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<thead>
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<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ATR:</td>
<td>African Traditional Religion</td>
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<tr>
<td>CCTV:</td>
<td>Closed-Circuit Television</td>
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<tr>
<td>CLEEN:</td>
<td>Centre for Law Enforcement Education</td>
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<tr>
<td>CSO:</td>
<td>Civil Society Organisation</td>
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<tr>
<td>CVE:</td>
<td>Countering Violent Extremism</td>
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<tr>
<td>EFCC:</td>
<td>Economic and Financial Crimes Commission</td>
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<tr>
<td>FCT:</td>
<td>Federal Capital Territory</td>
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<tr>
<td>FRSC:</td>
<td>Federal Road Safety Corps</td>
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<td>GDP:</td>
<td>Gross Domestic Product</td>
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<td>GPI:</td>
<td>Global Peace Index</td>
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<td>GSM:</td>
<td>Global System for Mobile Communications</td>
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<td>IED:</td>
<td>Improvised Explosive Deives</td>
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<tr>
<td>ICPC:</td>
<td>Independent Corrupt Practices and other related offences Commission</td>
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<td>ICT:</td>
<td>Information and Communication Technology</td>
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<tr>
<td>INEC:</td>
<td>Independent National Electoral Commission</td>
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<tr>
<td>IPCR:</td>
<td>Institute for Peace and Conflict Resolution</td>
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<tr>
<td>M &amp; E:</td>
<td>Monitoring and Evaluation</td>
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<tr>
<td>MoV:</td>
<td>Means of Verification</td>
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<tr>
<td>NGO:</td>
<td>Non-Governmental Organisation</td>
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<td>NOA:</td>
<td>National Orientation Agency</td>
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<td>NPC:</td>
<td>National Planning Commission</td>
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<tr>
<td>NPF:</td>
<td>Nigeria Police Force</td>
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<tr>
<td>NSCDC:</td>
<td>Nigeria Security and Civil Defence Corps</td>
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<tr>
<td>OVI:</td>
<td>Objectively Verifiable Indicators</td>
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<tr>
<td>PSC:</td>
<td>Police Service Commission</td>
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<td>TEI:</td>
<td>The Electoral Institute</td>
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<td>TI:</td>
<td>Transparency International</td>
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<td>UNDP:</td>
<td>United Nations Development Programme</td>
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FOREWORD By Prof. Etannibi Alemika, Chairman, Board of Trustees

FOREWORD

A strategic plan presents the vision and mission of an organization. It embodies the articulation of plans, programmes, resources and actions required to accomplish stated vision, mission and activities of an organization. Strategic planning ensures that an organization maintains a focus necessary for attaining its vision and mission.

CLEEN Foundation, established in 1988, has maintained a culture of strategic planning. This has contributed to its growth as a foremost NGO with primary focus on improving effectiveness, responsiveness and accountability of security and justice systems in the country through research, advocacy, partnership and capacity building. The current strategic plan of the Foundation aims at consolidating its growth at the dawn of its third decade of existence.

CLEEN Foundation celebrated its 20th Anniversary in 2018. The present Strategic Plan is to guide its activities and programmes from 2019-2023. It outlines the vision, mission and values of the Foundation. The Plan analysed the external and internal environments of the organization and their implication for the vision, mission and plan of the Foundation. It presents the strategic objectives, key actions and their expected outcomes during the five years. The governance and management styles as well as resources required for the implementation of the Plan. Monitoring and evaluation were given due consideration in the Plan. The Strategic Plan is well conceived and articulated.

Over the years, the Foundation developed effective governance structure, attracted, retained and incentivized competent staff, conceived and implemented innovative programmes, developed and sustained partnership with different stakeholders across security, safety and justice agencies; funding organizations and NGOs within and outside the country. It enjoys strong support from domestic and foreign partners and funders. If the Foundation continues to enhance its system, processes, partnership and support, the objectives of the plan will be realized. The continuing support of funders and partners within the security and justice system within and outside Nigeria is vital and the Foundation commits itself to strengthening partnership, resource mobilization and organizational efficiency in order to contribute to evolving and sustaining efficient, responsive and accountable security, safety and justice systems in Nigeria and beyond.

Etannibi Alemika, Ph.D.
Chairman, Board of Directors, CLEEN Foundation
ACKNOWLEDGEMENT By Dr. Benson Olugbua, Executive Director

Acknowledgement

CLEEN Foundation is celebrating her 20th anniversary in 2018 which marks the end of the last strategic plan adopted by the organization from 2014 – 2018. The new five-year strategic plan is designed to run from 2019 – 2023. The process has been inclusive and engaging and it is hoped that every staff of the organization will run with the new strategic plan.

We are grateful to all our Board Members for supporting the review of the plan from inception to conclusion. We remain grateful to Dr. Otile Igbugor and Mr. Tive Denedo for guiding the process. We acknowledge members of the Strategy Planning Committee led by Mr. Peter Madumara for your hard work and commitment. Our special thanks go to members of the Planning Committee that organized the Strategy Retreat. We are grateful for all your support and assistance.

We want to specially thank Ford Foundation for supporting the development of the strategic plan through the BUILD Initiative grant. We acknowledge the contributions of our BUILD Program Officers, Eva Kuoka and Victoria Dunning and Grant Manager, Affishet Alui.

The importance of this strategic plan cannot be overestimated. It will help CLEEN Foundation to align project activities with her mission and vision. In addition, it is the template that will guide our activities in the next five years. As we formally present it to the public, it is our hope that our development partners, supporters and benefactors will support us immensely to achieve our mission of promoting public safety, safety and access to justice.

November 2018

Benson Chinedu Olugbua, PhD
Executive Director
CLEEN Foundation
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EXECUTIVE SUMMARY

This strategic plan is about who we are, where we have been, the current situation and the effects of change. It signals where we intend to go, how we intend to get there and how we will periodically assure ourselves that we are on the right track. It provides a strategic frame, a parameter within which we will develop our operational and action plans. It will help us to give objective consideration on how to optimize the match between internal and external efficiencies, and therefore give us the faith to be different because we have a clear-sighted view of the future.

CLEEN Foundation originally known as the Centre for Law Enforcement Education in Nigeria was established in 1998 with a focus on public safety, security and justice. The vision of CLEEN Foundation is to be the leading civil society organization on public safety, security and justice in Africa. The approach is through combined strategies that optimize the efficiencies of both the supply and demand sides in partnerships with government, civil society, and organized private sector. The mission of CLEEN Foundation is to forge relationships that promote public safety, security and justice in Africa. The organisation is guided by the values of professionalism, integrity, team spirit, respect for human rights, innovation and partnership.

Strategy is about planning for change and organizing or even creating the resources necessary to handle it. This sixth edition of the strategic plan has been developed based on the assessment of the opportunities and threats in the external and internal environments within which CLEEN Foundation operates, as well as, an examination of the strengths and weaknesses of CLEEN Foundation. It is intended to act as a practical guide to action. The process of developing the plan was participatory to engender ownership by the board, management and staff. It included engagement with the board, establishment of a strategic plan committee, retreat by board and staff and stakeholder validation conferences.

The crisis of global insecurity has assumed new dimension in recent years with most threats emanating from within countries. The global peace index continues to deteriorate with tensions, conflicts and crisis across the world. Specifically, Nigeria is operating in a context characterized by huge security challenges across the six geo-political zones of the country including insurgency, ethnic nationalism, campaign for self-determination, farmers-herdsmen crisis, militancy, kidnapping and abduction. There have been serious economic challenges with the country slipping into economic recession in 2016. The socioeconomic and development indices continue to be poor with high levels of corruption. Currently, Nigeria is ranked among the top five countries hosting the largest number of poor people in the world. However, despite these challenges, on the political terrain, Nigeria has made remarkable progress in the sustenance and consolidation of democracy with over 18 years of unbroken civilian rule, even with transfer of power from one political party to another. Also, there has been rapid technological development in the communication sector of the economy as evidenced by the spike in the mobile phone penetration rate.
CLEEN Foundation has operated for 20 years and has grown from a small organisation covering few states and communities in Nigeria with very limited resources to a well-known institution of reckoning in the entire West African sub-region. CLEEN Foundation has over the years exhibited some strengths, including having competent and talented staff as well as visionary and active board with global network within the sector, which have enabled it to perform as a leading CSO dedicated to public safety, security and justice in Africa. It has forged enduring forthright partnerships with civil society groups, government agencies, donors and organized private sector; has a robust research and advocacy capacity and an increasing enviable record of both intangible and tangible assets, particularly, good donor relations and physical assets.

