activities – <p>Reason:</p> <ol style="list-style-type: none"> i. The police always appear defensive rather than transparent because they think being open would make the public more critical. ii. There are institutional challenges (bureaucracy) that makes coordination and feedback difficult. 	<ul style="list-style-type: none"> • Capacity building of the Police and the PSC to engage the public in a transparent and accountable manner • Develop processes and procedures for engagement with stakeholders particularly members of the public (NPF) • Harmonised internal disciplinary mechanisms of the NPF • Developed standard processes and procedures for the NPF by the PSC • Raised awareness of the PCB through IEC medium – posters, jingles, fliers etc • The public now have ideas on the type of complaints that are prevalent in the different areas through the use of a standardised form for lodging complaints 	<ul style="list-style-type: none"> • Changed the public perception on how to engage the existing internal and external accountability platforms • Educated members of the public about how to engage with the police during different scenarios for example road blocks, stop and search etc • Changed the orientation of the public on how to lodge their complaints or commendations at the PCB.

It is vital to note that certain outstanding behaviours have changed among beneficiaries of this project, among them are interaction between the police and the public have reasonably improved; there is now more scrutiny and professionalism on the police recruitment,

appointment processes, likewise their conduct during elections; the police are beginning to develop interest in exploring training opportunities.

Two key factors were critical to these behavioural change, namely: (i) democracy – which created the opportunity that necessitated the interface between the Police and the oversight agencies including the public (police appears to be more friendly and responsive because of the willingness on the side of the public to assist and support the police in crime prevention and management); (ii) reform - the introduction of Security Sector Reform particularly Police Reform provided the opportunity for engagement and access to the police. Conversely, there are observable behaviours that have not changed among beneficiaries of this project. These behaviours are, inability to provide feedback; unable to monitor and document lessons learnt; and not being receptive to criticisms. Unfortunately, the project was not able to change these behaviours due to the fact that people (the police) are still reluctant accept change because they hinge it on performance assessment which they think could lead to negative reporting by the media.

Nevertheless, it is obvious that the success of this project can be attributed to the ample co-operation from the police and the public in the states where the project was implemented. This mutual support facilitated the regular holding of the interactive forums and use of the PCB. This goes to show that the project was largely successful in certain aspects while unsuccessful in some areas. Table 3.3 explains the areas where the project was successful or unsuccessful; and further states the possible areas that need improvement.

Table 3.3: Enhancing Police Accountability in Nigeria project status: largely successful or unsuccessful

Project title	Aspects where the project was largely successful (How and Why)	Aspects where the project was largely unsuccessful (How and Why)	Areas of improvement
Enhancing Police Accountability in Nigeria	<p>Accountability and transparency component of the Police:</p> <ul style="list-style-type: none"> • Presently there is a new culture that is growing where the contacts of Divisional Police Officers are made available at the Police Stations and through the media; • The public now know the contact details of the IGP and social media tools through which the IGP assesses complaints and information from the public. • The introduction of Community Policing and Police Reform in Nigeria. 	<ul style="list-style-type: none"> • Little or no success has been recorded since the engagement with the PSC leadership in enforcing disciplinary action on issues of torture, extra judicial killings and rape by police officers. • The self censorship of the Commission has seemingly paralysed oversight powers on the activities of the Police in Nigeria. 	<ul style="list-style-type: none"> • Complimenting the capacity building with strong advocacy strategies particularly strengthening the capacity of demand driven NGOs to hold the external accountability agencies accountable. • Strengthen the Legislative reform component of the project so as to ensure that the best practices are backed by legislations. Aggressive advocacy to ensure buy-in by successive leaderships of the PSC. • Project should be extended to an intensive engagement with the emerging private security sector. The same strategy of interface used with the police and be replicated but modified during implementation if need be.

In as much as the project was successful, other aspects of the project that would have required modification are: first, continuity of the interactive forums – there were suggestions that it would

have been useful to include in the project, continuous periodic forums between the police and the public going.. This would have helped to sustain the tempo of the cordial relations between the two groups. The second is connectivity with the data package that was installed at the PCB offices in the selected states: here, it was observed that it would have been good if CLEEN was able to access the database of complaints that were received at the PCB offices. This should have helped in keeping track and monitoring would have been more effective especially in knowing how well the system and PCB was working rather than relying on the monthly reports sent from the offices which usually have discrepancies in it.

Box 3.1 captures some of the remarkable success stories recorded by CLEEN. These stories are clear indication that the impact of CLEEN’s work is appreciated both within and outside Nigeria. Some of CLEEN’s projects are replicated as models in countries such as Kenya and Ghana, and by international development agencies like DFID (for more details see appendix 1 - project impact: three flagship projects).

Box 3.1: Success Stories

The internship programme run by CLEEN is designed to export the organization’s knowledge and model of engagement to outside Nigeria. The internship programme was initially restricted to Anglophone West African countries, but was later reviewed and extended to other countries in Africa and beyond. As a result, interns from Ghana, Benin, Cameroon, Malawi, Kenya, Germany, and the US have studied the CLEEN model of engagement.

The Lagos State Police Command in collaboration with the Lagos State government, corporate bodies and communities began to implement what is known as “collaborative and supportive policing”. This is an initiative of CLEEN and the expected outcome of this engagement include, assisting the police with equipments and vehicles to make policing more effective. Today, this has resulted to the police receiving “Walkie Talkie” handsets from community leaders in Amuwo Odofin local government council.

CLEEN facilitated the positioning of police patrol van in strategic locations around Mile 2, Lagos. The police patrol the area till around 11.30 pm. This was an intervention mechanism by the police when students of Lagos State University (LASU) complained of harassment and attack by hoodlums during the night hours. This action by the police has been replicated in some other security risk areas in Lagos State.

CLEEN in collaboration with the Network on Police Reform in Nigeria (NOPRIN) and the Nigerian Police Force is championing the advocacy on the development of a national public safety and security plan for Nigeria. In August 2013, the Ministry of Police Affairs set up a committee to develop the National Public Safety and Security Plan for Nigeria and CLEEN is presently making further contribution to this process.

According to Mrs. Fatia Sani, the President of the Market Women Association, in Abuja - “Crime in Zone 7 is now a thing of the past! CLEEN has brought us closer to the police which an average market woman used to fear. Before we thought the police were our enemies. Now we know that the police are our friends”

Informal Policing Project in Lagos state

Volunteerism is something that is yet to be fully harnessed in Nigeria. There is usually a lack of continuous engagement of citizens in ensuring peaceful co-existence in most communities. This

situation also arises due to unfriendly environment that has led to hostile relationship among citizens and the law enforcement agencies, particularly the Nigeria Police Force. In other to address this challenge, CLEEN Foundation initiated the Informal Policing Project. The project emerged from some of the key recommendations from a study on the activities of informal policing groups conducted by CLEEN Foundation, which identified challenges and problems associated with informal policing groups. The purpose of the project was to improve service delivery of community initiatives for crime and conflict prevention in a manner that promotes accountability and partnership with police and the community. The project aimed at promoting respect for human rights and safeguarding due process by informal policing groups in Lagos and Ogun States. The strategy adopted in the project involved organizing a summit on informal policing and human rights and provision of human rights; providing training to members of informal policing groups. Other strategies adopted in the project were the development of a code of conduct for informal policing groups and means of proper identification of their members. Table 3.4 summarizes the project specific objectives and the knowledge acquired by the beneficiaries.

Table 3.4: Project target and knowledge acquired by beneficiaries

Project title	Objectives	Beneficiaries largely acquired these aspects of knowledge	How/why the beneficiaries largely acquired the knowledge	Beneficiaries largely did NOT acquire these aspects of knowledge	How/why the beneficiaries largely NOT acquire these knowledge
Informal Policing Project in Lagos state	<ul style="list-style-type: none"> To improve service delivery of community initiatives for crime and conflict prevention in a manner that promotes accountability and partnership with police and the community. To improve service delivery, accountability, and management in the Voluntary Policing Sector (VPS). To promote respect for human rights and due process safeguards of criminal suspects by informal policing groups. 	<ul style="list-style-type: none"> The various informal policing groups (IPGs) now have adequate knowledge of what human rights is all about The IPGs are now more committed in carrying out their activities with due respect for human rights and adherence to due process of the law. Improved cooperation between the police and vigilante groups in the prevention and control of crime in the States. There are now standardized 	<ul style="list-style-type: none"> The simplified and participatory structure of the trainings, using every day practical examples and role play in the presentations and discussions made it possible and easy for them to comprehend the message. The dialogue amongst all the stakeholders in policing created a platform where key problems and challenges were exhaustively raised and discussed. During these forums there were constructive recommendations on how to address the challenges facing the police and IPGs. With the simple laminated card carried by members, they are able to refresh their memories on how to conduct themselves 	-	-

		measures to regulate the conduct and activities of the vigilante groups in the State.			
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It is interesting to note that the beneficiaries of this project cuts across over 140 formal agents and over 150 informal security agents. The informal policing groups are neighbourhood watchers and community based vigilant groups as well as members of Community Development Association, while the formal policing group is the Nigeria Police Force. There are also representatives from the government, CSOs, media and National Human Rights Commission who participated during the summit. Table 3.5 summarizes the attitude of beneficiaries of the project which has been largely positive, likewise the value orientations, behaviours and/or social conditions created and changed by the project.

