



**CLEEN**  
FOUNDATION  
*Justice Sector Reform*

ANNUAL  
REPORT

2024

# Resilience & Renewal



# Resilience Renewal &

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<https://cleen.org>





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# From The Board Chairman



As we mirror on the exceptional journey of CLEEN Foundation in the year 2024, we are imbued with profound pride and gratitude. This sentiment is borne out of the unwavering commitment and collaborative efforts of our dedicated team, strategic partners, and steadfast supporters in advancing the vision and mission of the Foundation.

The year under review was marked by unprecedented milestones and notable

achievements, each serving as a testament to our steadfast dedication to fostering positive transformation within the public safety and security sector in Nigeria and, by extension, across the African continent. Our operational footprint expanded to encompass the length and breadth of the Federation, while our cross-border engagements with peer organizations further reinforced our continental presence and influence.

As one of Nigeria's foremost civil society organizations, CLEEN Foundation has, since its establishment, remained resolute in its pursuit of excellence and transformative impact. Through strategic initiatives, innovative programming, and the strengthening of institutional frameworks, we continue to contribute meaningfully to the enhancement of public safety, security, and justice. These accomplishments have been made possible through the support of members of the board, management and staff as well as our enduring partnerships and collaborative engagements across diverse sectors and value chains.

**Prof. Abubakar Mu'azu**

# From the office of the Executive Director



*"2024 was not just a year of milestones, but a demonstration of our shared resolve to build safer, just, and more inclusive communities. Our progress is a reflection of the power of partnership, innovation, and unwavering commitment to peace, security and justice."*

It is clear that in 2024 the civil space globally have continued to shrink, particularly in Nigeria with the various government policies that continued to limit access to development funding and deepening poverty of the citizenry while gendering growing insecurity and less inclusive society. Our operating environment became tougher especially with the oil subsidy removal impact. Despite these challenges, CLEEN Foundation was able to navigate the situation unto success through strategic thinking and planning, effective program and project implementation, effective donor management, internal capacity building, prudent resource management and adherence to her vision, mission and values.

As you digest this annual report of 2024, you will agree with me that a lot has been achieved by the organisation in the areas of public safety, security and justice reforms. Our monitoring of the effective implementation of the Administration of the Criminal Justice Law (ACJL) through the establishment of observatory groups in the six geopolitical zones is worthy of note. We also did purse mediation and peace building improvement in some states through a gender base approaches. Increased citizens engagement were undertaken to reduce the trust deficit that exists between the people and security agencies and particularly the Nigeria Police Force. In this reporting year, CLEEN Foundation continued her anti-corruption program success by effective monitoring of the utilisation by the Federal Government of the recovered funds. Along this line, the Acting Executive Director attended and made valuable contributions to the global recovered assets management meeting in Addis Ababa, Ethiopia organised by the UNODC. In conjunction with the Civil Society Situation Room, CLEEN successfully monitored the off-circle election in Ondo State during the reporting year.

Finally, I like to thank our various donor agencies like the Mac-Arthur Foundation, Ford Foundation, UNDP, UNWOMEN, Tetra-Tech, UNODC and others for their immense support as well as my agile team, the CLEEN staff for their team spirit and hard work during the year 2024. I am confident that in the year ahead we will double our efforts to ensure better results in our niche areas of security, public safety and Justice sector reform.

**Peter Maduoma**

Acting Executive Director

GROUP 2 PRESENTATION

Introduction

Pathway

These policies are aimed at reducing the Rampant Cases of Rights Violation and to protect social activities and to prevent a Criminal Justice System. From the above study policy frame work regarding (ACIL) have a grate level of set goals. The relevance such as:-

VAPP law child protection law police act.

EFFECTIVENESS

These laws are effective that they are for which they are for improving awareness and general stakeholder and remain cut

2  
child protection law is low.  
GAP  
Lack of judicial  
Manifestation  
The exposure in VAPP law as penetrated etc  
Improvement  
- American



# Board of Directors



**Prof. Abubakar Mu'azu**  
*Chairman of the Board*



**Prof. Etannibi Alemika**  
*Member*



**Prof. Ayo Atsenuwa**  
*Member*



**Dr. Josephine Effah - Chukwuma**  
*Treasurer of the Board*



**Peter Maduoma**  
*Secretary of the Board/  
Ag. Executive Director*



**Dr Nkwachukwu Orji**  
*Member*



**Ms Pricilla Ankut**  
*Member*



**Jude Ilo**  
*Member*



**Chidinma Chukwuma**  
*Member*





CLEEN Foundation is an indigenous non for profit organisation with offices in, Lagos, Edo, Owerri and Abuja being the HQ. The organization has gained recognition for its efforts in promoting public safety and security for over 25 years. CLEEN Foundation is dedicated to promoting security, justice, and good governance in Nigeria. Through our research, advocacy, capacity building, and partnership initiatives, we strive to create positive change and drive sustainable development. CLEEN Foundation focus on promoting security, justice reform, and strengthening democratic institutions as well as ensuring good governance. In the pursuit of a safe and just society, we work towards enhancing public safety, protecting citizens' rights, and promoting accountability and transparency in governance.