However, despite all these, there are identifiable challenges including the issues of donor dependence, inadequate communication and co-ordination, maintaining the confidence of both the supply side agencies (e.g. the Police) and demand driven public. Others are rapid turnover of personnel or officials of supply side agencies, weak implementation of Human Resources policies, poor documentation and reporting standard and inadequate organizational development.

These challenges notwithstanding, opportunities abound for CLEEN Foundation to consolidate and expand its work and make greater impact. The increasing security challenges across the globe and the corresponding growing interest and support by development partners for public safety, security and justice provide glaring opportunities for CLEEN Foundation to pursue and actualize its goals. This strategic plan is intended to provide the roadmap for harnessing these opportunities for organizational growth and enhanced service delivery that will have more positive and sustainable impact on public safety, security and justice.

In line with our contextual analysis, vision and mission, the strategic objectives are:

1. To promote a more transparent and accountable security and justice institutions in Nigeria through strengthening of internal and external oversight mechanisms.
2. To improve public safety and security through increased adherence to the rule of law and citizen’s participation in security systems.
3. To increase public accessibility of data that can inform and drive policies and reforms in public safety and security systems.
4. To enhance the skills of primary and secondary stakeholders to improve public safety. Security and justice.
5. To reposition CLEEN Foundation to become the leading civil society organization on public safety, security and justice in Africa.

There are clear organizational implications for the effective implementation of this strategic plan. The Board of Trustees will provide strategic leadership and policy direction for work of the organization and implementation of this strategic plan. Within the strategy period, the meetings of the Board of Trustees will be regularly held or as the need arises. The management of the organization will be led by the Executive Director and
management staff. Attention will be paid to Human Resource and organizational development and the quality of programme. The staff of the organization will be trained to implement the strategic plan focusing on strategy, people and work plans. Staff appraisal process will be standardized, and capacity building will be given priority. Staff will be trained on leadership, management, partnership and networking, fund raising, project management, advocacy and monitoring and evaluation.

CLEEN Foundation will produce a complementary strategy that will focus on mobilizing resources from development partners, governments and philanthropists who share the vision and mission of the organization. The resource mobilization strategy will ensure diversification of its funding base and prioritize multi-year funding for the core mandate of CLEEN Foundation. All staff will be involved and trained on resource mobilization and proposal writing as well as on financial system and processes. A fund-raising Manager will be appointed to lead the implementation of the fund-raising strategy. The strategy will include elements of responding to request for proposals/grants, training and consultancy, crowd sourced funding, sale of publications, reference point, resource centre, facility rental and networking. The organization will improve its financial management to ensure appropriate resource allocation, budget monitoring and control. Audit and control functions will be strengthened through the external auditor. Under this strategic plan period financial management will be strengthened by ensuring strict adherence to the financial policy. In addition, the finance and admin department will improve its communication with staff, upgrade its financial architecture, improve procurement process and respond timely to finance and administrative issues. The quality of communication will be improved. Both internal and external communications will be enhanced. Communication between the board of trustees, management and staff will be improved. An updated communication strategy will be approved with the appointment of a Communications Officer to lead in the implementation of the Communication Strategy. The use of mainstream and social media in communication will be enhanced. The visibility of the organization will be enhanced through strategic communication and external relations.

To facilitate efficient communication and documentation, CLEEN Foundation will update its ICT systems, equipment and software; and improve on the deployment and utilization of ICT. The quality of documentation in CLEEN Foundation will be improved through enhanced staff. A risk management strategy will be implemented. A key step towards the institutionalization of monitoring and evaluation in CLEEN Foundation is the development of a monitoring and evaluation (M&E) framework for this strategic plan. Monitoring and Evaluation are key functions of management. They start from the strategy process where key indicators are determined to be monitored and evaluated.

Management will operationalize the monitoring and evaluation framework through routine data collection, surveys, progress monitoring, management review, stakeholder meetings and annual reviews. In this regard management will ensure that staff are trained and supported to utilize the M&E tools. An M&E Manager will be recruited to lead the M&E Strategy. The organisation will also explore the possibility of using standard M & E software.
SECTION ONE: INTRODUCTION

1.1 Background
CLEEN Foundation originally known as the Centre for Law Enforcement Education in Nigeria was established in 1998. The Foundation has offices in three zones of the country namely, Lagos, Abuja which serves as the head office and Owerri. It has presence in all thirty-six states of the federation and it is part of a global alliances and coalitions, possessing strong links with civil society organizations and state agencies in Africa.

1.2 Vision
To be the leading civil society organization on public safety, security and justice in Africa.

1.3 Mission
To promote public safety, security and justice through empirical research, legislative advocacy, demonstration programmes and publications in partnership with government, civil society and the private sector.

1.4 Values
CLEEN Foundation shall be guided by the values of

1. **Professionalism** requiring management and staff to display competence, knowledge, ethical standards, skills and quality in the delivery of work.
2. **Integrity** requiring management and staff to uphold and display honesty, transparency and accountability in the discharge of organisation work.
3. **Team Spirit** requiring all to co-operate and work together to achieve organizational goals.
4. **Respect for Human Rights** requiring the organisation to uphold the right of all regardless of sex, age, ethnic group or religion.
5. **Innovation** requiring all to display creativity, discover new ways of doing things and apply better solutions to emerging problems.
6. **Partnership** requiring management and staff to work with and collaborate with critical stakeholders.

The values can be remembered by the acronym **PITRIP**.
1.5 Our Theory of Change

One key component that drives the work of CLEEN Foundation is the organisation’s theory of change. The thrust of the theory of change is the belief that continued improvement in public safety and security, and the justice sector is largely dependant on regular and systematic stakeholders engagement at all levels, including government, civil society and organized private sector through combined strategies of supply and demand.

1.6 Purpose of Strategy

Since its establishment in 1998, CLEEN Foundation has been implementing programmes especially in the areas of security,
public safety, justice sector reforms, peace and conflict management, electoral reforms, road safety, human capital and expertise development, gender and youth.

This is the sixth edition of the strategic plan since the establishment of the organization. This plan is expected to run from 2019-2023. The leadership and management of CLEEN Foundation recognize the need for a strategic plan that sets the trajectory for organizational growth, enhanced service delivery and guide to action. This plan has been developed based on the examination of the internal and external contexts within which CLEEN Foundation operates as well as an examination of the strengths and weaknesses of the organization.

The purpose of the strategic plan is therefore to provide a clear direction for CLEEN Foundation and the programme of action to be taken in the next 5 years (2019 - 2023) towards archiving the organization's goals and strategic objectives within the dynamics of international and national context of operations. The plan also provides a framework for monitoring and evaluation and impact assessment.

### 1.7 Strategy Development Process

To engender ownership of the process by the board, management and staff of CLEEN Foundation, this strategic plan was developed through a participatory process. The process of developing the strategic plan was initiated by the Board of Trustees and commenced with the selection and inauguration of a Strategic Plan committee (SPC), comprising the following members:

1. Mr. Peter Maduoma - Chairman
2. Mrs. Ruth Olofin - Member
3. Mr Oluwole Ojewale - Member
4. Mrs. Blessing Kadir - Member
5. Mrs. Justina Johnson - Member
6. Mrs. Chigozirim Okoro - Member
7. Miss. Clara Amadi - Member
8. Mr. Nnamdi Odoh - Secretary

A strategic plan consultant (Dr. Otive Igbuzor) was engaged to facilitate the process. From 5th - 6th June, 2018, CLEEN Foundation organized a strategic plan retreat for the board and staff of the organization in Abuja. The retreat was organized to review the vision, mission and values of CLEEN Foundation, analyse the context in which the organization is operating; analyse the stakeholders and propose strategic direction for the organization.