Table 3.5: Attitude of project beneficiaries and value orientations, behaviours and/or social conditions the project created/changed

Project title	Attitude of project beneficiaries (Positive or Negative)	value orientations, behaviours and/or social conditions this project created	value orientations, behaviours and/or social conditions this project changed
Informal Policing Project in Lagos state	Positive: <ul style="list-style-type: none"> The trainings on human rights and the summit also provided a platform for interactions between the police and IPS groups at the local level where many of the IPS groups operate. From feedback, the attitude of both parties have been encouraging 	<ul style="list-style-type: none"> Created a situation where the police and IPS groups in some communities now relate better and work together to prevent and curb crime in the neighbourhoods. 	<ul style="list-style-type: none"> Rather than abuse suspects, members of some IPS groups now respect suspects' rights and follow the due process of the law. Instead of the usual manner of taking laws into their hand, member of vigilante groups now hand over suspects to the police for investigation and possible prosecution immediately.

The project succeeded in eliciting the desired changes because participants who were trained were exposed to the practical application of human rights using roles plays and practical examples around their daily activities. This helped to drive home the message of respect for human rights and adherence to the law. However, there was a follow up with some of members to monitor their activities in the community in the aftermath of the training. During this monitoring, the better working relation between the police and some of the IPS groups was observed. The project was largely successful in some key aspects. The aspects where the project recorded huge success is summarized in table 3.6 below:

Table 3.6: Project status - successful or unsuccessful

Project title	Aspects where the project was largely successful (How and Why)	Areas of improvement
Informal Policing Project in Lagos state	<ul style="list-style-type: none"> • There was general sense of commitment and cooperation among the police and IPS groups despite their operational challenges . • This commitment was also reflected in the sustained efforts of the two stakeholders – (i.) in the conduct of step-down trainings to other members by the VPS groups that were trained; (ii.) The cordial relationship that have continued between the police/IPS in their neighbourhood to prevent and curb crime. 	<ul style="list-style-type: none"> • Increase the number of days for the training. The 1-day duration of each batch of training was not sufficient to enable the resource persons and participants devote enough time to adequately deal in details on all the areas that needed to be covered in the in the training. • Expansion of the project to all 57 local governments in Lagos. As at the time of implementation of the project, the LGAs in Lagos were increased from 20 to 57. CLEEN was unable to reach out to informal policing groups in all the local government areas in Lagos. • Include advocacy for a legislative framework for informal policing groups to regulate their activities. Within this framework push for capacity building such as the Human rights training for the IPS groups to be incorporated in the legislation. • Involve private security networks as partners and beneficiaries in a similar project in future

National Crime Victimization Survey (NCVS)

Most people are ignorant of what constitutes crime, public safety and criminal justice. This applies to both the educated and non-educated individuals. The same people have been unable to report cases where they were victims or witnesses because of ignorance or out of fear of their personal safety. This situation also, has contributed to the lack or inaccuracy of crime data in Nigeria. The National Crime Victimization and Safety Survey by CLEEN is designed to provide reliable complementary data sources on crime and victimization as well as people’s perceptions of public safety and criminal justice institutions. The project aimed at obtaining information on Nigerian views/opinions on the extent, trend and pattern of crime in the society in order to assist decision makers develop practical strategies to combat crime.

To understand crime levels, three standard sources of crime data are generally used: official crime reports, self-reports and victim surveys. Crime reports generated by criminal justice agencies contain different information, depending on the requirements of the registering agency. Police reports cannot be considered reliable on account of the number of crimes perpetrated because not all crimes are reported by victims. Because of the variety of recording practices, practical problems and political interest by the elites, crime statistics just reflect the police performance in recording crimes. Research has also shown that crime statistics on self-reported crimes are unreliable. According to some estimates, the general ratio between crimes actually committed and crimes made known to the police is quite high⁶. It is based on these inadequacies in the computation of national crime statistics that the National Crime Victimization Survey was initiated by CLEEN. NCVS is an annual crime victimization survey with more than 11,000 respondents interviewed across the 36 states of Nigeria and Abuja, the Federal Capital Territory.

⁶ CLEEN Annual Report, 2012

The survey measures the nature, trends and patterns of criminal victimization; public perceptions of safety and fear of crime; attitude to criminal justice institutions as well as traffic and road safety in Nigeria. Since 2005, the survey has contributed immensely in providing credible data on crime and safety to augment and complement those collected by criminal justice institutions such as the Nigeria Police Force and courts. The Survey was conducted in year 2005, 2008, 2010, 2011, 2012 and 2013, furnished policy makers and implementers in the justice system with the empirical data thereby informing the formulation and implementation of policies which enhance citizens' safety and security as well as for better deployment of scarce security resources to areas of most need. Finally, the Survey gives Nigerians the opportunity to participate in the determination of priority areas for attention in public safety, security and justice and to provide critical feedback on the current security and public safety policies in Nigeria.

Respondents in the survey are adult (aged 18 years and above) Nigerians living in Nigeria (non-Nigerians are not eligible for the study), cutting across all socio-economic groups (upper, middle and lower classes) of the society, the Nigeria security agencies like the Police force; government and interested stakeholders; and the academia were among the sample groups. The project provides a platform where targeted respondents are given the opportunity to express their views about crime in Nigeria. They are also offered access to complementary data to the official statistics of crime and victimization in Nigeria. In addition, they are provided with more knowledge about the types and trend of crimes in Nigeria, making them better informed about the current state of crime and victimization in Nigeria⁷.

So far, the project has been largely successful mainly because the data management team led by the Research and Planning department, the consultants engaged, and the Level of dissemination activities are very efficient and effective. The main aspect of the project that attracted the most positive attitude of beneficiaries is the output of the survey results. Reason for this is that people say the survey output represents public opinion about the issues and people are more educated by these results. There are noticeable behaviours among beneficiaries that have changed since the project started. Some of the key behaviours observed are that:

- The project outcome has helped decision makers through practical strategies to combat crime in the country. Decision makers now have access to data they can use in their planning meetings;
- The project has enhanced seriousness in government's implementation of public safety programmes
- The general public are now aware of crime hot-spots through the findings of the survey. Incidents of crime have reduced through the deployment of resources to combat crime in the locations where it is usually seen high.

Youth and Radicalization in Northern Nigeria: Mapping Study

Since the emergence of the *terrorist* sect (popularly known as Boko Haram) and its spread in the northern Nigeria, there are numerous speculations about how the sect evolved and what their

⁷ *ibid*

agitations are. There are hardly any empirical findings about this sect and possible solutions to end their activities. In order to fill this gap, CLEEN designed a mapping study titled ‘Youth and Radicalization in Northern’. The project proposes an evidence based research seeking to understand the reason why young people join insurgent groups, particularly Boko Haram, with a view to providing better understanding of the issues and suggesting ways to address it. The target states for the study include Borno, Yobe, Gombe, Kaduna, Kano and Sokoto States. This project is still ongoing and it will be of benefit to government officials, security agents, young people, community leaders and Civil Society Organizations. The objectives of the project are:

- a. Provide an empirical understanding and assessment of the push and pull factors between youths, radicalization and affiliation with insurgent groups in the northern part of Nigeria;
- b. Identify the patterns, prevalence and potential threats of youth radicalization to the security situation in Northern Nigeria.
- c. Develop policy briefs based on reliable field reports on how to tackle the root causes of the crisis

The project though still ongoing, will set a direction for policy makers and the government in addressing the security challenges in northern Nigeria. In addition, the project will provide policy briefs based on reliable field reports on how to tackle the root causes of the security crisis in Northern Nigeria. Furthermore, the project will provide policy makers with a clear understanding of the nature of the conflict. The value orientations, behaviours and social conditions CLEEN has created so far with this project are summarized in Table 3.7 below.

Table 3.7: value orientations, behaviours and/or social conditions this project created/changed

Project title	Attitude of project beneficiaries (Positive or Negative)	value orientations, behaviours and/or social conditions this project created
Youth and Radicalization in Northern Nigeria: Mapping Study	So far, positive though the project still on-going	<ul style="list-style-type: none"> • The reasons young person’s particularly the youth find Boko Haram appealing - here CLEEN created the understanding of youth’s involvement in extremism • Developed policy briefs based on reliable field reports on how to tackle the root causes of the crisis and proffered solutions to the security challenges the country is facing. • Identify the patterns, prevalence and potential threats of youth radicalization to the security situation in Northern Nigeria – here CLEEN have been able to identify the extent at which youth radicalization is a threat to security situation in Northern-Nigeria.

So far, the attitude of beneficiaries of the project has been largely positive and the main aspect where this has been observed is based on the feedback from the field researchers on the response of the beneficiaries, most of the respondents have been positive even though there are cases where the beneficiaries fear for their safety and would not want to provide the researchers with useful information. However, the project have changed certain behaviours among beneficiaries, for instance, the beneficiaries now have a clear understanding of the nature and causes of the conflict in Northern Nigeria. Some of the beneficiaries have now started providing the researchers with information they would not give when approached earlier in the course of carrying the research. On the other hand, there are obvious behaviours observed that have not changed among beneficiaries. These behaviours and incidents that still exist are:

- a) The killings, bombings and kidnapping of people from the region of the beneficiaries is still on-going.
- b) In most of the North-East states activities are just recuperating which means that they are yet to return to their normal life yet.
- c) Despite the positive change of mind set by the beneficiaries, some of them would still not provide the researcher with information at their disposal.

