



**CLEEN**  
Foundation  
Justice Sector Reform

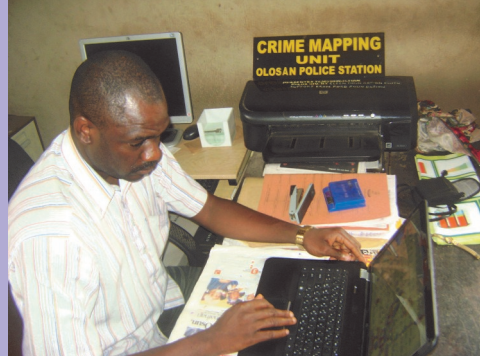


# PROTECTING HUMAN RIGHTS IN JUSTICE ADMINISTRATION

**CLEEN Foundation Annual Report  
2010-2011**

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# PROTECTING HUMAN RIGHTS IN JUSTICE ADMINISTRATION

CLEEN Foundation Annual Report 2010-2011



## Accountability and Justice Programme - P. 14

The programme pursued its tasks by various activities including the Altus Police Station Visitors' Week, workshops on police accountability and gender mainstreaming, and publishing reports of proceedings



## Public Safety and Security Programme - 26

This programme provided training in conflict prevention to the Nigerian police force, conducted a study of informal policing groups, and held various workshops on youth and policing issues



## Research and Planning Programme - P. 40

This programme developed scientific monitoring systems for security-sector reform efforts by state agencies and provided training and equipment for crime mapping by the police force



## Cross-Programme and Stand-Alone Projects - P. 46

These projects included three policing executive fora on pressing problems of security and policing, two surveys on criminal victimization and safety, and various activities concerned with governance issues

## CLEEN FOUNDATION

### Vision

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

### Mission

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

### Core Values

The governing principles that will guide our behaviour as individuals and what defines us as an institution include:

1. Professionalism
2. Integrity
3. Team spirit
4. Respect for human rights
5. Innovation



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By the **CLEEN Foundation**

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Amb. Lamidi Maliki



*Our activities  
have expanded  
to  
accommodate  
the security  
challenges  
confronting  
Nigeria*

## MESSAGE FROM THE CHAIRMAN

**T**he years 2010 and 2011 were years of great challenges yet of great achievements for the CLEEN Foundation.

Within Nigeria, the growing security challenges from myriad sources – including the unprecedented upsurge in terrorism, kidnapping for ransom, and, increasingly, piracy – underlined the urgent necessity of reform in the security sector. CLEEN has always insisted the such reform must embrace but must not be limited to enhancing the intelligence and coercive capacities of the security forces, but must also include improved conflict management mechanisms and a tighter integration of communities into the security policy of the nation. We are hopeful that the current reform efforts of the Federal Government will go a long way toward addressing these issues.

The activities of the CLEEN Foundation have expanded in 2010 and 2011 to accommodate these challenges. We ran activities to encourage in intelligence-led policing, we provided training conflict management, and community policing, and we enlarged our projects aimed at forging better relations between the

police and youths. In line with our growing profile as the continental leader among civil society organisations in security matters, we have established offices in Ghana and Cameroon, and we hope to commence full project operations in those countries very soon. This development is a key plank of our strategic plan to grow the Foundation to a world-class player in the security sector.

Another plank of this strategy is participation in global alliances of organisations sharing our objectives and concerns. We have therefore continued and consolidated our relations with the Altus Global Alliance and the Vera Institute of Justice. Thus, we have continued and expanded the Africa sector of the Altus-organised Police Station Visitors' Week, increasing not only the number of participating countries but also those of the participating police stations and citizen-visitors. We have also further expanded our Justice Indicators Project with the Harvard University, having developed measurement mechanisms for the Lagos State Ministry of Justice and now pursuing a similar project in Imo State.

All of this work would not be possible but for the support of our donor partners. We therefore seize this opportunity to express our deep gratitude to them for their support over the years and in the period 2010 to 2011. We count on their support for our work, as well as on that of all our other partners in the civil society and state sectors.

## MESSAGE FROM THE EXECUTIVE DIRECTOR

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It is my pleasure to present to you the 2010/2011 organizational report of the CLEEN Foundation, which I hope you would find useful and informative in appreciating our little contributions in advancing safety, security, and justice for the poor and vulnerable in Nigeria and other parts of Africa. As habitual with our annual reports, you will find inside the following pages highlights of our activities, the successes we recorded, challenges we encountered and more importantly plans for the future.