CLEEN Foundation utilises a multi-faceted approach that encompasses research, advocacy, capacity building, and partnership/ collaboration. Through rigorous research, the Foundation gains insights into the challenges faced in the areas of security, justice, and governance. CLEEN utilises these findings for evidence-based advocacy, engaging with stakeholders to drive policy reforms and institutional changes. Additionally, the CLEEN Foundation prioritises capacity building to empower individuals and organisations and foster partnerships and collaborations to leverage collective resources and expertise. This comprehensive approach enables the Foundation to create a meaningful and sustainable impact.

CLEEN Foundation also provides technical assistance related to organisational governance strengthening, resource mobilisation, improving access to justice, enhancing the quality and timeliness of justice delivery, strengthening public trust in the Police and Judiciary, establishing safeguards for professional ethics, and facilitating coordination across justice sector institutions. CLEEN Foundation actively participates in anti-corruption efforts, advocating for transparent and accountable practices in public institutions while citizen engagement is at its core, promoting active participation in governance processes, and fostering dialogue with policymakers and influencers.



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.

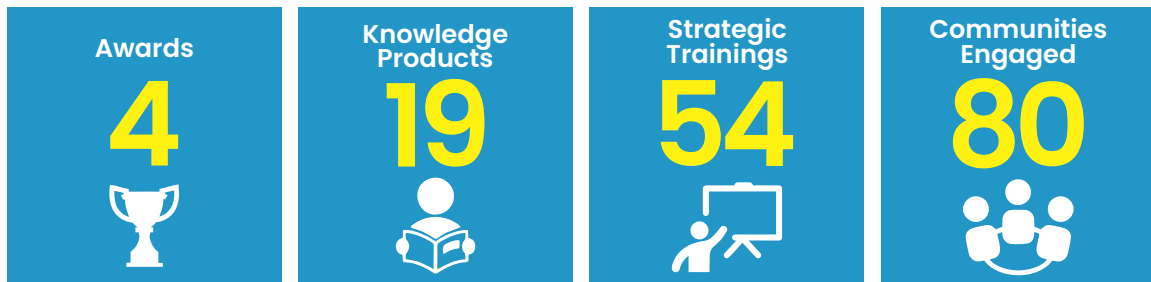


We aspire to be the leading civil society organization on public safety, security and justice in Africa.

## Our core values



# Our Impact at a Glance



# INTRODUCTION



In 2024, CLEEN Foundation deepened its impact in promoting security, justice, and good governance across Nigeria. Through research, advocacy, capacity building, and stakeholder engagement, CLEEN foundation made significant strides in enhancing public safety, strengthening democratic institutions, and ensuring accountability in governance. The Foundation's efforts reached twenty four (24) states, influencing policy reforms, strengthening civil society participation, and improving

community-police relations. In the area of public safety and security, CLEEN's interventions strengthened civil-military relations, community engagement, and trust in security agencies. The Strengthening Peace and Security Structures in Zamfara Project and Preventing Serious and Organized Crime Project (PREVENT) facilitated dialogue between security forces and communities, reducing tensions and fostering cooperation.

The two (2) most strategic events for 2024 were the Policing Executive Forum and the National Summit on Police Accountability. The National Accountability Summit, attended by key stakeholders, including the Inspector General of Police, solidified our position as a leading voice in justice sector reforms. CLEEN played a critical role in election security management, ensuring a safer electoral environment and fostering public confidence in democratic processes. The Election Security Threat Assessment (ESTA) became an essential tool for stakeholders, providing data-driven insights to enhance security during elections. Our collaboration with the U.S. Institute of Peace (USIP) facilitated the National Dialogue on Election Security Management, improving coordination between INEC, security agencies, and civil society organizations.

CLEEN Foundation has innovatively designed Citizens' engagement on police reform in Nigeria which has gained significant traction, driven largely by widespread dissatisfaction with the existing policing system. This heightened involvement is a response to ongoing concerns about police brutality, inefficiency, and corruption, which have long plagued the Nigeria Police Force (NPF). The forum has birthed Police-CSOs Quarterly Forum in Imo, Oyo and Kwara

which has become a platform for interaction for a broader demand for comprehensive police reform and accountability.

A major highlight was the successful SCALE Mediation Project, supported by UN Women and the Norwegian Embassy, which empowered women mediators in conflict resolution across six northern states. This initiative led to a 30% increase in women's participation in peacebuilding and governance, ensuring their voices were heard in decision-making processes. CLEEN also introduced innovative topics and strategic discussions on parole, non-custodial sentencing, and gender dynamics in ACJA implementation. Through over 100 program activities, CLEEN Foundation demonstrated a deep commitment to transparency, accountability, and citizen engagement. The citizen-police quarterly meetings in Imo and Borno, for example, have now become structured platforms for continuous dialogue and reform.