Harvard Justice Indicator Project

CLEEN's role in this project is the production of prototype indicators in the management of pre-trial detention and for DPP performance that the Attorney Generals could use at their management meetings. CLEEN has provided technical support through the conduct of Prison exit data collection for the year 2009, 2010, 2011 and part of year 2008.

The core objective of the project is to strengthen the capacity to detect and reward progress in justice and safety across the criminal justice system in Lagos State. The beneficiaries of the project are Lagos State Ministry of Justice State, Criminal Investigation Department Lagos State, Prisons and Prison Inmates, and Crime victims. Among the key benefits of this project are: (a) an understanding of the true cause of the increasing number of awaiting trial inmates in the State prisons; (b) reduction in the amount of time it takes the DPP to issue legal advice; (c) reduction of the length of time it takes to conclude an investigation; and (d) reduction of the prison population.

Through this project, CLEEN influenced value orientations, behaviours and social conditions of the beneficiaries of the project by providing indicators for management of pre-trial detainees, reviewing and readjusting the case tracking system and the DPP, encouraging quality and efficiency in police investigation, ensuring that prisoners do not spend more than the required time awaiting trials in Lagos State, ensuring that victims of crime are supported, and that they are satisfied after the outcome of their cases in Lagos state, and ensuring that inmates who cannot afford lawyers are assisted to get legal representation.

The following are the observable benefits of the project: we observed reduction of prison and cell population, we further observed police CIDs appears to be more effective and efficient in discharging their duties; same applies to DPP staff who are now more pro-active in carrying out their functions; and cases are now tracked with the new case tracking system. More importantly, feedback from the project sites reveals that the current attitude of beneficiaries has been largely positive in the sense that the quality and efficiency of the police in handling criminal case like homicide and robbery can now be measured; the quality of police investigation report has improved; the Directorate of Public Prosecution (DPP) can now issue more legal advice in a year; and the court calendaring process has been reviewed in Lagos State, while the number of court adjournments have reduced. Other salient observations of the project impact are that: the number of suspects in police detention facilities has significantly reduced; police no longer spend too much time to commence and complete investigation for a serious crime like robbery; the DPP now spends less time in drafting and issuing of legal advice; number of court adjournments

has reduced and inmates no longer spend more time than the law requires awaiting trial in prisons and prison population dynamics can now be tracked. It is important to note here that the strategy used in achieving all these goals need to be replicated elsewhere to further enhance the improvement of the criminal justice system.

On the other hand, the behaviour that has not really changed among beneficiaries of this project is the inability to institutionalize the justice indicator programme among the actors in criminal justice system in Lagos state. Whereas the behaviours observed to have changed among beneficiaries are the reduction of the average length time it takes to commence and conclude an investigation; high level of satisfaction of victims of crimes with handling of their cases; high level of satisfaction of defenders and their relatives with handling of their cases; increased number of cases successfully prosecuted by the DPP based on the better quality of investigations from the police CID. These observable behaviours are indications that the project succeeded, and this is largely attributed to the following remarkable factors displayed by the Police, DPP and the Prisons:

- Police: The police were open and showed cooperation from the beginning of the project. CLEEN had access to police databank and got information which was used in measuring the efficiency, effectiveness and quality of police investigations. The findings helped in suggesting ways of reducing the time suspects stay in police custody prior to completion of investigation
- Directorate of Public Prosecution (DPP): The initial Court Tracking System that was in use at the DPP and prisons was unable to generate necessary baseline information because it was unable to produce measures for essential aspects of prison population dynamics, such as average length of stay or the number of daily admissions and exits by type of offences, reason for discharge, etc. Consequently, CLEEN was able to create an independent data base for these measures specifically for the prisons; this was done using a sample of exits from all the prisons in Lagos.
- Prisons: Lagos prisons have the highest population of Awaiting Trial inmates in Nigeria. The prisons are overcrowded, with an average daily population that is more than the official capacity of each of them. The Lagos state prison authority showed high level of cooperation during the project by giving access to information especially the Exit Warrant Forms.

Other reasons that contributed to the success of the project include the development of a case tracker for all the group heads at the ministry of justice. This case tracker gave time limit for each group as the case file moves. It also summarizes the activities from the day the duplicate case file is received from the CID, to the day legal advice is sent back to the CID. The lawyers who were trained at the ministry were designated to routinely collect data, analyse them and present the report to the Attorney general who uses it for decision making. Today, tremendous improvements have been recorded on the time it takes each counsel or group head to draft a legal opinion. The case tracking device has also reduced the time it takes the DPP to issue a legal advice. Overall, the success of the project cannot be dissociated from the full cooperation between CLEEN, the Police and office of the DPP.

Emergency Response to Victims of Gun Violence and Road Accidents

The victims of gunshot or road accidents usually expected to present police or Federal Road Safety Commission (FRSC) clearance before receiving any form of first aid or treatment in the hospital. Ordinary citizens are subjected to this regulation no matter the kind of emergency they face or how critical their condition may be. This situation has led to increased mortality rate from accidents and emergencies. To address this challenge, CLEEN organized a programme (interactive session) in June 2010 under the policing executive forum component of the Police-Public Partnership Project. This intervention was initiated to enhance co-operation between the police and the public in the formulation and implementation of policy on policing. The theme was chosen because of the increasing concern of stakeholders about the spate of avoidable loss of lives as a result of lack of coordination and cooperation among core players in emergency response to victims of gun violence, road accidents and other types of trauma. Based on recommendations from the interactive sessions, CLEEN facilitated periodic coordination meetings amongst key agencies – Police, Federal Road Safety Commission (FRSC), Nigeria Medical Association (NMA) and civil society organizations in the provision of emergency response as well as a compilation of a list of the trauma units and hospitals in the state for public dissemination. Table 3.8 explains the project objectives and the knowledge beneficiaries acquired or were not able to acquire due to certain factors.

Table 3.8: Project objectives and knowledge acquired

Project title	Objectives	Beneficiaries largely acquired these aspects of knowledge	How/why beneficiaries largely acquired these knowledge	Beneficiaries largely did NOT acquire these aspects of knowledge	Beneficiaries largely NOT acquire these aspects... (describe how & why)
Emergency Response to Victims of Gun Violence and Road Accidents	<ul style="list-style-type: none"> • Sensitize stakeholders on their roles and responsibilities in the provision of Emergency response to victims • Enhance cooperation and coordinate efforts of stakeholders for a more integrated and effective response to victims particularly accident victims and persons with gunshot wounds • Create an avenue for regular engagement of the stakeholders beyond the interactive forum 	<ul style="list-style-type: none"> • Better cooperation among stakeholders in responding and treatment of victims of gun violence and road accidents 	<ul style="list-style-type: none"> • The need for cooperation among stakeholders was achieved after the laws of gun violence were thoroughly examined, a consensus was reached by the doctors and police. . 	<ul style="list-style-type: none"> • Prompt treatment of victims of gun violence and road accidents are still not adhered to • There is no regular interaction and engagements among stakeholders to improve responds mechanisms and treatment of victims of gun violence and road accidents • There is largely lack of basic skills on rescue operation among stakeholders 	<ul style="list-style-type: none"> • Challenge of financial implications involved in treatment frustrates prompt treatment of victims. • The Assistant Inspector of Police of Zone Two Area Command who was the chairman of the committee was promoted and transferred. The New AIG was not quite interested in the project. Public campaign and training on basic skills on rescue operations was not sustained.

Table 3.9 shows the value orientations, behaviours and/or social conditions that were created or changed following the implementation of the project. The table also shows that attitude of the project beneficiaries has been largely positive and the main aspect has been the reception given to the introduction of security laws and emergency response to gunshot and road accidents into the curriculum of medical schools. Here the curriculum was found to be another solution to the problems. Other aspects were the forums and committees that created avenues for discussion of problems and proffering of solutions, and further strengthened the coordination process.

Table 3.9: Value orientations, behaviours and/or social conditions CLEEN projects created or changed

Project title	Attitude of project beneficiaries (Positive or Negative)	value orientations, behaviours and/or social conditions this project created	value orientations, behaviours and/or social conditions this project changed
Emergency Response to Victims of Gun Violence and Road Accidents	Positive: The introduction of security laws and emergency responds to gunshot and road accidents into the curriculum in medical schools.	<ul style="list-style-type: none"> • There is now coordination between medical doctors and police and FRSC officials in terms of attending to victims of gunshot and road accidents • Public awareness on laws on treatment of victims of gun shots 	<ul style="list-style-type: none"> • Changed emergency response tactics to victims of gun violence and road accidents to prevent loss of lives • Bureaucracies involved in attaining police reports for treatment of victims are clearly reduce now

Overall, the project was largely successful as seen in table 3.10 but had some hitches due to the inability to sustain the committee as a result of the transfer of the Assistant Inspector General (AIG) is seen as an area where the project did not succeed. This personnel turnover affected negatively the regular interactions and committee meetings were put on hold and finally could not take place.