The highlights of our activities included assessment of state of security preparedness for 2011 general elections, facilitating coordination among policing agencies through our policing executive forums, training of the police officials on election security and monitoring of the conduct of security forces in the 2011 general elections in Nigeria, which contributed in no small measure to the successful conduct of the elections, adjudged by domestic and international observers to be a significant improvement over those of 2007. We also expanded the reach of our work in West Africa by conducting for the first time a review of police internal control systems in West Africa, with a view to finding out the challenges they face in discharging their functions, recommending measures

that could be implemented by police forces in the sub-region to improve their effectiveness as internal police accountability systems and more importantly positioning them as invaluable complements to external oversight mechanisms on police accountability, which tends to be privileged in democratic policing literature. These activities are consistent with our vision of being the leading civil society organization on public safety, security, and justice in Africa.

We also covered new grounds in our existing projects and added a new one. Under our national crime and safety surveys project, the largest quantitative survey on crime and safety in Nigeria covering over 10,000 respondents interviewed in their homes across the 36 states and Abuja, we introduced two new sections in the measurement instruments. These are Road Safety/Accident and Human Rights sections. Under road safety and accidents, we introduced questions covering attitude of motorists to road safety issues such as wearing of seat belts, drunk driving, and possession of driving licenses



Mr. Innocent Chukwuma



*We expanded  
our work in  
2010-2011 by  
reviewing  
police internal  
control systems  
in West Africa*

## Message from the Executive Director



### FUNDING OF CLEEN FOUNDATION ACTIVITIES

Resources for the CLEEN Foundation's programmes come from a variety of sources, but mainly from international foundations and donor agencies such as the Ford Foundation, MacArthur Foundation, Open Society Institute, Department for International Development (DFID), British Council, etc. The CLEEN Foundation is always looking to widen its funding base and is planning to work with some domestic and international corporations to develop their contributions to community-based projects. Institutional and core support funding are also welcome to assist CLEEN's organisational development. The CLEEN Foundation is registered with the Nigerian Corporate Affairs Commission as a nonprofit organisation and its accounts are independently audited and published annually.

and nature/extent of road accidents and fatalities. The section on human rights contains questions on respondents' experiences of various forms of human rights violations; their perceptions about whether rights violations are increasing or reducing, state agencies are mostly responsible for rights violations in Nigeria etc.

The new project we introduced in 2011 focus on governance and insecurity in the Southeast with a view to not only establishing the nexus between the two through research but also mobilizing traditional civil society groups in the region such as town unions and community development association to embrace right based approaches to community development and holding their elected leaders accountable. Our theory of change on the project is that sustainable improvement in governance and security service provisioning at the local level in the southeast can be significantly achieved if town unions and community development associations that have for cen-

turies driven local governance and developments in the region are supported with new strategies and tools, and made to play central role in civil society organizing for change in the zone. Under the project, we have completed an exciting research on security and governance in the zone with a chapter on each of the five states.

Also in tandem with this vision were our efforts within the period to grow our institutional capacity through personnel and infrastructural developments. On the personnel side, we supported three of our staff to pursue postgraduate studies in Europe in disciplines relevant to our mission and recruited two new program staff. Two of our colleagues that went for further studies and have since come back and currently energetically contributing their quota in expanding the frontiers of our work. I also took time off in the second half of 2010 to go on sabbatical and was within the period the William H. Bloomberg Visiting Professor in Public Management at the Harvard Kennedy School.

On infrastructure, we opened a third office in Nigeria located in Owerri, Imo State, to serve the southeast and south-south regions of our work in the country. Interestingly, the acquisition of the

(1.) A police officer analysing crime data at Oloson Police Station, Lagos. (2.) Crime mapping at Ilupeju Police Station. (3 and 4.) Crime-mapping equipment provided under the project.



## Message from the Executive Director



office, which is wholly owned by the CLEEN Foundation was made possible by the recovery of our court judgment debt against Nigerian government, which in 2002 under President Obasanjo confiscated our publication, “Hope Betrayed: a Report on Impunity and State Sponsored violence in Nigeria”. The judgment was given in 2003 but the government refused to pay cost of damages and we had to go back to court and stay there until 2009 when the money was paid and thus enabling us to acquire the new office. With this new addition, we now own our three offices in Nigeria, located in Abuja, Lagos, and Owerri. Beyond Nigeria, we were registered in Ghana and Cameroon within the period and will begin operation in the two countries in the coming year.