Looking ahead, CLEEN remains committed to strengthening Nigeria's justice system, ensuring democratic accountability, and enhancing public safety. By leveraging research, policy advocacy, and stakeholder collaboration, we aim to deepen our impact and build a more just, secure, and inclusive society.





# Our Programmes, Interventions, and Impacts In 2024



## ...Promoting Accountability & Justice

The accountability and justice programme of CLEEN enhances the capacity of key governmental and non-governmental agencies with mandate to hold government to account for improved service delivery. CLEEN prioritised institutional strengthening for state and non-state actors saddled with such responsibilities to enable them deliver on their mandate of holding the government accountable of their actions and inactions. Effective accountability and Justice are multi-faceted and includes accountability in cost, actions and inactions by state and non-state actors, the parliament, the judiciary, government ministries, agencies and parastatals, civil society actors and independent oversight bodies such as national human rights institutions, police service commission, public complaint commission et al. Key elements of an effective accountability system include: Legislation (in line with international human rights law) specifying the functions and powers of the institution, opportunities for the public to voice their concerns, proper reporting procedures and facilities, organisational culture that promotes transparency and evaluation, complaints processes and procedures and feedback mechanism, monitoring and evaluation.

CLEEN's efforts at promoting accountability and justice was met through various projects, interventions, and programming across Nigeria, providing technical support and implementing the National Summit on Police Accountability, The Supporting Police Accountability and Transformation (SPAAT) project, End Bad Governance Protest Monitoring in Nigeria and Monitoring of the Utilisation of Forfeited Assets (Abacha Loot) in Nigeria. These interventions led to the production of a 'Guideline for Civil Society Organizations in the Management and Monitoring of Proceeds of Crime'. and enhanced the capacity of the Nigeria Police leveraging on technology to ensure police accountability, promoting police reform and community engagement across Nigeria.

We are putting resources and tools such as the UWAZI Dashboard to promote judicial integrity while, build solidarity for shared learning's and actions of the Implementation



**...Promoting  
Accountability  
& Justice**

of the Administration of Criminal Justice Act/Law across the federation through our Enhancing the Accountability of Justice Sector Actors in the Mitigation of Corruption in Nigeria Project. We recognise the innate resilience of the people of Nigeria and we have put our innovative approaches to use in mobilizing civil society organisations to actively engage the judicial process towards accountable and effective justice delivery.

**Fig 1. Positive trends showcasing effectiveness of the Project**

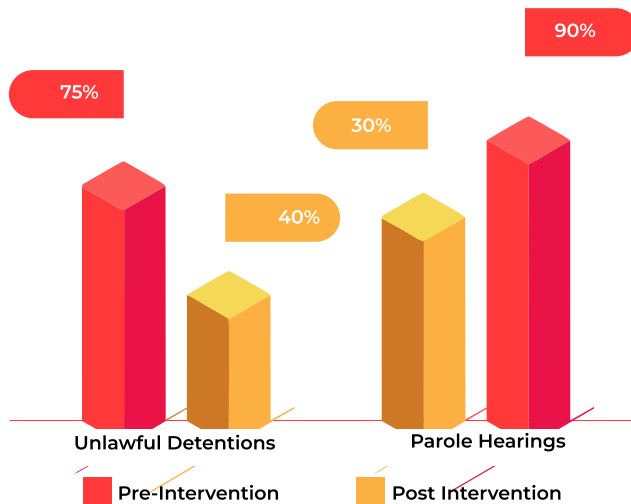
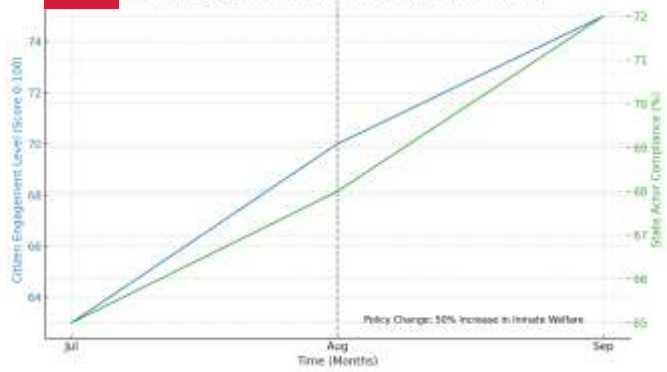


Chart displaying a 40% decrease in unlawful detentions alongside a 30% rise in parole hearings, comparing pre- and post-intervention data for 2024 after implementation under the MacArthur-funded project with the objective of promoting accountability and transparency in the administration of the criminal justice system in Nigeria.

Trend shows citizen engagement and state actor compliance during the 3rd quarter of 2024. It includes an annotation in August marking a policy change that resulted in a 50% increase in inmate welfare. This increase suggests improvements in areas such as living conditions, medical care, and access to legal representation.