Table 3.10: Key aspects where the projects was largely successful or unsuccessful and areas of improvement

Project title	Aspects where the project was largely successful (How and Why)	Aspects where the project was largely unsuccessful (How and Why)	Areas of improvement
Emergency Response to Victims of Gun Violence and Road Accidents	<ul style="list-style-type: none"> • The introduction of security and gunshot law and emergency treatment of victims of gunshot and road accidents into the curriculum of medical students in Nigeria • The coordination and improved emergency response to victims of gun violence and road accidents which will eventually reduce complicated casualties and deaths 	<ul style="list-style-type: none"> • The inability to sustain the committee as a result of the transfer of the AIG 	<ul style="list-style-type: none"> • The absence of the chairman halted the project. So instead of the just one police officer to be in-charge, it would have been to have four-man committee drawn from FRSC, Police, NMA and LSST that will take full responsibility • Policies should be made such that successive regimes can sustain programmes of their predecessors

Internship/ Training Programme on Police Reforms in Africa

The notion behind this project is basically to expose the interns to human rights issues on a regional level; to familiarize and share experience on the human right challenges faced by civil society in Nigeria and their home countries. The programme is targeted at building interns’ capacity to offer concrete assistance to grassroots organizations in their home countries and foster interactions between participants with other civil society organizations, media organizations, criminal justice institutions and donors. Table 3.11 outlines the objectives of the project as well as the key knowledge acquired by participants.

Table 3.11: Key aspects of knowledge that CLEEN Projects beneficiaries largely acquired or did not acquire

S/no.	Project title	Objectives	Beneficiaries largely acquired these aspects of knowledge	Beneficiaries largely acquired these aspects... (describe how and why)	Beneficiaries largely did NOT acquire these aspects of knowledge	Beneficiaries largely NOT acquire these aspects... (describe how & why)
5	Internship/ Training Programme on Police Reforms in Africa	<ul style="list-style-type: none"> To increase participants understanding of concepts, issues and strategies in police reform work in Africa from a civil society perspective To increase awareness on police reforms in participants country of origin and provide interns with relevant skills and knowledge to effectively engage the process. To expose interns and their sponsoring organisations to the work of CLEEN Foundation on promoting public safety, security and accessible justice. To network interns with relevant actors and stakeholders such as include civil society actors, government agencies and donors supporting the police reform process in Nigeria and beyond. 	<ul style="list-style-type: none"> knowledge on policing and police reforms in Africa Exposure to stakeholders in policing and reforms in Nigeria Networking with relevant stakeholders in Nigeria Cooperation between participating CSOs and CLEEN Foundation 	<ul style="list-style-type: none"> Through specific training modules, questions and answers as well as training visits, participants acquired new knowledge on police and policing reforms. Through advocacy visits to key stakeholders and police units, participants got to understand the workings and challenges in police reforms in Nigeria. Participants were provided ample opportunity to meet key stakeholders and to exchange contact details as well as discuss possibilities for cooperation. The programme provided partnerships that have continued to be useful in the work of CLEEN Foundation for example with the Sierra Leone 	-	-

				Teachers Association under our PSVW Project.		
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The project was largely successful because beneficiaries have been able to apply the knowledge gained by engaging the police organizations in their respective countries. For instance, there is the case of Rapudo Hawi who works with the USALAMA Forum in Kenya. After participating in one of the CLEEN’s internship programmes, Hawi was able to use the knowledge gained from the internship to improve their work with the Kenyan Police Service. The other success story is the establishment of partnership among the CSOs that participated from the various countries. Through this network the CSOs have implemented some of CLEEN projects across Africa like the Altus Police Station Visitors Week.

Election Security Survey

The activities of security agencies have been identified as a critical factor in ensuring credible elections in Nigeria. The Nigeria Police Force as one of the security agencies undergoing reform has been tasked with the responsibility of building the capacity of its personnel to exhibit core professional values and traits while carrying out election duties / responsibilities. CLEEN conducts periodic assessments of election security threats prior to every general election in Nigeria. The outcome of these assessments is disseminated widely to critical stakeholders to ensure better preparations for the elections.

Afrobarometer Survey in Nigeria

Afrobarometer is an independent, non-partisan research project that measures the social, political, and economic atmosphere in Africa. Trends in public attitudes are tracked over time. The survey measures public perception and attitude to democracy and its alternatives, and evaluates the quality of governance and economic performance. In addition, it assesses the views of the electorates on critical political issues in the surveyed countries and provides comparisons over time. Afrobarometer surveys are conducted in more than 12 African countries and are repeated on a regular cycle. It is easy to compare the countries systematically because the instrument asks a standard set of questions. Five rounds of surveys have been held from 1999 to 2013 and Afrobarometer’s work in Nigeria is coordinated by the CLEEN Foundation. The results are shared with decision makers, policy advocates, civic educators, journalists, researchers, donors and investors, as well as the general public.

Anti-Corruption Mechanism

CLEEN’s ground-breaking “Stop-the-Bribe Project” (visit www.stopthebribe.com) is the organization’s flag-ship anti-corruption project. The project involves public awareness campaign which is targeted at encouraging the public to actively use its online platform to document and track bribery incidents.

Responding to the challenges of governance and security in the Southeast Nigeria

Between 1999 and 2011, there was noticeable increase in the level of insecurity in southeast Nigeria. The rising levels of insecurity in the region are linked to bad governance based on the outcome of a research by CLEEN. The findings further revealed that most people of the region are ignorant of the linkage between bad governance and insecurity. To address this issue, CLEEN facilitated a stakeholders meeting to enable participants from diverse backgrounds including businessmen/women, academia, human rights advocates, religious organizations, legal practitioners, media, politicians and other professional groups, to discuss and articulate organizational and programmatic responses to governance challenges facing the southeast region as well as to suggest ways to address them.

Among the resolutions of the meeting was the establishment of the South-East Forum (SEF) a nonpartisan platform with a mission to promote democracy, good governance, development and security in the southeast. As a follow up to this, CLEEN conducted an action research on security and governance challenges in the southeast with a view to establishing an empirical basis for advocacy on the issues as well as a baseline against which progress of intervention programmes can be measured. The study explored the governance underpinnings of insecurity in the region for the simple reason that there is anecdotal evidence of contemporaneous poor governance regime in the state. The study further provided empirically grounded basis for policy and development interventions for government, civil society and development partners in the region. The project was specifically designed to improve local understanding in the southeast about the linkage between bad governance and rising state of insecurity in the region. Table 3.12 summarizes what the project set out to achieve.

Table 3.12: Project objectives and the aspects of knowledge that the Project beneficiaries largely acquired or did not acquire

Project title	Objectives	Beneficiaries largely acquired these aspects of knowledge	How and why beneficiaries largely acquired these knowledge	Beneficiaries largely did NOT acquire these aspects of knowledge	Beneficiaries largely NOT acquire these aspects... (describe how & why)
Responding to the challenges of governance and security in the Southeast Nigeria	<ul style="list-style-type: none"> Facilitate critical stakeholders' consensus and buy-in on a set of priority issues for urgent attention in responding to bad governance and insecurity in the region. Facilitate the adoption of right-based approach to 	<ul style="list-style-type: none"> Better relationship among the people, local government officials, elected representatives, CSOs and security agencies. Knowledge of budgeting process, effective communication, crime prevention skills 	<ul style="list-style-type: none"> The relative peace established in most the areas by CLEEN played a key role. The formation of the Southeast Governance Network (SEGON⁸) also played a pivotal role in mainstreaming and sustaining the project outcomes. 	-	-

⁸ This group to a large extent has aided the sustainability of the project outcomes.

	<p>community development by town unions and community development associations in the southeast.</p> <ul style="list-style-type: none"> • Encourage civil society organisations in the southeast to work more professionally and collaboratively. 	<ul style="list-style-type: none"> • The link between bad governance and insecurity • Knowledge on how to combine self-help and right-based approaches to community development • Better understanding of how to use FOI • 	•		
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CLEEN engagement focus for this project was across the five southeast states (Abia, Anambra, Ebonyi, Enugu and Imo states). Most of the engagements with the beneficiaries were carried out at the state level and participants drawn from the local government areas. However, after every forum or activity, the direct beneficiaries of the project were expected to extend the message to community members. Among the strategy used in achieving this, are town union meetings and organisation meetings (for security agents, CDAs, etc), August meetings, and other forums, like the local governance security forum.

Successes were recorded across the beneficiary states (Abia, Anambra, Ebonyi, Enugu and Imo states) but the most remarkable are in states like Enugu, Ebonyi and Imo. That of Enugu and Ebonyi were primarily due to the fact that both have elected local government officials⁹ at the time of implementation, so the local leadership were quite receptive, whereas in Imo particularly Ahiazu Mbaise, is because the people were yearning for change and needed the platform to achieve their desire.

The project succeeded in making community and opinion leaders have voice and recognition in matters that relate to government community development projects. They have also commenced a new orientation away from Self Help Approach to Rights Based Approach to Community Development where they monitor the level of right protection of citizens under any development project and as well demand for accountable from their leaders. Table 3.13 explains the overall and specific impact of the project in the southeast region in terms of the values it created or changed among the beneficiaries.

⁹ Reason for this is that the elected officials are usually seen to be 'accountable' and accessible to the people unlike the unelected (caretakers or sole administrators) who are most times not accessible and accountable to their principal, the governor.