The draft strategy produced was subjected to validation by stakeholders in November 2018. The validation conference was attended by members of Board of Trustees, Staff, stakeholders, Donors and peer NGOs.
SECTION TWO: CONTEXT

2.1 International Context

The crisis of global insecurity with its myriad of challenges, as well as its capacity to destabilize both the rich and poor countries is perhaps the biggest contributory factor to the challenges of global developmental initiatives in the twenty first century. Most of the threats to stability that have confronted governments, development partners and institutions in recent times are in one way or the other connected with insecurity. The concept of insecurity would be best understood, when considered in the light of global developments increasing uncertainty and vulnerability. In the view of Akin security refers to “the situation that exists as a result of the establishment of measures for the protection of persons, information and property against hostile persons, influences and actions”.

According to Igbuzor, it demands safety from chronic threats and protection from harmful disruption. Security can be described as stability and continuity of livelihood (stable and steady). Being secure is therefore the existence of conditions within which people in a society can go about their normal daily activities without any threats to their lives or properties. It embraces all measures designed to protect and safeguard the citizenry and the resources of individuals, groups, businesses and the nation against sabotage or violent occurrence.

The dynamics of global security changed profoundly and dramatically with the end of the Cold War and the collapse of the Soviet Union. That end ushered in an era of new security challenges encompassing the proliferation of weapons of mass destruction, international terrorism, regional conflicts and ethnic nationalism to name a few. The post Cold War period has not only seen “an increase in instability due to all of these occurrences but it has also seen a dramatic rise in the level of conflicts, loss of lives and properties, unresolved tensions and exceedingly new pressures around the globe”.

It is widely accepted that security and peace in nations are contingent upon security in the world. With the ever-increasing interdependency in the current globalised world, the actions or inactions of one state has the capacity to influence and alter the actions and policies of other states. Not surprisingly too, a security threat in one part of the world is now capable of disrupting the peace and stability of other countries. The notions of security and defence are no longer localized to transnational and national boundaries. The war against terrorism which became the hallmark of the United States diplomacy is a classic example of how a threat to one nation changed the approach and attitude of all those who are concerned with global peace and security.
Today most threats are known to emanate from within and it is important to look at factors that are providing sustenance for insecurity within national borders. This issue places emphasis on the individual and human dimension of security which corresponds largely with the emerging class of non-military threats that are no less important than the traditional military threats with the potential to challenge and destabilize domestic and global security. Clearly, insecurity today is more about lack of basic amenities, violation of rights, abrogation of freedom and less about military attacks from hostile neighbours.

According to the Global Peace Index 2018vi, published by the Institute for Economics & Peace, the global level of peace has deteriorated by 0.27 per cent in the last year, marking the fourth successive year of deteriorations. Ninety-two countries deteriorated, while 71 countries improved. The 2018 GPI reveals a world in which the tensions, conflicts, and crises that emerged in the past decade remain unresolved, especially in the Middle East, resulting in this gradual, sustained fall in peacefulness.

2.2 National Context

2.1.1 Introduction

Nigeria occupies an area of 923,768 square kilometres. It had an estimated population of 140,431,790 million in 2006 (population census). The estimated population in 2010 was 154,728,892 million. The estimated population in 2017 is put at 182,000,000 million. Nigeria is ethnically and linguistically diverse with over 250 ethnic groups and four hundred languages and dialects. The country is also multi-religious with Christianity, Islam and African Traditional Religion (ATR) as the main religious groups. Administratively, Nigeria is a federation which has 36 states and a Federal Capital Territory (FCT). The states are broadly grouped into six geopolitical zones namely: North central, North east, North west, South east, South south and South west zones. There are also 774 local government areas in the states and six area councils in FCT.

2.1.2 Security Context

Nigeria’s level of insecurity is among the highest in sub-Saharan Africa and has continued to rise due to successive governments’ failure to properly manage the country’s diversity. The manifestation is the widespread flashpoints of violence across the country from the borders in the North East where insurgency is holding sway, to the South West which remains the enclave of miscreants and ethnic nationalism. In the South East, there is increasing youth agitation for self-determination that poses security challenges while agitation for resource control, militancy, kidnapping and abduction are the order of the day in the South South region. There is also the huge challenge of farmers-herders conflict across the country.

These activities have increased pockets of protests and sometimes violent demonstrations leading to high rates of incarceration, inflow of small arms and Improvised Explosive
Devices (IED). Expectedly, there is increase in military and security spending by the state, increase in tension and the loss of lives and properties. It has adversely affected the economy and stifled trade and commerce thereby leading to greater poverty and its attendant problems.

National security threat became a major issue for government and prompted huge allocation of the national budget to security. In order to ameliorate the incidence of crime, the federal government embarked on criminalization of terrorism and passing the Anti-Terrorism Act in 2011. Other measures taken include installation of Computer-based Closed Circuit Television cameras (CCTV) in some parts of the country, enhancement of surveillance, investigation of criminal related offences, heightening of physical security measures around the country aimed at deterring or disrupting potential attacks, strengthening of security agencies through the provision of security facilities and the development and broadcast of security tips in mass media.

2.1.3 Political Context

Nigeria occupies a special place in Africa and international affairs. It is by far the most populous country in Africa. Out of the 58 years of post-independence Nigeria, the military has ruled for about 30 years. Nigeria is endowed with human and natural resources but years of despotic and debilitating military rule rendered the country vulnerable to arbitrary and often poor governance, lack of transparency and accountability, lawlessness, economic instability and human rights violations of a severe magnitude.

2.1.4 Economic Context

The current democratic dispensation began in 1999 with the election of Chief Olusegun Obasanjo, a retired military General who once ruled the country from 1976-1979. Obasanjo was re-elected in 2003. He was replaced by Alhaji Umaru Musa Yar’Adua after the April 2007 elections. Yar’Adua died in 2010 and was replaced by his Vice President, Dr. Goodluck Jonathan. Elections were held in April 2011 and Dr. Goodluck Jonathan was elected President. The April 2011 elections were adjudged by local and international observers to be free, fair and credible. Unfortunately, the election was accompanied by post-election violence. In 2015, President Mohammadu Buhari was elected on the platter of change with specific focus on anti-corruption, security and economy. Under the legal context, the Police Act enacted in 1967 is undergoing review. The environment is witnessing the vagaries of climate change with drying up of Lake Chad and desertification further complicating security challenges in the country.
and 38.8 percent of GDP. From 1990-1999, the economic growth rate of Nigeria was between 2-3 percent. But from 2000-2015, the economic growth rate more than doubled at between 6-8 percent. But in 2016, as a result of fall in the price of oil and renewed militancy in the Niger Delta where oil is produced, Nigeria slipped into recession. This has caused a lot of suffering to citizens.

2.1.5 Social Context

Nigeria ranks very low in all socioeconomic and development indices. In its Human Development Report for 2013, the UNDP ranked Nigeria at 156 out of 187 countries. The country has been consistently rated by Transparency International (TI) to be among the most corrupt countries in the world in its Corruption Perception Index. In its report released in December 2012 TI ranked Nigeria 143 out of 183 countries surveyed in 2011. In 2014 and 2015 Transparency Corruption Index ranked Nigeria 136 out of 175 countries and 170 countries respectively. Several probes by the National Assembly indicate that there is a high level of corruption in the country. In the recent past, there are discoveries of large sums of money resulting from the implementation of the Federal Government Whistle blowing policy.