**Fig 2. Citizen Engagement vs State Actor Compliance - Q3 2024**





### ...Improving Election Security Management in Nigeria

For CLEEN Foundation one of our goal is to improve public safety and security during elections with three specific objectives, first, to identify risk factors ahead of elections, second, to identify actions and perpetrators of violence before, during and after elections and third, to proffer actionable and realistic recommendations in response to identified threats. These set objectives were realised ahead of the 2024 governorship elections in Edo and Ondo States through key interventions- conducting of security threat assessment, identification, training and deployment of citizens observers and coordination of election security support centre to monitor the conduct of security personnel deployed on election duty.

As a thought leader on “Election Security Management” CLEEN has contributed to improving election security management in Nigeria and the conduct of security and law enforcement personnel deployed on election duty. In collaboration with the United States Institute for Peace (USIP), CLEEN organised a National Dialogue on Election Security Management to assess successes and challenges of the 2023 general elections and discuss strategies for enhancing election security management in the country. The dialogue enhanced stakeholders’ knowledge on INEC, security agencies and Civil Society preparations toward the elections while improving the conduct of security personnel deployed on election duty. Also, CLEEN Foundation in collaboration with the Nigeria Civil Society Situation Room and INEC, implemented key interventions to secure the 2024 governorship elections in Edo and Ondo States.





Lack of integrity is seldom restricted to the police, but often affects other institutions within the security and justice sector. CLEEN Foundation on the premise that the active involvement of civil society and the media in security sector oversight is an essential part of the human security approach. A lack of civilian and democratic control and oversight of the security sector creates an environment favourable to corruption, impunity, and oppression. CLEEN Foundation contributes to democratic governance by providing external oversight and demanding accountability from security actors ensuring public safety and security.

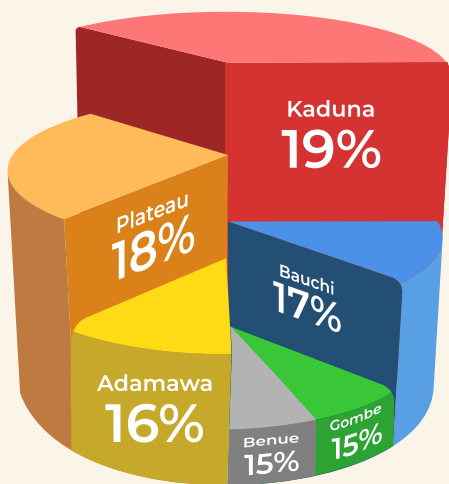
Our Public Safety and Security Engagement has become a critical component of strengthening the institutions for democratic governance, a bridge between citizens and Security agencies; actively facilitating dialogue, collaboration, and accountability between security agencies and the communities they serve. CLEEN Foundation is providing a platform for citizen's engagement in security architecture through her Strengthening Peace and Security Structures in Zamfara State Project, "Strengthening Peace, Human Rights, and Accountable Security Governance in Security Approaches to Violent Extremism in Nigeria Project" and The Prevent Serious and Organized Crime Project (PREVENT). These interventions, has achieved significant milestones in enhancing collaboration, building trust, Civil-Military Relations and promoting inclusive participation of stakeholders across the Federation. The programs



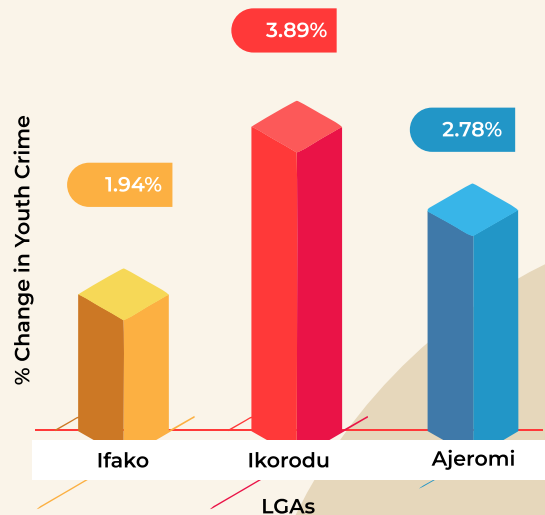
have laid a strong foundation for sustainable peace and security through targeted advocacy, capacity building, and improved communication channels between communities and security agencies, transforming lives and reducing risks of organized crime involvement.

In 2024, CLEEN Foundation recorded significant progress in promoting Women's Peace and Security (WPS) and advancing women's participation in decision making positions, gender equality and social inclusion. Notably, was a 30% increase in the level of women peace and security (WPS) awareness across the six project states of Plateau, Kaduna, Adamawa, Gombe, Bauchi & Benue, with more women engaging in peace-building, traditional council, political and conflict resolution efforts. The Strengthening Capacity, Advocacy and Local Engagements of Women Mediation Project (SCALE-Mediation) made significant impacts in promoting gender equality, enhancing mediation capacities, and fostering peaceful coexistence in the focal communities.