Table 3.13: Value orientations, behaviours and/or social conditions CLEEN projects created or changed

Project title	Attitude of project beneficiaries (Positive or Negative)	value orientations, behaviours and/or social conditions this project created	value orientations, behaviours and/or social conditions this project changed
Responding to the challenges of governance and security in the Southeast Nigeria	<p>Positive:</p> <ul style="list-style-type: none"> Some of the beneficiaries have adopted what they learnt by organising similar forums in their communities where they meet and find solutions to their problems. 	<ul style="list-style-type: none"> Participatory governance at the local government level. Better understanding of budget process People are now more aware of the role of community leaders, town union and community development associations. Awareness on the use of Freedom of Information (FOI) Act to obtain information Better understanding of fundamental principles of right-based approach to community development 	<ul style="list-style-type: none"> Unlike before, development projects are now people driven while the government has the sole responsibility of delivering its constitution role in development. Peoples' perception of government and security agencies have changed

The concept of right-based approach to community development and its popularity in the southeast region has been attributed to some CSOs in the region and CLEEN Foundation is one of them. Other instances where CLEEN largely made impact are summarized in table 3.14.

Table 3.14: Aspects of the project that was largely successful and areas of improvement

Project title	Aspects where the project was largely successful (How and Why)	Aspects where the project was largely unsuccessful (How and Why)	Areas of improvement
Responding to the challenges of governance and security in the Southeast Nigeria	<ul style="list-style-type: none"> Training of town unions and community development associations in the Southeast on right-based approach to community development. There is now synergy among community leaders, local government officials and security agents in resolving challenges of governance and security. Formation of SEGON which still function effectively till date. 	-	<ul style="list-style-type: none"> The right based approach to community development is yet to be fully utilised by beneficiaries. Continuous and extended engagement particularly at the grassroots level is required to ensure its application. . Participants or beneficiaries of project should be targeted at individuals who have the capacity to mobilize and impact positively on others, rather than inviting people to programmes based on sentiment or nepotism and at the end no significant impact will felt. Women empowerment through awareness

¹⁰ However, some members are aggrieved on the manner the group was set up by allowing it to run on its own without substantial support.

	<p>This network has been a rallying point for CSOs in the region where issues of governance and insecurity are discussed¹⁰.</p> <ul style="list-style-type: none"> • 		<p>and orientation of women about their political and social environment was not an integral part of the project design. This issue need to be addressed.</p> <ul style="list-style-type: none"> • Continuous engagement with the National Youth Council (southeast chapter leadership) is vital for information is shared. • There is need to have a network of beneficiaries meeting annually to enable easy monitoring of progress and evaluating project impact. • The resolution in the communiqué that was issued at the end of the southeast summit should be revisited and implementation pursued vigorously. •
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Impact achieved since inception

The following are some of the highlights of CLEEN's accomplishments:

1. Adoption of community policing as a strategy of policing in Nigeria is one of the highpoints of our accomplishments as non-governmental organization. This followed series of activities carried out by the CLEEN Foundation beginning with the conduct of a national study on root causes of police community violence in Nigeria in 1999, piloting the establishment of community policing forums in fourteen local councils drawn from the six geographical zones in Nigeria between 2001 and 2003; accompanying the then Inspector General of Police, Tafa Balogun to understudy community policing strategies in three cities in United States in 2003 and being a member of the steering committee for the implementation of community policing after its launch by President Obasanjo in April 2004.
2. Working with the Nigeria Police Force to ensure the dismissal of over 4000 police officers for various acts of misconduct and abuse of human rights in the last six years through our work on reviving and strengthening internal accountability mechanisms in the Nigeria police force (such as police Public Complaints Bureau and Human Rights Desks) and making their processes open to members of the public with complaints against police misconduct. Statistics on this can be found in the police annual reports.
3. Working with the Police Service Commission (PSC) to develop and publish guidelines for police recruitment, promotion and discipline in Nigeria, which is now being used to promote merit in police recruitment and promotion, and fairness in police disciplinary procedures. This has significantly reduced arbitrariness and nepotism in the police force. Copies of the guidelines are available at the Police Service Commission or CLEEN Abuja office.
4. Facilitation of the establishment of the Network on Police Reform in Nigeria (NOPRIN), a coalition of 32 civil society groups working on issues of police reform in Nigeria. Prior to the establishment of CLEEN Foundation, civil society groups in Nigeria were reluctant to partner with the police in addressing challenges facing the institution in responding to public request for improved service delivery and accountability to the

communities they served. NGOs preferred the naming and shaming approach of monitoring egregious violations of human rights by the police and ensuring wide media attention to them, forgetting the police also need civil society support and partnership in addressing such problem. However, with our strategy of working on the supply side of justice and partnering with relevant agencies to building their capacity to respond to public demands many NGOs have now joined us through the NOPRIN.

5. Our research findings and quality publications have become leading references for individuals and organizations searching for data on police and policing in Nigeria. Apart from hardcopies printed, the materials are also made available on CLEEN's website, which has received over 800,000 visitors since its creation in 2003. The influence of CLEEN's publications on policing issues in Nigeria can be demonstrated by searching such keywords as police, policing and crime in Nigeria on the internet.
6. Improving police community partnership on crime prevention in our project demonstration communities in Lagos such as Ajegunle and Mushin through the monthly Community Police Partnership Forum (CPPF). One of our partner police stations in Mushin, Illupeju Police Station, won the best police station award in West Africa for two consecutive years (2006-2007). This award was given by the Altus Global Alliance for public safety and security based in The Hague Netherlands. The award is unique in that it is the communities served by police stations that score them over a wide range of issues including community orientation, equal treatment of the public, transparency and accountability and detention conditions during the annual global police station visits.
7. Finally, CLEEN Foundation was the first organization in Africa to receive the MacArthur Award for Effective and Creative Institution, which was received in 2006. We are also proud that we own the properties housing our offices in Lagos and Abuja.

Why CLEEN achieved success, in spite of the challenges

1. CLEEN found a niche area and focused on it. Its programmes are not driven by availability of donor funds.
2. CLEEN believes that only Nigerians can develop Nigeria in spite of all odds.
3. CLEEN's projects are driven by empirical researches. We do not implement any projects without conducting exploratory studies on them
4. CLEEN invests a lot in strategic planning which enables us to identify our areas of weaknesses, strength, opportunities and threats and using them to plan our work.
5. CLEEN invests a lot in personnel development
6. CLEEN implements its core values of integrity, innovation, team spirit and respect for human rights.

Chapter 4

Institutional Strategy and Impact

From a functional perspective, the outcome of the programmes and projects implemented by an organization are good indicators of its impact on society. However, programmes and projects are usually rooted in organizational strategy. Consequently, a good analogy is that while programmes and projects are the branches of an organizations work, the strategy constitutes the roots. CLEEN Foundation's strategic orientations are well captured in its Strategic Plan, 2009 – 2011. In assessing the CLEEN's institutional strategy, we can identify three kinds of strategic goals enunciated in the Strategic Plan namely, milieu goals, institutional goals, and programme goals. How well has CLEEN performed on these?

Milieu goals

Milieu goals are the background targets set by CLEEN's strategic plan. These include the vision, mission and core values. CLEEN's vision is stated as follows: "We aspire to be the leading civil society organization on public safety, security and justice in Africa". On the other hand, its mission is "to promote public safety, security and justice through empirical research, legislative advocacy, demonstration programmes and publications in partnership with government and civil society". All these are to be undergirded by the values of professionalism, integrity, team spirit, respect for human rights and innovation. The Plan also provides for stretch goals. The concept of stretch goal suggests those targets that by current potentials may be regarded as beyond an organization, but if achieved mean that the organization has performed exceptionally well. Usually, they are designed to motivate an organization, especially staff to reach beyond what is realistically thought to be possible within the specified period. The stretch goals set by CLEEN are that by 2013, the organization would:

- a) Achieve an endowment fund of N200 million
- b) Establish a post founder leadership succession
- c) Extend CLEEN's activities to Francophone African countries
- d) Be a reference for security and Justice reform in West African states, developing models for improving police accountability and improving public safety

Table 4.1 summarizes the performance of CLEEN on its milieu goals. It clearly shows a high performance, especially with the attainment of a good part of its stretch goals. This is an indication that the organization is well balanced, both institutionally and in terms of quality of staff. It shows that CLEEN is well placed to take its work to new heights.

Table 4.1 Performance of CLEEN on its Strategic Milieu Goals

Milieu Goals		Assessment
Vision	<i>To be the leading civil society organization on public safety, security and justice in Africa</i>	From the assessment of partners, funders and beneficiaries, as well as numerous documentary sources, CLEEN Foundation is clearly a leading organization on public safety, security and justice in Africa. This is clearly demonstrated by the countless issues of public safety and justice on which CLEEN has taken a lead. CLEEN is also a member of ALTUS Global Alliance, the global alliance working on public safety and justice. CLEEN is the only Nigerian organisation in the Alliance.
Mission	<i>To promote public safety, security and justice through empirical research, legislative advocacy, demonstration programmes and publications in partnership with government and civil society</i>	The projects that CLEEN has implemented since its inception have been generally successful in the pursuit of this mission. CLEEN has established a niche of working with both the government and civil society. CLEEN has over 150 publications dealing with diverse aspects of its mission.
Core values	<i>Professionalism</i>	CLEEN staff have handled their duties and responsibilities in a very professional manner.
	<i>Integrity</i>	Integrity is very high at CLEEN as shown by the high output of the Foundation and the confidence of donors and partners.
	<i>Team spirit</i>	Team spirit is high. However, staff raised the issue of increasing the remuneration of individuals who “won specific grants” as a source of concern. This practice should be carefully reconsidered to address the concerns of some staff members.
	<i>Respect for human rights</i>	CLEEN adheres to the principle of respect for human rights in its work.
	<i>Innovation</i>	The assessment of beneficiaries, partners and funders of CLEEN praised the organization for the innovations it has brought to its work.
Stretch goals (2013)	<i>Achieve an endowment fund of N200million by 2013</i>	This has not been fully attained, but CLEEN has established a “sizeable endowment fund which is invested to generate additional revenue to support the organization’s work”.
	<i>Establish a post founder leadership succession in CLEEN</i>	This was completed on 1 st February 2013, with the exit of Mr. Innocent Chukwuma and emergence of Ms. Kemi Okonyodo as the Executive Director of CLEEN.
	<i>Extension of CLEEN’s activities to</i>	This has not been achieved. It should be an area of focus in

	<i>Francophone African countries</i>	the next strategic plan.
	<i>Be a reference for security and Justice reform in West African States, developing models for improving police accountability and improving public safety</i>	This has been largely achieved, with CLEEN Foundation's work extending beyond Nigeria to countries like Sierra Leone, Gambia, and Ghana.