In Nigeria, poverty is increasing. In 1980, the incidence of poverty in Nigeria using the rate of US $1 per day was 27.2 percent with only 17.7 million people but by 2010, it has increased to 69 percent with 112.5 million people. In terms of poverty distribution, the Northern region accounts for a higher proportion. Over the past three decades, poverty has increased disproportionately in the North as the Table below shows:

<table>
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<th>Geopolitical zone</th>
<th>Percentage</th>
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<td>North East</td>
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<td>North West</td>
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<td>Nationwide</td>
<td>28.1</td>
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Source: Central Bank of Nigeria, 1999 and National Bureau of Statistics
From the table above, it can be seen that between 1980 and 1985/6, the incidence of poverty was lowest in the South East followed by the South-South. But in 1997, the situation was completely reversed with the incidence of poverty becoming highest in the South East followed by the South-South. Again by 2010, the situation has completely changed with incidence of poverty highest in the three geo-political zones in the North and lowest in South West.

There is a direct relationship between increasing poverty and insecurity. Whenever there is conflict and insecurity, poverty increases. The increased poverty fuels more insecurity and the vicious cycle continues. The Brookings Institute in its study noted that only 10 percent of the global poor live in stable, low income countries, 40 percent live in fragile and conflict-affected countries and 50 percent in middle income countries. This means that poverty is low in stable low-income countries but high in conflict affected countries. It also means that poverty is prevalent in middle income countries because of inequality.

Nigeria has one of the highest maternal mortality rates in the world of 630 per 100,000 live births and under five mortality rates of 124 per 1,000 children. It is higher in rural areas and in the Northern part of the country.

2.1.6 Technological Context

The world today is in the era of ICT. There has been rapid technological development in the area of communications which has become one of the major drivers of the contemporary phase of globalization. With ICT, Global System for Mobile Communication (GSM) and Social Media, information can be sent to and received by millions of people. The reach of the social media in the world today is unprecedented. By the third quarter of 2016, Facebook had 1.79 billion active users. In Nigeria, there were more than 16 million active Facebook users by February, 2016. These have implications for programming for public safety, security and justice. Also, cyber-crime and fake news have been on the increase, creating nightmares and security challenges to law enforcement agencies. For instance, social media platforms have been used to incite or instigate youth agitations.
SECTION THREE: ORGANISATIONAL ASSESSMENT

3.1 Historical Review of CLEEN Foundation

CLEEN Foundation was founded in 1998 to promote public safety, security and justice through empirical research, Legislative advocacy, demonstration programs and publications geared towards building successful civil-state partnerships in justice reform.

CLEEN Foundation is valued by the demand side, trusted by the supply side, and recognized by the Nigerian Security Sector due to its proven and visible positive impact on police and policing in Nigeria. It is acknowledged by international partners, government Ministries, Departments and Agencies, Civil Society Organizations, and beneficiaries, as an organization that does serious work in research, awareness and capacity building of other Civil Society Organizations at the grassroots. It does extensive and useful research that is easily interpreted by the layman; it publishes evidence-based reports, acts with integrity, and delivers for its partners.

The foundation has offices in three zones of the country: Lagos, Abuja and Owerri: has a presence in all 36 states; and is part of global alliances and coalitions, possessing strong links with Civil Society Organizations and state agencies in Africa.

In 2009, CLEEN Foundation selected four priority areas to work towards:
1. Accountability and Justice.
3. Research and Planning and
4. Organizational Development.

An independent institutional impact assessment carried out in the 3rd quarter of 2013 concluded that the foundation has largely been successful in achieving its set goals and carrying out its mission. It is rated either 'very high' or 'high' by the police and international development partners for its “groundbreaking and innovative” work that has “addressed and solved a burning social issue”. In terms of outcomes, its activities and outputs are successfully producing the desired outcomes in the target audiences and in the wider society from the grassroots to the policy level. Flagship Projects include the annual Altus Police Station Visitors week and the Annual National Crime and Safety Survey.

In 2013, the Foundation adjusted its strategy and activities. This became necessary due to dramatic changes in the security configuration of West Africa with the rise of militancy and violent extremist groups challenging the state control of instruments of coercion and highhanded security response to the insurgents.
Similarly the growing influence of the private security firms and informal community security sector and the role they are expected to play in evolving coordinated security governance architecture for the region, requires the CLEEN Foundation to rethink its strategies and priorities in order to continue to be relevant to the safety and security needs of the people and to contribute in ensuring that all agencies that exercise security powers to operate under the law and are accountable to the people.

The Foundation aims to retain enviable international reputation in its niche area as the bridge between the demand and supply side of Safety, Security and Justice Reform. It shall consolidate in areas where it is strong even while seeking to broaden its objectives, impact and partner base.

Resources for CLEEN Foundation's programming come from a variety of sources, but largely from international foundations and donor agencies such as Ford Foundation, MacArthur Foundation, Open Society Foundations, Department for International Development (DFID), British Council etc. CLEEN Foundation is looking to widen its funding and plans to work with more domestic and international corporations operating in West Africa to increase their support for social justice work in the region. The CLEEN Foundation is registered with the Nigerian Corporate Affairs Commission as a nonprofit organization and its accounts are independently audited and published annually.

3.2 Achievements of CLEEN Foundation

CLEEN Foundation has grown from a small organisation covering few states and communities in Nigeria with very limited resources to a well-known institution of reckoning in the entire West African sub-region.

Institutional Impact
An institutional impact assessment carried out by external assessors established that CLEEN Foundation has made a remarkable difference since the organisation was founded. It has also made significant impact in the target populations and in society as a whole.

Development of Frameworks
CLEEN has developed frameworks and practice of 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 that have become a model for civil society organization in Africa and beyond.

Discourse on Policing
CLEEN was instrumental in the development of the discourse and practice of community-oriented policing in Nigeria by the Nigeria Police Force that resulted in the adoption of a policy that set the groundwork for the implementation of the programme of community policing in Nigeria.
Reduction in 'Jungle Justice'
CLEEN Foundation changed the official perception of informal policing groups in Nigeria and improved their respect for the rule of law and due process in carrying out their work through research, awareness workshops, training programmes and national rollout. One major impact of this initiative is the reduction in the use of “jungle justice” by informal policing groups in resolving incidences of crime.

Civilian Oversight of Policing
CLEEN Foundation developed the concept of and practice of civilian oversight of policing in Africa – beginning with advocacy for the enactment of the Police Service Commission (PSC) Act, working with the PSC to develop the standards and getting the model adopted in other African countries such as Kenya.

Crime and Public Safety Data and Information
CLEEN Foundation has been responsible for the development of reliable and complementary sources of information on crime and public safety in Nigeria for official statistics through citizens’ surveys on criminal victimization and perception of the justice system.

Replication of CLEEN Foundation Model in other Countries.
An international internship programme was established by CLEEN Foundation to enable civil society organizations in Africa to understudy the supply-side model strategy of transforming security forces in Africa. CLEEN Foundation programming has also led to successful replications and adaptation in Liberia, Sierra Leone and Kenya.

3.3 Organisational Strengths and Weaknesses

CLEEN Foundation has operated for 20 years. Over the years, the organisation has exhibited some strengths which have enabled it to perform as a leading CSO dedicated to public safety, security and justice in Africa. CLEEN has accumulated considerable experience with competent and talented staff building the capacity of CSOs and other relevant stakeholders. It has a strong and active board with global network within the sector. Other strengths of CLEEN Foundation include enduring partnership with civil society groups, government agencies, donors and organized private sector; research and advocacy capacity; good donor relations and ownership of fixed assets.

Nevertheless, there are some issues that have acted as drawbacks to the organisation. These include donor dependence; inadequate communication and co-ordination; maintaining the confidence of both the supply side agencies (e.g. the Police) and demand driven public; rapid turnover of personnel or officials of supply side agencies; non-optimal implementation of Human Resources policies; perceptions of weak leadership; poor documentation and reporting and inadequate organizational development.

Despite these challenges, there are opportunities for CLEEN Foundation to consolidate and expand its and impact. The increasing security challenges across the globe present an opportunity for CLEEN Foundation programming. Equally, there is a growing interest and support by development partners for
public safety, security and justice. CLEEN Foundation has the opportunity to further deepen its expertise on its area of focus developed expertise in its area of focus and improve on its track record of creating niche for itself. In addition, there are new technologies that pose security challenges as well as for dealing with security challenges. These present opportunities for the organisation to be more proactive in diversifying its services.