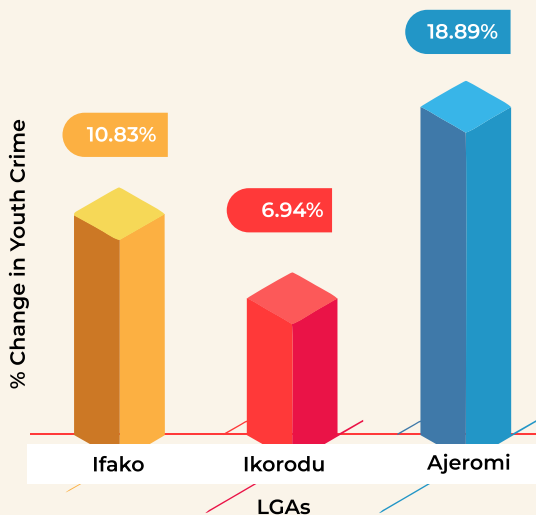
**Fig 3. Representation of Women in Politics/Traditional Council across Project State**



**Fig 4. Change in Youth Crime Rate**



**Fig 5. Percentage of Successful Disengagement**



**Fig 3:** This illustrates the distribution of women in political or traditional council roles across six states in Northern Nigeria.

**Fig 4:** Shows the percentage drop-in youth at risk of involvement in organized crime groups (OCGs) across three LGAs.

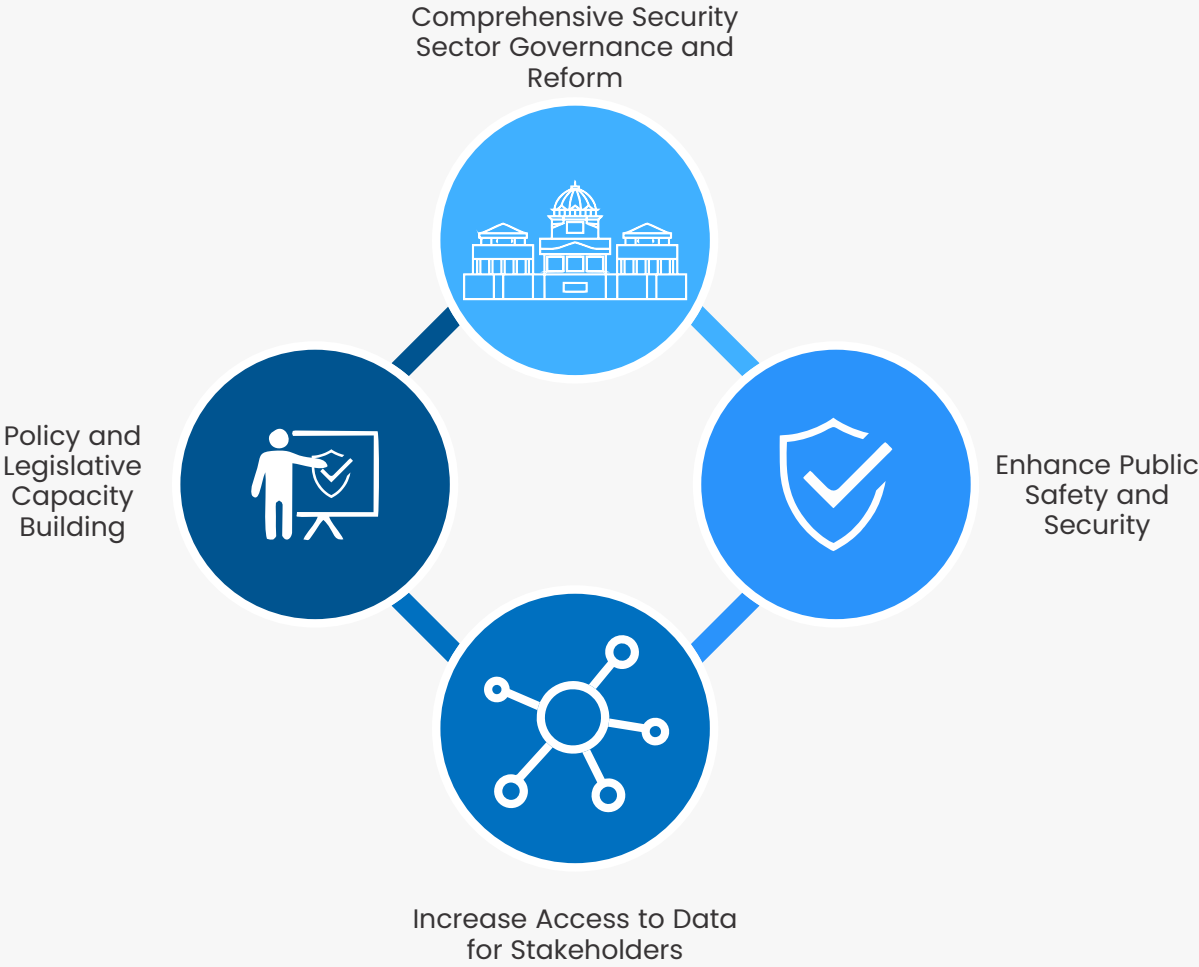
**Fig 5:** Shows the percentage of participants disengaged from organized crime groups OCGs.