CLEEN Foundation has become a role model not only to its partners but also to other civil society organisations within and outside Nigeria. Among the CSOs in Nigeria, CLEEN Foundation has taken a leading position in the implementation of comprehensive research, strategic reforms, training, and convening open public dialogues on issues of crime and criminal justice in Nigeria. In doing this, CLEEN conducts annual researches aimed at generating data for stakeholders in the security and justice sectors to enable them appreciate the challenges and develop practical ways of improving these sectors within and outside Nigeria. Table 4.2 below shows the areas where CLEEN has either taken the lead or participated in setting agenda on public, security and justice issues within and outside Nigeria.

Table 4.2: CLEEN Foundation's role in setting the agenda on public safety, security and justice issues

Location	CLEEN took the lead	CLEEN participated
Within Nigeria	<ul style="list-style-type: none"> • Development of frameworks and practice for civil society partnership with security forces from a supply side perspective in the improvement of their service delivery functions and accountability to the communities they serve • CLEEN is at forefront in the advocacy for the enactment of the PSC Act. • Training of the police on police conduct during elections • Formation of the Network of Police Reform in Nigeria (NOPRIN) • Formation of Southeast Governance Network (SEGON) • Training of the police on Human Rights and Conflict resolution in crime investigation • Provision of security reports and analyses of situation of individual states before elections • The organization known for its supply side to policing in Nigeria • Organizing nationwide public hearings on crime and policing • Organizing competition amongst police stations • CLEEN Foundation has been publishing election security newsletter that provides early-warning information. • CLEEN has been conducting Crime and Victimization Survey which provides useful resources for policy makers and the general public. • Training Communities on right based approach to 	<ul style="list-style-type: none"> • CLEEN was one of the non-state actors that participated Police reform process in Nigeria • CLEEN participated in the general elections situation room • Member of the Transition Monitoring Group formation • Alliance for Credible Election Formation • Public hearing on Police torture and extrajudicial killing in Nigeria

	<p>community development (RBA)</p> <ul style="list-style-type: none"> • Initiating community participation in police reform through community policing partnership programmes • Introduction of the use of research findings in deciding policing priorities in Nigeria • Official launching of stopthebribes.net; • Northern Youth Summit on Youth Restiveness, Violence, Peace & Development in Northern Nigeria • Implementation of Altus Police Station Visitors Week • CLEEN took the lead to look into the implementation of the ECOWAS Protocol on Free Movement of Persons and Goods and the role of Law Enforcement Officials in the implementation of the protocol. • Community Policing Project in 2 LGAs in Lagos which was aimed at bridging the gap between the police and the community • Set up Community Policing Partnership Forums (CPPF) to encourage joint police/community partnership in crime prevention and management. • Provision of complementary data for government and stakeholders in justice and safety in Nigeria • Provision of Geographic Information for Crime mapping in three (3) selected police stations in Mushin local; government of Lagos 	
<p>Outside Nigeria</p>	<ul style="list-style-type: none"> • Creation of APCOF , a network of African policing chiefs on police reform • CLEEN is leading Altus global alliance and coalitions of international bodies on safety and security. The Police Station Visitors Week has been on-going since 2005 in different countries which include: Ghana, Liberia, Sierra Leone, Uganda, Cameroon, Benin, Niger, Nigeria, Malawi, Kenya, Chile, Brazil, USA, India and Russia. • Creating public dialogue between CSOs and Police in Sierra Leone • Development of the concept of and practice of civilian oversight of policing in Africa - beginning with advocacy for the enactment of PSC Act, working with the PSC to develop standards and marketing the model to other countries in Africa¹¹. 	<ul style="list-style-type: none"> • CLEEN Foundation is part of the consortium that is carrying out the AFROBAROMETER Surveys. The surveys provide rich data about security and public safety in Africa • Participated in the 2nd Ministerial Conference on Geneva declaration on Armed Violence and Development. • Ongoing development of standards on pre- trial detention in Africa. • Contributed to the training and mainstreaming of the gender in security sector reform in west Africa sub region • Contributed to the guidelines on security sector institutes in Africa

Among the main social, political and policy contributions that are attributed to CLEEN Foundation include the increasing the awareness among citizens, government and election managers on the role of the police in conducting credible elections. CLEEN has drawn the attention of the public to the challenges and needs of the Nigerian police and creating platforms for increased dialogue between the police and other relevant stakeholders e.g. through the Police

¹¹ CLEEN is working with the PSC to develop standards and marketing the model to other countries in Africa.

Executive Forum (PEF).¹² CLEEN has also identified non-formal resources for policing and security management and providing platforms for the standardization of the work of informal policing groups and enabling them to work closer to with the police. In addition, CLEEN has increased public awareness on the nature, pattern and changes in crime and criminal victimisation in Nigeria. Table 4.3 presents the analysis of the strategic direction that has made it possible for CLEEN to achieve these feats. While Table 4.4 explains the organisational development of CLEEN and how the outcomes it set out to achieve were accomplished.

Table 4.3: Analysis of CLEEN Strategic Direction 2009-2011

Thematic area	Outcomes	Qualitative/quantitative indicators of achievement or non-achievement	Whether achieved or not achieved	Strategies adopted to achieve or not achieve	Areas of improvement
Accountability and Justice	<ul style="list-style-type: none"> • More responsive police leadership and oversight agencies to priority issues on security and public safety identified by stakeholders 	<ul style="list-style-type: none"> • Number of complaints addressed • Level of public satisfaction with police service • Level of reduction in police misconduct 	Largely achieved	<ul style="list-style-type: none"> • Work with Police leadership and stakeholders to establish and facilitate a biannual Police executive forum to agree strategic response to priority issues on security and public safety • Develop capacity to capture/track trends about security issues reported in the media • Establish a monitoring and evaluation of post forum implementation of agreements • Prepare annual report based on forum activities 	<ul style="list-style-type: none"> • Set-up and strengthen a project benefit monitoring system • Engage more with private security industry in the area of public safety and security.
Public Safety and Security	<ul style="list-style-type: none"> • Improved perception of safety and security in Nigeria especially in focal States 	<ul style="list-style-type: none"> • Reduction in fear of crime • Improvement in public perception of safety and security 	Largely achieved	<ul style="list-style-type: none"> • Awareness/dissemination of the result of crime survey to a cross-section of the public through • Focus groups dissemination with CDCs /CDAs, trade associations etc • Media insertions and serialization of key statistics and outcome on radio and print media • Promote increased police partnership with community groups in crime prevention and control • Localize outcome to set agenda for police /community action to improve perception in perceived crime prone 	<ul style="list-style-type: none"> • Conduct a study on the activities of

¹² Through the Police Executive Forum, CLEEN Foundation brought together leadership of the Police, the Nigerian Medical Association and the FRSC during which the challenges in attending to victims of gunshot wounds and road accidents were discussed and resolutions made.

				<p>areas</p> <ul style="list-style-type: none"> Promote police use of crime reduction measures such as crime mapping in identifying and targeting crime hot-spots 	private security outfits, which will identify the challenges and problems associated with private security policing compared to the public and informal policing.
Research and Planning	<ul style="list-style-type: none"> Provides publicly accessible annual data and information on crime levels and safety and public perception of criminal justice institutions in Nigeria 	<ul style="list-style-type: none"> Conduct of annual surveys Dissemination strategies of survey outcome Extent of use of survey outcome in policy formulation, planning and implementation 	Largely achieved	<ul style="list-style-type: none"> Continue the conduct of annual crime victimization survey Present summary of findings to leadership of criminal justice institutions Development of dissemination strategies that will make the outcome available to diverse stakeholders 	

Table 4.4: Analysis of CLEEN's Organizational Development

Outcomes	Qualitative/quantitative indicators of achievement or non-achievement	Whether achieved or not achieved	Strategies adopted to achieve or not achieve	Performance Management	Areas of improvement
<i>Improved Personnel and Organizational Return on Training and Development Investment</i>	<ul style="list-style-type: none"> Quality and relevance of training/development initiatives Level of post training knowledge application Reduction in ED led supervision 	Not largely achieved	<ul style="list-style-type: none"> Identify capacity gaps and vulnerable areas in staff and organizational competence Develop a comprehensive plan for training and development Commit 3% of annual budget to training/development activities Develop a course content evaluation template for screening outsourced programs before staff nominated to attend 	<ul style="list-style-type: none"> Employee performance appraisal Staff interviews Partner /beneficiary assessment 	<ul style="list-style-type: none"> Improve on strategy for staff performance appraisal and take it seriously