Whereas opportunities abound for the organisation to grow its operations, there are threats to the sustenance of its successful operations in the country. These include pervasive insecurity; key man risk; and possible constriction of the civic space through NGO legislation. These threats call for mitigation through conflict sensitive programming, effective HROD policies and joining forces with others to resist constriction of the civic space.

3.4 Key Challenges, Opportunities and Strategic Choices

As stated above, since its establishment, CLEEN Foundation has been faced with many challenges including donor dependence, leadership, and human resource and organizational development issues. But there are opportunities including the increasing wave of insecurity across the world, growing space for resource mobilization and increasing capacity of CLEEN Foundation to respond effectively in ever changing context with stakeholder support.

This strategic plan provides the framework for CLEEN Foundation's strategic direction, key initiatives and interventions in the next 5 years. It is designed to harness the vast opportunities, mitigate the risks and improve service delivery for increased positive impact on public safety, security and justice. Our strategic approach to work will therefore prioritise the following:

- Serving as a bridge between demand and supply side of public safety, security and justice.
- Extending promotion of respect for the rule of law and due process interventions to voluntary policing sector and the military.
- Conducting and publishing research for evidence-based advocacy on security and justice issues.
- Mainstreaming Gender, Youth and Disability issues in our policies and programmes.
- Being the reference point for security and justice reform in African states.
- Broadening the scope of CLEEN Foundation activities on security sector reform
- Developing model for improving police accountability in Africa

3.5 Stakeholders Analysis and Strategic Focus

For about two decades, CLEEN Foundation has interacted with a plethora of stakeholders including the board of Trustees; donors; development partners; government agencies like National Human Rights Commission (NHRC), Institute for Peace and
Conflict Resolution (IPCR), Public Complaints Commission (PCC), Police Service Commission (PSC), National Orientation Agency (NOA), Independent National Electoral Commission (INEC), Ministry of Justice, National Planning Commission (NPC); security agencies such as Nigeria Police Force (NPF), Nigeria Security and Civil Defence Corps (NSCDC), Nigerian Army, Nigerian Air Force and Nigerian Navy, anti-corruption agencies such as Independent Corrupt Practices and other related offences Commission (ICPC) and Economic and Financial Crimes Commission (EFCC); and civil society organisations.

Some of the stakeholders have significant powers and have a high level of interest in the Foundation activities such as the Nigeria Police Force (NPF), Police Service Commission (PSC), National Human Rights Commission (NHRC), security agencies and anti-corruption agencies. In the coming years, CLEEN foundation will engage these stakeholders fully in its decisions and actions and carry them along. The organization will also engage robustly with some of the other stakeholders such as the National Assembly, Independent National Electoral Commission (INEC), Independent Corrupt Practices and other related offences Commission (ICPC), Public Complaints Commission (PCC), CSOs, media and researchers who are crucial for the implementation of this strategic plan. Other stakeholders such as beneficiaries and former staff, who show a lot of interest and support for the organization's activities will be regularly informed and carried along.
SECTION FOUR: STRATEGIC APPROACH AND PRIORITIES

4.1 Strategic Objectives

In line with our contextual analysis, vision and mission, the strategic objectives are:

I. To promote a more transparent and accountable security and justice institutions in Nigeria through strengthening of internal and external oversight mechanisms.

II. To improve public safety and security through increased adherence to the rule of law and citizen’s participation in security systems.

III. To increase public accessibility of data that can inform and drive policies and reforms in public safety and security systems.

IV. To enhance the skills of primary and secondary stakeholders to improve public safety, security and justice.

V. To reposition CLEEN Foundation to become the leading civil society organization on public safety, security and justice in Africa.

4.2 Key Actions and Expected Outcomes

**Strategic Objective One:** To promote a more transparent and accountable security and justice institutions in Nigeria through strengthening of internal and external oversight mechanisms.

**Key Actions.**
- Advocate for improved legal framework for transparent and accountable security and justice system
- Advocate for reform of the criminal justice sector
- Advocate for improved funding and independence of the sector
- Promote formal and informal Policing and Justice System
- Promote Election Security Management.

**Expected Key Outcomes**
- Improved legal framework for a more transparent and accountable security and justice system
- Improved election security for a violence free election.

**Strategic Objective Two:** To improve public safety and security through increased adherence to the rule of law and citizen participation in security system.

**Key Actions**
- Promote citizen participation in policing through community policing and neighbourhood watch
- Facilitate capacity building and best practices for private security companies to adhere to the rule of law and human rights principles
- Promote youth participation in security and public safety
• Building the capacity of young persons through internship
• Preventing and countering violent extremism (PCVE)
• Implementing programmes on governance and security
• Promoting road safety and security

**Expected Key Outcomes**

• Increased citizen participation in security issues
• Improved capacity and standard for private security organisations
• Increased youth participation in security systems
• Improved capacity of young people on public safety and security
• Reduction in violent extremism
• Increased awareness on road safety and security

**Strategic Objective Three:** To increase public accessibility of data that can inform and drive policies and reforms in public safety and security.

**Key Actions**

• Conduct Public Surveys and exploratory studies on public safety, security and justice sector reform.
• Promote awareness among citizens on security issues
• Promote advocacy to the executive arms at the national and sub-national level on public safety policy formulations and reforms.
• Promote knowledge, learning and adaptation on public safety, security and justice issues.

**Expected Key Outcomes**

• Improved knowledge and understanding of public safety, security and justice issues.
• Increased citizens' awareness on security issues
• Increased knowledge products on public safety, security and justice

**Strategic Objective Four:** To enhance stakeholders' knowledge and skills for improved public safety, security and justice.

**Key Actions**

• Provide physical and virtual resources on public safety, security and justice through the CLEEN Resource Centre.
• Mentor young people on public safety, security and justice.
• Build the capacity of primary and secondary stakeholders on public safety, security and justice.
• Foster periodic forum with stakeholders on public safety security and justice issues.

**Expected Key Outcomes**

• Greater use of resources provided by CLEEN Foundation
• More young people pursuing career in public safety, security and justice
• Improved capacity of stakeholders on public safety, security and justice.
• Increased collaboration among partners and stakeholders.
Strategic Objective Five: To reposition CLEEN Foundation to become the leading civil society organization on public safety, security and justice in Africa.

Key Actions

- Promote CLEEN Foundation's visibility at the National, sub regional, continental and global levels through adoption, replication and adaptation of CLEEN's alternative models including Afro-Asian Association, Association for Research on Civil Society in Africa, African Commission initiatives etc.
- Build institutional capacity for programming on public safety, security and justice.
- Build institutional capacity on communication, coordination, training, data gathering and management.
- Foster a work environment and improved team work among the staff of the foundation.
- Develop and implement human resource systems that meet current and future challenges of the foundation.
- Promote gender equality and gender sensitivity throughout the foundation
- Implement effective financial management
- Implant, Implement and evaluate the new strategic plan

• Improved internal and external communication and coordination through regular team meetings and technology.
• Improved work environment through implementation of Human Resource and Organisational Development Policies.
• Improved human resource planning and management with open and transparent recruitment process, proper placement, staff development, training, discipline and welfare.
• Institutionalised gender advocacy to check gender insensitivity and ensure gender mainstreaming.
• Improved financial management with timely and accurate report to donors and other stakeholders.
• Improved understanding of the strategy through implantation activities including departmental discussions on the content of the strategy and plans for implementation.
• Effective implementation of strategy through the preparation of elaborate work plans, operating plans, monitoring and evaluation.