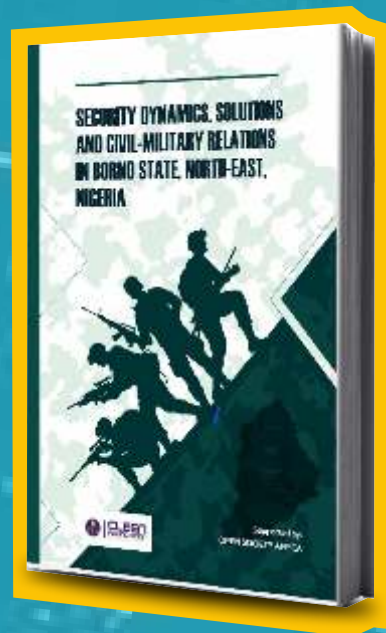
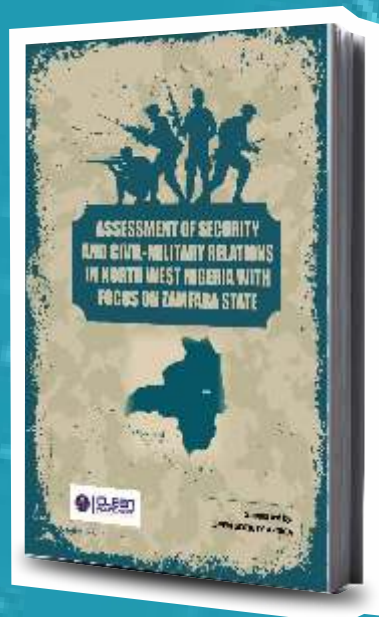
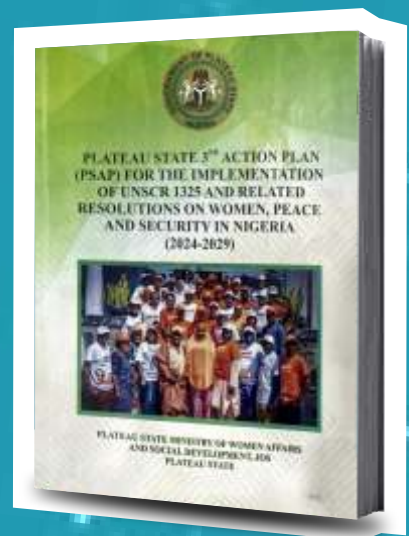
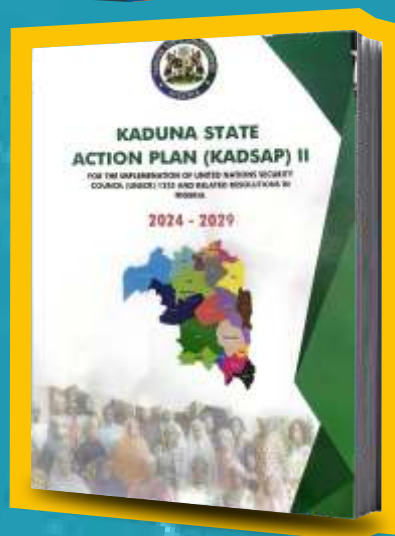
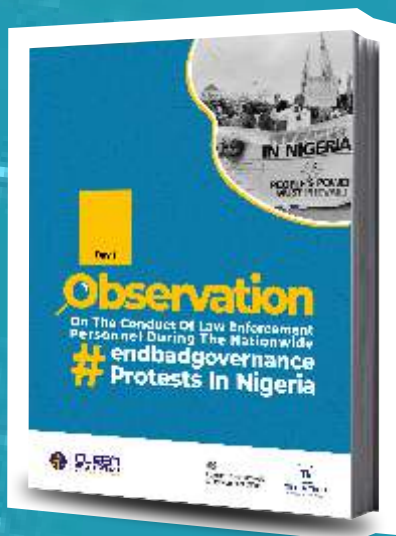
# Research & Strategy Development

**CLEEN** conducted a major research on the Compliance level of Administration of Criminal Justice Actors to the provisions of the law in all the focal states of project implementation. The result highlighted gaps and challenges associated with the implementation of ACJA/ACJL in the focal states.