<p><i>Improved knowledge/ depth in subject area</i></p>	<ul style="list-style-type: none"> • Availability of subject literature and knowledge sharing opportunities • Use of subject literature /knowledge sharing opportunity in personal development • Performance in external communication (oral and written) in subject area 	<p>Largely achieved</p>	<ul style="list-style-type: none"> • Ensure development of managers and key staff • Put in place a competence matrix for each program /function • Provide access to resources and materials covering concepts and most recent research around CLEEN thematic focus • Encourage staff to engage in research, and develop periodic newspaper and scholarly articles within their work area • Provide program staff with annual reading list to form basis of book reviews that will be carried out by staff 	<ul style="list-style-type: none"> • Assessment of library stock (electronic and print) • Review/assessment of external communication • Book reviews and assessment of quality of output 	<ul style="list-style-type: none"> • Improve on communication and dissemination strategy
<p><i>Have Human Capacity to fulfill CLEEN's Mission</i></p>	<ul style="list-style-type: none"> • Timely recruitments to fill identified gaps • Quality /performance of persons recruited • Level of value compatibility with CLEEN foundation • Reduction in ED led supervision 	<p>Not largely achieved</p>	<ul style="list-style-type: none"> • Commence Succession planning for all senior and key positions • Conduct mid-year organizational performance review with Heads of function/program • Conduct annual appraisal for staff • Ensure new entries undertake organization-wide value compatibility as requirement for completing their probationary period 	<ul style="list-style-type: none"> • Employee performance appraisal • Staff interviews • Partner /beneficiary assessment 	<ul style="list-style-type: none"> • Improve on strategy for staff performance appraisal and take it seriously •

<p><i>Grow an endowment fund to address future growth and reduce donor dependency</i></p>	<ul style="list-style-type: none"> • Set aside N30 – 40 million as annual contribution to organizational endowment fund • Growth in the contribution total organizational funding from other sources • New funding relationships cultivated 		<ul style="list-style-type: none"> • Maintain regular investment of 20 – 30% savings of all incoming funds to the organization • Build staff capacity and expertise in core competence areas to attract competence based consultancies • Put in place more aggressive entrepreneurial strategies such as marketing of CLEEN facilities through media; website design & maintenance for institutions and organizations; In house facilitation and training to public & private institutions on conflict managements; human rights and crime research. • Investment of unrestricted funds • Market excess capacity in organizational facilities to raise income • Raise proposals to funders specifically asking for grants for endowment- a matching fund • Sell publications and resource materials in higher institutions and relevant organizations 	<ul style="list-style-type: none"> • Periodic Investment portfolio analysis on investment of unrestricted funds • Conduct half year budget review • Conduct biannual cash flow analysis • Income from organizational facilities 	
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Meanwhile, some of the strongest commendations of CLEEN come from its funders and partners. This is even more striking considering the calibre and spread of CLEEN’s donors and partners (see table 4.5). The donors and partners were asked to rank CLEEN relative to other organizations they have worked with in terms of outcome, all partners and funders of the Foundation ranked it either “very high” or “high”. All of them justified their ranking on the grounds that CLEEN’s work was “ground-breaking and innovative”, as well as “addressed and solved a burning social issue”. Above all, all the funders and partners say that they are willing to continue to work with CLEEN going forward.

Table 4.5: Funders of CLEEN Foundation

S/.N	Organisation	CLEEN Project	Program Area
1	The Harvard Kennedy School	Harvard Justice Indicators Project 2009 and 2013	Research and Planning
2	Open Society Foundations	Project on Mobility and Security Challenges in West Africa. Open Society Foundations/New Executives Fund (2013-2015)	Accountability and Justice
3	Centre for Democratic Development, CDD-Ghana	Afrobarometer	Research and Planning
4	McArthur Foundation	Project on National Crime Victimization Survey (NCVS). Security threat Assessments towards 2015. Institutional Support for the Accountability and Justice Program Area.	Research and Planning / Accountability and Justice
5	Ford Foundation	Project and Institutional Support - Longest funder/donor to CLEEN Foundation. Supported Projects under the Public Safety and Security, First NCVS in 2005 and Security and Governance in South East; Legal Oil.	Public Safety and Security
6	Justice for All (J4A)	Sustaining Security Sector Accountability for Securing Elections.	Accountability and Justice / Public safety and Security
7	Nigeria Governors Forum	Summit on Security and Governance in the South east	Abuja Office / Accountability and Justice
8	Canadian High Commission	Stop The Bribes and Re-inventing Youth restiveness and Violence: An Instrument for Peace and Development in Nigeria	Accountability and Justice
9	CIDA	Re-inventing Youth restiveness and Violence: An Instrument for Peace and Development in Nigeria	Public safety and Security
1	Open Society Justice Initiative (OSJI)	Supported the External Accountability Project from 2003 - 2006/7 particularly activities aimed at working with the Police Service Commission. Review of the Police Act. Criminal Justice Indicators Project Owerri.	Accountability and Justice
1	CORDAID	Youth Against Crime; Internship; Youth and Policing	
1	Altus Global Alliance	Police Station Visitors Week	Altus
1	Open Society Initiative for West Africa (OSIWA)	Establishing a Mechanism for coordinating Independent Civil Society Monitoring of Security Sector Conduct During Nigeria's 2011 General Election	Accountability and Justice
1	Fredrick Ebert Stiftung (FES)	Gender and Policing In Nigeria	Accountability and Justice

Chapter 5

Conclusions and Recommendations

Based on the recognition of CLEEN's contribution to development, the organization's staff, partners and beneficiaries agreed that CLEEN has brought noticeable changes and ground-breaking innovations to the security and justice sector. They maintain that CLEEN has helped to define and set the agenda on social issues and has consequently addressed these issues in Nigeria. They also identified mentoring of staff and other civil society organizations as a major area where CLEEN has made significant progress. Despite these achievements, there is room for improvement. The specific areas of improvement suggested include:

- Adequate training and retraining of staff on its activities and projects, and also on effective communication skills and how to engage the media, etc. Improvement on information dissemination among staff, among its three offices, and its various project sites. Continued improvement of its capacity building efforts for staff on areas of capacity deficiency and also in new areas that relate to CLEEN work. This will enhance staff capacity as well as overall work of the Organization.
- Visibility: the need to work more with the media and not just bringing the media to report programmes. Develop strategic engagement plan with key stakeholders like the media to be part of its projects for better understanding and publicity. Broaden the platform on how to make public the activities of the organization. This will help promote the work of CLEEN and its impact on society.
- The right-based approach to development requires more emphasis and intensive advocacy. There is need for continuous engagement and embolden the citizens on how to demand for accountability and their rights in a non-violently manner
- CLEEN as one of the leading non-state actors at the national level need to intensify efforts in making its existence felt massively at the sub-national level particularly in the southeast region. This could be achieved through continuous engagement with CSOs at the state level.
- There is a suggestion that CLEEN should make accessible the raw-data of its research works just like afro-barometer does in its website.
- Engage more with the legislatures on supply side to strengthen policing
- Continuous engagement with security agencies on how to reduce human rights violations especially amongst the military.

- Develop strategy of reaching out to other organizations with mutual interests, particularly the universities to boost in-country academic collaboration. Should continually seek new channels to publish the output of its research, collaborations with universities on internship programmes. This will aid dissemination of the output of CLEEN's work as well as foster knowledge sharing.
- Getting community leaders trained and deeply involved in setting security agenda as well as participating in providing security. This should also include: training community members on safety skills and communication as well as monitoring of police impunity in rural areas; linking communities to all its vital work and facilitating annual stakeholder's events in each state to discuss security situations and setting agenda on social issues.
- Enabling the Human Rights Desks of Nigeria Police divisions, commands and police stations to become more effective and accessible to the public
- Localize the media based report on bribery by the police. Part of this should be extending more programmes in local areas where police impunity has no limits.
- Develop workable exit plan strategy and institutional support for project sites. Partners should be fully aware of the plan. This will ensure better ways of sustaining CLEEN projects.
- Building of strategic alliances in Africa and Sub region. Increase its engagement with police and security challenges in West Africa or neighbouring nations particularly the francophone nations (suspected allies of boko haram – Mali, Niger, Benin, Cameroun) even Chad.
- CLEEN should work on their dissemination plans to be more effective and not limited to period of public presentation only

Key Lessons

- Quality control measure of CLEEN in all its project implementation is commendable. Partners are impressed with its strategy of insisting and ensuring project outcomes are achieved with quality output.
- Most police stations are now up and doing since the police visitor's week was initiated. There is competition among police stations on which station that will win the award after each visit.
- The creation of and/or participation in networks and organizations such as Altus Global Alliance, African Policing Civilian Oversight Forum (APCOF), Wes African Police Reform Network (WAPORN), Network on Police Reform in Nigeria (NOPRIN),

International Centre for the Prevention of Crime (ICPC), etc. is a powerful mechanism for sustainability and dissemination.