2010 and 2011 were not very rosy in our work. As the election period approach, we experienced our fair share of anxiety about prospects of electoral violence and its impact on the elections, which we all worked, prayed and hoped that they would be more credible than the 2007. Even though people voted without major acts of violence across Nigeria, the same cannot said after the elections, especially in the north where post-election violence following the presidential election took the lives of over 800 people. Our hope is that the perpetrators of these heinous crimes will be brought to justice.

Not forgotten in the challenge we faced during the period, was the number of

police officials that lost their lives in the line of duty. In Lagos alone, where our headquarters is located many police officers died. Among these were the DPO of Badagry Police Station and two of his colleagues. Incidentally, the police station won the 2009 edition of Altus Police Stations Visitors’ Week (PSVW) awards. They were allegedly killed by soldiers from the Badagry military barracks where they had gone on a peace mission, following conflicts between the police and soldiers. At the time of writing, the soldiers allegedly involved in this dastardly act have neither been fished out nor brought to justice and the police authorities appear to have forgotten to fallen heroes.

I would be failing in my duty if I ended this message without expressing my deep appreciation of the strong support and encouragement we have continued to receive from our partners, donors, and beneficiaries. Without you there would have been no CLEEN Foundation. The list of our donors and partners are provided in the acknowledgement page.

*Our work in 2010 and 2011 made clear the significance of civil society action in the reform of governance structures and processes to enhance respect for human rights and to advance the development of democracy in Nigeria*

**(1.) Officers of the Road Safety Corp at a workshop on road safety, accidents, and trauma**

**(2.) The CLEEN and University of Harvard team on data collection visit to Ikoyi Prison, Lagos under the Justice Indicators Project**

**(3 and 4.) Student participants and dignitaries at a seminar on youth and crime in Lagos**

## THE CLEEN FOUNDATION IN 2010/2011: AN OVERVIEW



The work of the CLEEN Foundation was very rich, diverse, and rewarding in the years 2010 and 2011, the period covered by this work report. We ran projects in all our three programme areas as well as a number of cross-programme and stand-alone projects, all in pursuit of our mission and our strategic goals for the period.

*The CLEEN Foundation promotes public safety, security, and justice through empirical research, legislative advocacy, demonstration programmes, and publications in partnership with government and civil society.*

### Accountability and Justice Programme

Our Accountability and Justice Programme is our operational vehicle for pursuing the institutional reform of the operations of security organisations to enhance accountability and to mainstream gender issues and considerations into them. We ran four activities under this programme in the reporting period. These included two annual episodes of the Police Station Visitors' Week (2010 and 2011), a study of police internal control systems in West Africa, and a workshop on gender mainstreaming in West African security agencies.

The two episodes of the Police Station Visitors' Week, organised by the Altus Global Alliance, in the period provided communities and activists an opportunity to acquaint themselves with the conditions under which their local police stations operate and to assess their performance in the provision of security services to the communities in their areas of jurisdiction. Altogether, about seven thousand persons and



(1.) Participants in the 2011 Police Station Visitors' Week at the Ilupeju Police State, Lagos

(2.) Participants in CLEEN's Gender and Policing Workshop

(3.) Researchers from West African countries who participated in the Police Internal Control Systems project

## Overview



## ABOUT THE CLEEN FOUNDATION

### Purpose

The CLEEN Foundation (formerly known as Centre for Law Enforcement Education) is a nongovernmental organization established in January 1998 with the mission of promoting public safety, security, and accessible justice through the strategies of empirical research, legislative advocacy, demonstration programmes, and publications, in partnership with government and civil society.

### Vision

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

### Mission

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

### Core Values

The governing principles that guide our behaviour as individuals and what defines us as an institution include:

1. Professionalism
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4. Respect for human rights
5. Innovation

one thousand and three hundred police stations participated in the two events in eight countries across Africa, with Nigeria accounting for the majority of these. The CLEEN Foundation is a founding member of Altus and had responsibility for organising the Police Station Visitors' Week on the African continent.

The study of police internal control mechanisms arose from widespread concern at the apparent failure of external control mechanisms to influence the conduct of the police force in the direction of greater probity and respect for human rights. Seeking to find examples of internal control practices that have proved effective in this regard in the various police forces in the West African sub region, the CLEEN Foundation brought together experts and stakeholders to study the problem in the hope of identifying practices and policies that could be replicated across the sub region.