# Our Strategic Approach





# Monitoring Impact

By continuously evaluating its processes and outcomes, the Foundation not only demonstrates accountability to its stakeholders but also ensures that its initiatives remain relevant and effective in addressing the evolving needs of the communities it serves. The monitoring tools during the period indicated a positive trajectory towards achieving CLEEN Foundation's objectives. The Foundation will adopt a continuous evaluation which helps refocus strategies and ensures that resources are optimally utilized. Moving on, the commitment to transparency, community involvement, and evidence-based policymaking will remain steadfast, driving progress in security and governance. The annual report highlighted the lessons learned and challenges faced during the year. For instance, while technology has allowed for wider reach and engagement in CLEEN Foundation's programs, issues such as digital divide and limited resources in certain regions pose ongoing challenges. The Foundation is committed to addressing these gaps through adaptive strategies and collaborations with other stakeholders.



# Strategic Communication

Communication is the cornerstone for achieving CLEEN Foundation mission and goals. Effective communication proved to be vital in the past year in all our efforts towards engaging stakeholders, fostering transparency, and promoting the foundation's initiatives. In the report, several key aspects of strategic communication are underscored. Firstly, the foundation prioritizes clarity and consistency in messaging, ensuring that all communications align with its core values and objectives. This involves crafting messages that resonate with diverse audiences, including beneficiaries, partners, donors, and the general public.

Furthermore, the use of digital platforms is highlighted as a crucial element in expanding the foundation's reach. By leveraging social media, newsletters, and webinars, CLEEN effectively disseminated information and engaged with audiences in real-time. This not only enhances visibility but also encouraged active participation and feedback. During the year, CLEEN Foundation places a strong emphasis on storytelling. Sharing success stories and personal testimonials helped humanize its work, making it more relatable and inspiring action among stakeholders.



Media Engagement

325



Webinars

22



Press Statement

17



Publications

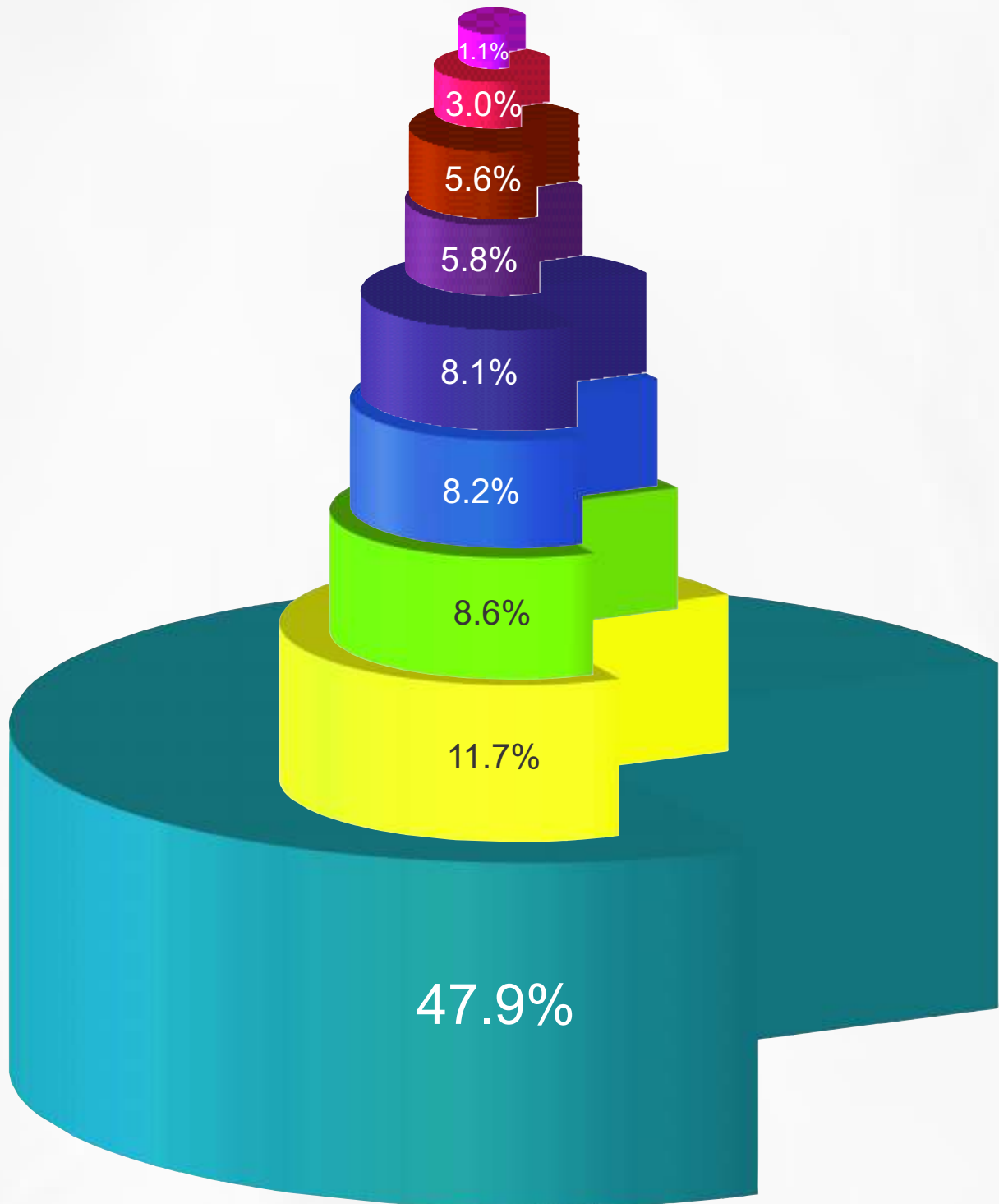
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# Future Priorities