- Integrating the activities of trained IPS into policing at the community level improves safety and security in that community
- Knowledge and skills delivered and developed through project interventions are not always transferred to beneficiary's everyday life or work life. Project impacts can only be sustained if individual or organisation's beneficiaries replicate the gains of the interventions in their everyday and work lives.
- A lot of work is being done by CLEEN and a lot of people are really not aware about it including government at all levels.
- The NCVS measures the nature, trends and patterns of criminal victimization; public perceptions of safety and fear of crime; attitude to criminal justice institutions as well as traffic and road safety in Nigeria. Ironically, CLEEN focus over the years has been on the police, while minimal engagement is done with FRSC, NSCDC, etc. and this implies that the public safety component of her work needs to be redefined and expanded.
- CLEEN engagement with the private security sector is minimal, particularly the security policing providers. Focus over the years has been on formal policing (the Nigeria police force) and informal policing (community vigilantes, and local groups)

Appendix

PROJECT IMPACT: THREE FLAGSHIP PROJECTS

PROJECT	PROCESS – <u>Describe the method & approaches used for the project</u>	REACH – <u>Describe who is influenced by the project and who acted because of the influence</u>	OUTPUT – <u>Concrete products of the project as well as of each activity</u>	OUTCOME – <u>Describe changes that occur in the target population that can be specifically attributed, at least in part, to the project process and outputs</u>	IMPACT – <u>Describe the overall changes that occur.</u>
Enhancing Police Accountability in Nigeria (ACCOUNTABILITY AND JUSTICE)	Organizing interactive forums on building police-community partnership and providing them with the necessary institutional support such as training, basic office equipment, software for filing and tracking complaints against police misconduct and creating citizens awareness about the existence of the mechanisms and the need to send complaints to them.	(1) The Police, especially senior officers. (2) The public – specific communities in which the Police operate (3) The NHRC (4) INEC	<ul style="list-style-type: none"> • The Police and the PSC now have a better understanding and skills on how to engage in a democratic manner that ensures transparency and accountability • The project created a forum where the internal disciplinary mechanisms of the NPF was harmonised • People got to know more about accountability and justice and the PCB through the IEC medium – posters, jingles, fliers etc that were produced during the project • The public now have ideas on the type of complaints that are prevalent in the different areas through the use of a standardised form for lodging complaints • The project strengthened the capacity of the PSC in delivering its Constitutional Mandate. It also improved 	<ul style="list-style-type: none"> • The Police in the States CLEEN worked now have a regular police-public dialogue to discuss issues of public concern that are bothering on public safety and security. • It was a result of the project’s PCB initiative that the former IGP Tafa Balogun issued a directive to state commands to adopt the model of engagement with the PCBs. • From the project, a three-year strategic plan was developed by police, which introduced a periodic public panel of inquiry to get complaints from members of the public • CSOs engage better with the NPF and PSC. For example NOPRIN¹³, Access to Justice etc engage with the NPF and PSC. • The move to have investigation department in the PSC was made during the project implementation and this 	<ul style="list-style-type: none"> • The project succeeded in establishing processes and procedures for engaging with stakeholders particularly members of the public (NPF). For instance, people are now aware of the existing internal and external accountability platforms, even on how to lodge their complaints or commendations at the PCB. • The project has enlightened members of the public on how to engage with the police during different scenarios for example road blocks, stop and search etc • There is now an accepted guideline for monitoring the conduct of police officers on electoral duty. This initiative has been adopted by the CSO and the election management bodies • The project originated the interagency committee to coordinate election security management during elections. This laudable initiative has been adopted by INEC to the extent of setting up and coordinating an inter-agency election security management committee

¹³ CLEEN has been organising public tribunals of inquiries on police human rights abuse issues which today has been taken up by NOPRIN and the National Human Rights

			civilian oversight of the police in Nigeria.	necessitated the provision of technical assistance to the Commission to develop a database that stores and tracks complaints against police officers. <ul style="list-style-type: none"> • The project developed guidelines for appointment, promotion and discipline for the police • The project introduced the sensitization and training members of the public on monitoring and reporting of the conduct of the police during elections 	<ul style="list-style-type: none"> • The project initiated periodic media releases on the findings of the monitors on the conduct of the police during elections. Both the local and international election observers adopt the findings for the own report. • The National Human Rights Commission leveraged on the project's initiative on policing election has taking up the training of Police Officers on Human Rights their conduct while on election duty. This training is usually done before deployment during elections • Outside Nigeria, the project provided technical expertise to civil society groups in the setting up of the civilian oversight institutions of the Kenyan Police Service • The Review of the Police Training.¹⁴ Curriculum: CLEEN Foundation was involved in developing 5 of the manuals particularly the modules on Civilian Oversight and Accountability of the Police and Policing Elections
Informal Policing in Lagos State (PUBLIC SAFETY AND SECURITY)	Organizing a summit on informal policing and human rights and provision of human rights training for members of informal policing groups. Other activities under the project were the development of a code of conduct for informal policing groups and means of proper identification of their members.	(1) Informal Policing Groups (2) DFID – Security, Justice and Safety Programmes (3) Fourteen Local Government Areas (LGA) drawn from the six	<ul style="list-style-type: none"> • There is now a reliable document on informal policing and human rights produced after the summit • Informal Policing groups are now fully aware of what human rights is all about • There is now an established code of conduct for Informal 	<ul style="list-style-type: none"> • There is now a better appreciation of human rights by members of the various informal policing groups. These groups are now more committed in carrying out their activities with due respect for human rights and adherence to rule of the law. 	<ul style="list-style-type: none"> • The successes recorded were duly acknowledged by the NPF and this led to the appointment of the founder Executive Director, CLEEN Foundation by the former IGP Tafa Balogun, as a member of the Technical team set up on implement Community Policing in Nigeria in 2004. • The community policing as initiated by

¹⁴ CLEEN is involved in the review of the Police Act and development of the Police Bill which is presently before the National Assembly. The same format of the new Bill was used to develop the new Police Act for Kenya which was passed last year as part of the Kenyan reform process

		geographical zones in Nigeria ¹⁵	<p>Policing groups</p> <ul style="list-style-type: none"> • Proper documentation and identification of members of the groups now exist • In the entire beneficiary LGAs there is increasingly collaboration between the police and communities in the sphere of crime information generation, collective patrols and the resolution of communal problems. • The membership and participation of the forums/meetings in the beneficiary LGSs cut across ethnic, religious, occupational and age lines. This diversity and the unity of purpose really strengthened and forums successful. 	<ul style="list-style-type: none"> • There is improved cooperation between the police and vigilante groups in the prevention and control of crime in the beneficiary LGAs. • There is now a standardized mechanism established to regulate the conduct and activities of the vigilante groups in the State. For instance, members of vigilante groups now hand over suspects to the police for investigation and possible prosecution. 	<p>CLEEN was finally adopted by NPF as a policing philosophy around 2004 and 2005. While the Federal Government adopted it as the Policing Strategy for Nigeria in 2007.</p> <ul style="list-style-type: none"> • The first DfiD police reform program in 2003 was implemented by CLEEN. This was on a research on mapping of traditional policing systems in Nigeria. It is observed that in 2006 the DFID in its security and justice programme adopted the community policing model as initiated by CLEEN, and replicated this across the six geo-political zones reaching out to many more communities. • Till date and as result of the project, there is continuous cordial interaction and discussions between the police and IPS groups. • The Police Community Partnership Forum, Abak has now transformed into a Community Based Organisation / NGO working in the area of public safety and security in Abak in Akwa Ibom State • Through this project, CLEEN has succeeded in changing the discourse and official perception of informal policing groups in Nigeria, and more importantly has improved IPGs respect for the rule of law and due process in carrying out their work. • The successes recorded in the project attracted other funders like American Bar Association, CORDAID, etc, which
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¹⁵ Alkaleri LGA of Bauchi State; Akpabuyo LGA of Cross River State; Ipokia LGA of Ogun State; Ibadan Northeast LGA of Oyo State; Abak LGA of Akwa Ibom State; Riyom LGA of Plateau State; Sabongari LGA of Kaduna State; Numann LGA of Adamawa State; Adavi LGA of Kogi State; Tarauni LGA of Kano State; Ahiazu Mbaise LGA, Imo State; Umuahia South LGA, Abia State; Udenu LGA, Enugu State; Onitsha North LGA, Anambra State

					led to the expansion of the project to Informal Policing Groups in the FCT, and the Neighbourhood Watch Groups in Lagos and Ogun States.
National Crime Victimization Survey (NCVS) (RESEARCH AND PLANNING)	An annual survey research based on a sample of 11,000 respondents drawn from the 36 States of Nigeria and Abuja	(1) Nigerian public (2) Security agencies (3) Government (4) Academia (5) INEC (6) NHRC (7) CLEEN Staff	Published National Crime Victimization Survey Report	<ul style="list-style-type: none"> • The project has helped decision makers through practical strategies to combat crime in the country. Decision makers now have access to data they can use in their planning meetings; • The project has enhanced seriousness in government implementation of public safety programmes • The general public are now aware of crime hot-spots through the findings of the survey. Incidents of crime have reduced through the deployment of resources to combat crime in the locations where it is usually seen high. 	<ul style="list-style-type: none"> • The project provided a platform where targeted respondents had the opportunity to speak their views about crime in Nigeria. • People now have access to complementary data to the official statistics of crime and victimization in Nigeria, and they are more knowledgeable about the types and trend of crimes in Nigeria. In other words they are now better informed about the current state of crime and victimization in Nigeria. • The project have succeeded in establishing a reliable and complimentary sources of information on crime and public safety in Nigeria to official statistics