Expected Key Outcomes

• Improved CLEEN Foundation’s visibility at National, sub regional, continental and global levels
• Improved staff capacity through training, proper placement, motivation and discipline.
SECTION FIVE: ORGANISATIONAL IMPLICATIONS

5.1 Governance

The Board of Trustees will provide strategic leadership and policy direction for work of the organization and implementation of this strategic plan. Within the strategy period, the meetings of the Board of Trustees will be held quarterly. The governance of CLEEN Foundation will be enhanced through appropriate and transparent communication between the board and staff; and through elected staff representation on the board.

5.2 Management

The management of the organization will be led by the Executive Director with support from the Management Committee. Attention will be paid to the quality of programme and finance staff. During the plan period, an M & E Manager will be recruited. The human resource and organizational development (HROD) system will strengthened. Existing system of staff appraisal and capacity development will be improved upon. There will be a mid-term and end of term review of the strategy.
The proposed organogram is shown below:
5.3 Human Resources and Organisational Development

Human resource and organizational development are key priorities during this plan period. The staff quality will be enhanced. Every new staff will be given comprehensive induction on the strategic plan and programme focus, as well as organizational norms and standard practice. The values of the organization will be operationalized to ensure that staff internalize the core values of the organization.

The staff of the organization will be trained to implement the strategic plan focusing on strategy, people and work plans. Staff appraisal process will be standardized, and capacity building will be given priority. Staff will be trained on leadership, management, partnership and networking, fund raising, project management, advocacy and monitoring and evaluation. The staff appraisal system will be reviewed and strengthened and consistently enforced with staff giving written feedback on their performance, strength and areas of improvement. During the plan period, a professional Human Resource Manager will be recruited. There will be clear separation of finance, administration and human resources functions. A capacity development programme will be prepared and implemented.

Staff welfare will be prioritized with occasional survey of similar organization to ensure competitive salary structure. In addition, management will develop a comprehensive safety and security plan with clear processes and guidelines to cover all those who work with CLEEN Foundation. Strategy will be put in place to ensure delegation of staff for external meetings. Furthermore, management will ensure that procedures and methods for conflict resolution as laid out in the staff handbook are strictly followed. In addition, inter-departmental synergy and coordination will be improved through departmental hangouts, weekly meetings on project update, project learning sessions and general staff meetings.

Procurement system will be strengthened through a process of competitive bidding in accordance with CLEEN Foundation policies on procurement. A procurement committee will be set up to oversee the procurement process to ensure transparent accountable procurement in line with international best practices. The under listed are the required strategies to develop capabilities and expertise for the execution of the CLEEN Foundation’s Strategic Plan for 2019-2023.
## Strategies to develop capabilities and expertise

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTIVITIES</th>
<th>OUTPUT</th>
<th>PERFORMANCE INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a properly structured Human Resource Unit</td>
<td>Hire a Human Resource Director/Manager.</td>
<td>Staff knowledgeable in HR management.</td>
<td>At least 60% of CLEEN Foundation staff are satisfied with handling of HR issues.</td>
</tr>
<tr>
<td></td>
<td>Organise Human Resource specific training for the new staff.</td>
<td>Staff demonstrates capability for efficiency in the HR office.</td>
<td>Regular and frequent feedback to staff on staff related issues in the office.</td>
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<tr>
<td></td>
<td>Regularly update HR officer knowledge about new trends in HR management.</td>
<td></td>
<td>100% implementation of the revised performance management system.</td>
</tr>
<tr>
<td>Enhance the competence and expertise of CLEEN Foundation staff.</td>
<td>Develop a competence matrix and conduct a training needs assessment for all staff.</td>
<td>Attainment of the CLEEN Foundation distinctive competence for all employees.</td>
<td>Training level meets the quality and relevance desired for CLEEN Foundation work areas.</td>
</tr>
<tr>
<td></td>
<td>Develop an annual training calendar for all staff.</td>
<td>Annual training for all staff.</td>
<td>Competency matrix and need assessment completed by 2019.</td>
</tr>
<tr>
<td></td>
<td>Ensure that all staff are trained in their respective areas of engagement in the office.</td>
<td>Training manuals and modules developed and utilized.</td>
<td>60% budget-backed staff training completed by 2019.</td>
</tr>
<tr>
<td>Internship – build capacity of beneficiaries and CSOs</td>
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<td>-----------------------------------------------------</td>
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<td></td>
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<tr>
<td>Introduce &amp; implement a performance appraisal system with bonuses &amp; incentives as well as value for money component for trained staff.</td>
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<tr>
<td>Revive the in-house knowledge sessions for staff.</td>
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<tr>
<td>Knowledge sharing session held monthly.</td>
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<tr>
<td>Application of post-training knowledge.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Internship – build capacity of beneficiaries and CSOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan and implement an annual internship calendar.</td>
</tr>
<tr>
<td>Develop the internship.</td>
</tr>
<tr>
<td>Advertise the internship programme.</td>
</tr>
<tr>
<td>A detailed internship calendar.</td>
</tr>
<tr>
<td>An internship curriculum.</td>
</tr>
<tr>
<td>Annual intakes of new interns.</td>
</tr>
<tr>
<td>70% of targeted number of CSOs trained annually.</td>
</tr>
<tr>
<td>70% of targeted number of security agents successfully trained annually.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internal cadre of skilled staff to drive consultancy projects and training.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a curriculum for safety, security, justice and human rights training.</td>
</tr>
<tr>
<td>Hold train-the-trainer sessions for staff.</td>
</tr>
<tr>
<td>Expose staff to development opportunities.</td>
</tr>
<tr>
<td>Staff trained to facilitate CLEEN Foundation curriculum.</td>
</tr>
<tr>
<td>Staff trained in project management and consulting.</td>
</tr>
<tr>
<td>Staff demonstrates capabilities from development opportunities by 2019.</td>
</tr>
<tr>
<td>Number of staff certified as facilitators/trainers by 2019.</td>
</tr>
<tr>
<td>Number of staff involved in consultancy projects by 2019.</td>
</tr>
<tr>
<td>Number of staff demonstrating capabilities acquired through development opportunities by 2019.</td>
</tr>
</tbody>
</table>
5.4 Resource Mobilisation and Financial Management

CLEEN Foundation will produce a complementary strategy that will focus on mobilizing resources from development partners, governments and philanthropists who share the vision and mission of the organization. The resource mobilization strategy will ensure diversification of its funding base and prioritization of multi-year funding for the core mandate of CLEEN Foundation. All staff will be involved and trained on resource mobilization and proposal writing as well as on financial system and processes. A fund-raising Manager will be appointed to lead the implementation of the fund raising strategy. The strategy will include elements of responding to request for proposals/grants, training and consultancy, crowd sourced funding, sale of publications, reference point, resource centre, facility rental and networking.

The organization will improve its financial management to ensure appropriate resource allocation, budget monitoring and control. Audit and control functions will be strengthened through the external auditor. Under this strategic plan period financial management will be strengthened by ensuring strict adherence to the financial policy. In addition the finance and admin department will improve its communication with staff, upgrade its financial architecture, improve procurement process and respond timely to finance and admin issues.

Furthermore, the finance and admin team will organize finance training for non- finance managers. There will be regular assessment and review of risk management. The goal of fundraising in the strategy period is to build a diversified funding base. Donor mapping will be carried out and strategic relationship will be built with donors.
In the last five years, the funding of the Organisation has grown as shown in the table below.