As we continue our journey towards the promotion of public safety, security and justice in Nigeria and Africa, CLEEN is committed to contributing her quota and building on the gains of results recorded and impact made. Through our management retreat and reflection, we have identified areas of interest - including technological innovations, and impact, shaping a bold vision for the future of CLEEN Foundation. Our focus will be on institutional strengthening, citizen-centric programming, technological innovations, policy and legislative advocacy, and community engagements. CLEEN Foundation will play a crucial role in shaping the future of Public safety, security and justice in Nigeria and the African continent. As we work towards transformation, we will continue to collaborate with local and international institutions, state and non-state actors and organised private sector to advance the mission, vision and strategic priorities of CLEEN. Recognising the power of collective action and shared expertise, we will sustain existing relationships and build new and strategic alliances towards enhancing the vision and mission of the Foundation.

# Financial Report



US Embassy   DFID/FCDO   TAG   UN Women   MacArthur   MOJ   Other Income  
OSA   UNDP

# Management Team



**Peter Maduoma**  
*Ag. Executive Director*



**Salaudeen Hashim, PhD**  
*Dir. of Programme*



**Blessing Abiri, LLM**  
*Program Advisor/  
Head of Lagos Office*



**Justina Johnson, ACA**  
*Finance and Admin Manager*



**Chigozirim Okoro**  
*Programme Manager*



**Gabriel Akinremi, PhD**  
*Senior IT Officer*



**Benard Ekobay**  
*Senior Programme Officer*

# CLEEN Team



**Clara Amadi**  
*Admin Officer*



**Nnamdi Odo**  
*Programme Officer*



**Ebere Mbaegbu**  
*Programme Officer*



**Simon Sylvester**  
*Admin Officer*



**Lanre Abolarin**  
*Admin Officer*



**Ademola Adewuyi**  
*Programme Officer*



**Helen Anwana**  
*Finance Officer*



**Simeon Sunday**  
*Communications Officer*



**Olumayowa Olaniyi**  
*Programme Officer – Research*



**Ifeyinwa Akwiwu**  
*HR/Legal Officer*



**Chijioke Kaja**  
*Finance Officer*



**Blessing Eromon**  
*Admin/Programme Officer*



**Henry Ekweonu**  
*Project Officer*



**Oluwatomisin Omodara**  
*Assistant Program Officer*



**Chiwendu Anozie**  
*Assistant Programme Officer*



**Ray-Frances Ene**  
*Assistant Prog/Comms. Officer*

# CLEEN Team



**Caleb Yohanna**  
*Assistant Admin Officer*



**Richmond Umoh**  
*Assistant Programme Officer*



**Christiana Lawrence**  
*Assistant Finance Officer*



**Rose James**  
*Office Assistant*



**Anurika Achiwabor**  
*Office Assistant*



**Ethel Obasi**  
*Chief Driver*



**Maroof Abdulrahman**  
*Driver*

# Our Partners



Federal Ministry Of Justice



Norwegian Embassy



MacArthur Foundation



NIGERIA CIVIL SOCIETY SITUATIONROOM





# Conclusion

In conclusion, the CLEEN Foundation has made significant strides in advancing its mission of promoting public safety, security, and accessible justice throughout the past year. Through a combination of rigorous research, advocacy, and community engagement, the foundation has effectively influenced policy reforms and enhanced the capacity of security agencies. The year also saw increased collaboration with both local and international partners, which has strengthened our ability to address emerging challenges in the security landscape. Moving forward, the foundation is committed to sustaining these efforts, focusing on innovative strategies and inclusive approaches to further empower communities and ensure equity in justice and security services. As we look to the future, CLEEN Foundation remains steadfast in its dedication to pioneering impactful changes and fostering a safer, more just society for all.

**Photos**



Peter Maduoma (CLEEN Acting AED), CLEEN team and Katsina State CSO Observatory members on an advocacy visit to the Speaker, Katsina State House of Assembly, Rt Hon. Nasir Yahaya



Cross River State CSO Observatory handing over flashdrives containing e-copies of the ACJA



The Honorable ambassador of Norway to Nigeria, Amb. Svein Baera inducting a Kaduna State House of Assembly member as #HeForShe advocate



CLEEN team at a Citizens engagement with the Police



CLEEN team with Olumuyiwa Adejobi, the Police PRO at the Ondo State Off Cycle election




**CLEEN**  
FOUNDATION  
*Justice Sector Reform*



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*Get in Touch!*

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