<table>
<thead>
<tr>
<th>Income for the last five years</th>
<th>Expected inflow during the strategy period</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INFLOW FROM 2014 – 2018</strong></td>
<td><strong>INFLOW FROM 2019 – 2023</strong></td>
</tr>
<tr>
<td>Year 2014 – NGN347,177,070</td>
<td>Year 2019 – NGN493,697,961</td>
</tr>
<tr>
<td>Year 2015 – NGN532,111,363</td>
<td>Year 2020 – NGN554,175,961</td>
</tr>
<tr>
<td>Year 2016 – NGN477,656,631</td>
<td>Year 2021 – NGN622,062,516</td>
</tr>
<tr>
<td>Year 2017 – NGN444,161,955</td>
<td>Year 2022 – NGN698,625,175</td>
</tr>
<tr>
<td>Year 2018 – NGN439,697,961</td>
<td>Year 2023 – NGN783,802,659</td>
</tr>
</tbody>
</table>

During this plan period, there will be intensification of fund raising and a substantial increase in the revenue inflows into the organization as can be seen from the table below.
# Fund Raising and Diversification Strategies

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>OUTPUT</th>
<th>PERFORMANCE INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 1: GRANTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Existing Donors:</strong> Sustain and deepen project funding partnership</td>
<td>New areas of collaboration are agreed to with all present donors prior to expiration of current grants. CLEEN Foundation secures at least five grants from new first time donors in the next five years. At least one large project worth N2,500,000 is secured in each of the five project areas within the next five years. CLEEN Foundation successfully bids for and secures grants from MDAs and philanthropists.</td>
<td>25% increase in grants annually. Ability to propose new ideas to funders and collaboratively develop projects. Number of new grants received annually. CLEEN Foundation is consulted and participates actively in strategic review processes of partner organizations.</td>
</tr>
<tr>
<td><strong>Strategy 2: TRAINING &amp; CONSULTANCY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Training Curriculum:</strong> Deploy specific tailored and innovative curricula on safety, security and justice reforms for providing trainings for client on a fee-paying basis.</td>
<td>At least one training on each programme every quarter.</td>
<td>Number of training conducted by 2019 on each programme. % of consultancies won annually.</td>
</tr>
<tr>
<td>Consultancy Work:</td>
<td>Bid and execute professional consultancy assignments to organizations working in our fields of interest.</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Professional Development:</td>
<td>CLEEN Foundation staffs bid for and execute professional consultancies in research, training and other areas of competence.</td>
<td></td>
</tr>
</tbody>
</table>

### Strategy 3: CROWD SOURCED FUNDING

**Receipt of Donations:** Open an account like PayPal capable of receiving online payments.

**Sales of Products:** Link the online payment portal to organisation's website and other internet platforms for sale of products and receipt of donations.

**Advertising of web payment:** Refer to web payment portals regularly in all channels of communications.

**Create “Friends of CLEEN Foundation”:** framework Conditions & Benefits

CLEEN Foundation bids for consultancies as frequently as it bids for project grants.

CLEEN Foundation staff are mentored and supervised by board and management to bid for and execute consultancies.

Recognition as a lead institutional consultant in the area of programming.

Senior level staff recognized and rewarded for their successful consultancies.

Significant income generated from training and consultancies to defray overhead costs.

CLEEN Foundation can deploy modern ICT tools for effective fundraising.

The web-payment portal is to link CLEEN Foundation into charity and fundraising campaigns.

A group of individuals with paid subscriptions to “Friends of CLEEN Foundation” who donates regularly to the organisation's initiatives.

The web-based payment portal is popularized & used regularly for receiving donations and making sales by 2019.

CLEEN Foundation provides facilities and encouragement for individuals to support its activities through donations.

CLEEN Foundation and its work enjoy greater visibility and are better appreciated in the development sector through participation in more fundraising campaigns.
### Strategy 4: SALE OF PUBLICATIONS

**Marketing and Sale** of publications via all channels locally and internationally.

**Collaboration and Cooperation** with libraries, bookshops and distributors and participate in book fairs.

**E-copies** of CLEEN Foundation are available on the website for download and sales.

| CLEEN Foundation's publications are attractive, self-sustaining & profitable centre. |
| CLEEN Foundation's are available and used in all countries where CLEEN Foundation operates or participates in projects. |
| CLEEN Foundation's publications are recognized and used as reference materials among local and international partners and stakeholders. |
| CLEEN Foundation's publications are translated and successfully sold in French speaking countries. |

| Sale of all CLEEN Foundation's hard copies and e-copies in large quantities to cover cost of production and distribution. |
| High turnover in the sale of CLEEN Foundation's publications. |

### Strategy 5: REFERENCE POINT

**Facilitate** use of CLEEN Foundation's database by researchers via paid insertion of questions into the crime victimization and other surveys of CLEEN Foundation.

**Provide** paid access to organisation's database— with strict criteria applied— to prevent the abuse of data.

| Functionality in each database to query even using new questions. |
| Automatic alert to partners of opportunity to insert supplementary questions on a fee for service basis before each survey is conducted. (Questions must be provided in line with CLEEN Foundation's guiding principles). |

| Survey datasets are valuable assets and profitable to the Centre. |
| Survey data feed into all related major studies in Nigeria and other countries studied. |
| CLEEN Foundation data is recognized and cited in published reports and articles. |
**Strategy 6: RESOURCE CENTRE**

A paid membership drive launched for CLEEN Foundation Resource Centre (alternatively offered as a fringe benefit for “Friends of CLEEN Foundation).

Establish subscriptions and partnerships with publishers of academic materials and with libraries to increase the resource database of CLEEN Foundation.

Provide a rich catalogue of resources on organisation’s website available for reading and downloading for partners and the fee-paying public.

Provide for conducive reading space and work-stations in the resource centre.

At least the partners granted paid access to each dataset while other stakeholders like partner CSOs, local tertiary institutions and researchers are granted free access.

Fully equipped resource centre that is open to the public for membership and fee-paying activities.

At least 100 fee-paying clients access CLEEN Foundation’s resources in the Resource Centre and on the website every year.

CLEEN Resource Centre is a recognized reference material centre and attractive destination to researchers and students.

CLEEN Foundation is a leading stakeholder in facilitating the exchange of information and knowledge about safety, security and justice reforms in Nigeria.
Strategy 7: FACILITY RENTAL

Making rental of CLEEN Foundation

<table>
<thead>
<tr>
<th>Room</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Room Guest House</td>
<td>Lagos</td>
</tr>
<tr>
<td>Conference Halls</td>
<td>Lagos, Abuja &amp; Owerri</td>
</tr>
<tr>
<td>Office Space</td>
<td>Lagos, Abuja &amp; Owerri</td>
</tr>
<tr>
<td>Office equipment &amp; furniture</td>
<td></td>
</tr>
<tr>
<td>ICT &amp; Multimedia equipment</td>
<td></td>
</tr>
</tbody>
</table>

- Each conference room rented out at least once a quarter.
- All empty office rooms and unoccupied desk spaces sub-let; no space remains vacant for over up to 3 months.
- Guest Lodge generates minimum of Thirty Thousand Naira (N30,000) only every quarter.
- Office and multimedia equipment rented out at least once every quarter.

- CLEEN Foundation’s facilities are available revenue source and contribute towards facility maintenance and organisation’s overall finances.
- About One Million Naira (N1,000,000) only internally generated revenue from rental of space, facilities & equipment.

Strategy 8: NETWORKING

Funding: Members of Board and Management facilitate contact and fundraising opportunities with high ranking individuals and representatives of donor agencies and other potential funders.

Awareness: Staff profile the work and vision of the organisation during public fora and identify leads for follow up fundraising discussions.

- Board members, Management and other staff participate actively in the fundraising efforts of CLEEN Foundation.
- Staff are inspired and motivated to explore opportunities for partnership and collaboration with other stakeholders.
- Organisation is known in the donor community and its fundraising efforts receiving popular endorsement.

- CLEEN Foundation generates sufficient funds for overhead costs and to sustain its recurrent activities.
- CLEEN Foundation develops and retains a crop of staff who are not only experts in programme development and implementation but also in fundraising and collaborations.
- CLEEN Foundation is recognized as an attractive recipient for individual donations,
**Database:** Organisation develops a database of potential funders and partners in different countries for possible visits, networking, cooperation and collaboration.

**Annual Fund Raising Dinner:** CLEEN Foundation hosts an Annual Fund Raising Dinner to network and raise fund for the endowment.

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### 5.5 Communication

The quality of communication will be improved. Both internal and external communications will be enhanced. Communication between the board of trustees, management and staff will be improved. An updated communication strategy will be approved with the appointment of a Communications Officer to lead in the implementation of the Communication Strategy. The use of mainstream and social media in communication will be enhanced. The visibility of the organization will be enhanced through strategic communication and external relations.

### 5.6 Information and Communication Technology

To facilitate efficient communication and documentation, CLEEN Foundation will update its ICT systems, equipment and software; and improve on the deployment and utilization of ICT. The capacity of staff will be built on the deployment and utilization of ICT. It will be deployed for communication, documentation, campaigns and advocacy. CLEEN Foundation will increase its social media engagement. All staff will be required to maintain active social media accounts (twitter and Facebook) to engage CLEEN corporate social media handles. In addition, CLEEN Foundation will establish an e-Library/ICT unit which will be managed by a professional librarian and information science expert.
5.7 Documentation

The quality of documentation in CLEEN Foundation will be improved through enhanced staff capacity development. Reports of projects will be widely disseminated including use of scholarly publications, systematic filing, archiving and retrieval of documents will be formalized to ensure knowledge management. This will form part the scope of work of the Librarian/ICT officer.

5.8 Risk Management

There are risks inherent in the type of work that CLEEN Foundation carries out. It is therefore necessary to develop a risk register based on assessment of the environment of operations and develop mitigation strategy to be implemented by management.

<table>
<thead>
<tr>
<th>No</th>
<th>Risk</th>
<th>Probability</th>
<th>Impact</th>
<th>Comments/Mitigation</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Policy makers not receptive to advocacy</td>
<td>High</td>
<td>Medium</td>
<td></td>
<td>Use of evidence-based advocacy and track record of organisation</td>
</tr>
<tr>
<td>2</td>
<td>Apathy and lack of interest in CLEEN Foundation activities</td>
<td>Medium</td>
<td>Low</td>
<td></td>
<td>Institute participatory approaches to get citizens and other local NGOs involved in activities.</td>
</tr>
<tr>
<td>3</td>
<td>Proliferation of CSOs</td>
<td>Medium</td>
<td>Low</td>
<td></td>
<td>Focus on the niche of CLEEN Foundation. Implement the strategic plan.</td>
</tr>
<tr>
<td>4</td>
<td>Dwindling donor funding as a result of global political changes</td>
<td>Medium</td>
<td>Low</td>
<td></td>
<td>Work in partnerships. Keep abreast of changes in aid architecture. Maintain cordial relations with donors. Showcase the track record of CLEEN Foundation.</td>
</tr>
</tbody>
</table>
### Political and Security Risks

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Probability</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Insecurity in Northern Nigeria as a result of terrorism and other attacks</td>
<td>High</td>
<td>Put a comprehensive security system in place; with early warning system and contingency plans. Conflict sensitive programming.</td>
</tr>
<tr>
<td>6</td>
<td>Political Instability</td>
<td>Medium</td>
<td>Work to strengthen democratic institutions.</td>
</tr>
</tbody>
</table>

### Fiduciary Risk

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Probability</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Incidence of corruption and fraud.</td>
<td>Medium</td>
<td>Develop appropriate measures to reduce fiduciary risk.</td>
</tr>
</tbody>
</table>
SECTION SIX: MONITORING AND EVALUATION FRAMEWORK

6.1 Introduction

A key step towards the institutionalization of monitoring and evaluation in CLEEN Foundation is the development of a monitoring and evaluation (M&E) framework for this strategic plan. Monitoring and Evaluation are key functions of management. They start from the strategy process where key indicators are determined to be monitored and evaluated.

This monitoring and evaluation framework will help in the implementation of this strategic plan. The framework used for this strategy highlights the strategic objectives, indicators, means of verification and assumptions.

Management will operationalize the monitoring and evaluation framework through routine data collection, surveys, progress monitoring, management review, stakeholder meetings and annual reviews. In this regard management will ensure that staff are trained and supported to utilize the M&E tools. An M&E Manager will be recruited to lead the M&E Strategy. The organisation will also explore the possibility of using standard M & E software.

6.2 Monitoring and Evaluation Framework for CLEEN Foundation Strategic Plan

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote a more transparent and accountable security and justice institutions in Nigeria through strengthening of internal and external oversight mechanisms.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OBJECTIVELY VERIFIABLE INDICATORS (OVI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Existence of CLEEN Policy briefs and advocacy papers on framework for transparent and accountable security and justice sector</td>
</tr>
<tr>
<td>• Security and Justice sector</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEANS OF VERIFICATION (MOV)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• CLEEN Policy briefs and advocacy papers</td>
</tr>
<tr>
<td>• Government Policies on Security</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political Stability</td>
</tr>
<tr>
<td>Government willingness to respond positively to advocacy and campaigns</td>
</tr>
<tr>
<td>To improve public safety and citizen participation in security system.</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>reflect desired changes contained in CLEEN policy and advocacy papers</td>
</tr>
<tr>
<td>• Number of election briefing papers</td>
</tr>
<tr>
<td>• Election Security Management System</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholders willing to participate actively in public safety, security and justice issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>• CLEEN Policy briefs, advocacy papers and publications on Community Policing and Neighbourhood watch</td>
</tr>
<tr>
<td>• Existence of best practice guide for private security companies</td>
</tr>
<tr>
<td>• No of persons participating in security and public safety</td>
</tr>
<tr>
<td>• No of persons (by sex and location) trained on Countering Violent Extremism</td>
</tr>
<tr>
<td>• No of persons by sex and location trained on public safety, security and justice through internship</td>
</tr>
<tr>
<td>• No of interventions on road safety</td>
</tr>
<tr>
<td>• No of public surveys and exploratory studies commissioned by CLEEN</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Election Briefing Papers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• EMB Election Management System</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CLEEN Policy briefs and advocacy papers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Best Practice Guide for Private Companies, Media reports</td>
</tr>
<tr>
<td>• Meeting Reports, Project Reports</td>
</tr>
<tr>
<td>• Training Reports, Project Reports</td>
</tr>
<tr>
<td>• Project Reports, Media reports</td>
</tr>
</tbody>
</table>

<p>| • Research reports |</p>
<table>
<thead>
<tr>
<th>Purpose</th>
<th>Foundation</th>
<th>Stakeholders willing to use data to engage public safety and security</th>
</tr>
</thead>
</table>
| To increase public accessibility of data that can inform and drive policies and reforms in public safety and security. | • Evidence of improved level of awareness among citizens on security issues  
• No of advocacy briefs and actions on public safety issues | • Survey reports, media reports |
| To enhance stakeholders' knowledge and skills for improved public safety, security and justice. | • No of persons using resources provided by CLEEN Foundation  
• No of young persons who complete internship programme  
• No of policy briefs, advocacy papers and actions by stakeholders on security and justice  
• No of strategic partnerships established with key stakeholders  
• No of organisations and countries adopting CLEEN Foundation alternative models | • Advocacy briefs, media reports  
• CLEEN Foundation reports  
• Internship reports  
• Advocacy briefs, advocacy reports and media reports  
• MoU and partnership reports | • Stakeholders are willing to partner with CLEEN Foundation |
To reposition CLEEN Foundation to become the leading civil society organization on public safety, security and justice in Africa.

- Evidence of improved co-operation co-ordination and synergy between teams
- No of staff experiencing satisfaction with improvements in CLEEN work environment and equipment
- No of staff expressing satisfaction with CLEEN Foundation resource management, staff development, discipline and welfare.
- Existence of budget and expenditure analysis report
- Existence and utilization of M & E report

- Annual report of adopting organisations
- Meeting report
- Staff survey and exit interview
- Staff survey and exit interview
- Project reports and financial reports
- M & E reports

Board, management and staff co-operate.
ENDNOTES

I Security Challenges in Nigeria and the Implications for Business Activities and Sustainable Development, Prof. Achumba I.C. et al, Department of Economics and Business Studies, Redeemer's University, Ogun State, Nigeria


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xi ibida

xii Joe Costello T. D. Beyond 2015: Where Next for the MDGs

xiii www.statista.com

xiv www.financialnigeria.com

1Institutional Impact Assessment of CLEEN Foundation 1998-2013