The workshop on gender mainstreaming in West African security agencies addressed the problems of gender equality in these forces in light of their implications for their effectiveness in the discharge of their security responsibilities. The workshop brought together stakeholders from government and civil society and produced important recommendations for action to rem-

(Continued on page 11)

*The Altus Police Station Visitors' Week acquaints communities and activists with the conditions under which their local police stations operate*

**(1.) CLEEN's Executive Director giving awards to best performing police stations in the 2010 Visitors' Week**

**(2.) A session during a conflict management workshop for security officers**

**(3.) Prison officers at a CLEEN summit on pre-trial detention**

## Overview

### GOVERNANCE OF THE CLEEN FOUNDATION

The CLEEN Foundation's Board of Directors meets quarterly and is active in all aspects of the Foundation's work. Board members provide input and assistance in various programmes and departments, usually in their areas of expertise, and they oversee all financial and management issues within the organisation.

The members of the Board are well-respected persons with a history of meritorious service in the Foundation's areas of work.



**Vice Chairman - Prof. Etannibi Alemika:** Prof. Alemika obtained his PhD with distinction in criminology from University of Pennsylvania, U.S.A in 1985 and is currently a professor of criminology and sociology of law at the University of Jos, Nigeria. He is a leading authority on police and policing in Nigeria and his research interest traverse criminology, penology, criminal justice policy, sociology of law and research methodology. [alemikae@yahoo.com](mailto:alemikae@yahoo.com)



**Member - Ayo Obe:** Mrs. Ayo Obe is a human rights lawyer and former president of the Civil Liberties Organization, the pioneer human rights organization in Nigeria. She was formerly a member of the Police Service Commission, the civilian oversight body on policing in Nigeria, representing nongovernmental organizations. [amoo@alpha.linkserve.com](mailto:amoo@alpha.linkserve.com)



**Secretary - Innocent Chukwuma:** A recipient of the Reebok International Human Rights Award in 1996, Innocent Chukwuma is a leading researcher and consultant on police and policing in Nigeria. He has a Masters degree in criminal justice from the University of Leicester, United Kingdom. [chukwuma@cleen.org](mailto:chukwuma@cleen.org)



**Chairman - Ambassador Lamidi Maliki:** A retired diplomat and former Chief Protocol Officer of Nigeria. Since his retirement in 1977, Ambassador Maliki has engaged himself in promoting police community relations in Nigeria and has served as the Lagos State Chairman of the Police Community Relations Committee (PCRC). He is currently the chairman of PCRC in his neighbourhood in the Gbagada area of Lagos.



**Member - Josephine Effah Chukwuma:** A leading activist on gender based violence and women's human rights in Nigeria. Mrs. Chukwuma pioneered the establishment of shelter for female victims of violence in Nigeria and is currently the executive director of Project Alert on Violence against Women, a nongovernmental organization that provides information on various forms of violence against women and support services to victims in

[Nigeria.josephine@projectalertnig.org](mailto:Nigeria.josephine@projectalertnig.org)



**Member - Frank Oditia:** A retired Commissioner of Police and former public relations chief of the Nigeria Police Force. Mr. Oditia was responsible for the establishment of the Police Public Complaints Bureau (PCB) during his tenure as the image-maker of the Nigeria Police Force in the 90s. He is currently, the presenter of Security Watch on television, a magazine programme that acts as ombudsman on public safety and security in Nigeria.

## Overview

## STAFF DEVELOPMENT POLICY AND STAFF OF THE CLEEN FOUNDATION

The CLEEN Foundation's organisational structure is intended to encourage staff members to be involved in all aspects of project work, from conception to proposal writing, implementation, monitoring, evaluation, and assessment, and to work effectively as a team to achieve our organisational objectives. The Foundation also believes in constant in-house and professional training for staff in areas applicable to its work, constantly developing staff skills and abilities.

### Staff

1. Innocent Chukwuma: Executive Director
2. Kemi Asiwaju: Deputy Executive Director/African Regional Representative for Altus
3. Dr. Eban Ebai: Deputy Director Program
4. Ola Odunayo: Manager - Finance and Administration
5. Chinedu Nwagu: Manager - Accountability and Justice
6. Francis Chigozie Moneke: Manager - Owerri Office
7. Blessing Kadiri: Senior Program Officer - Accountability and Justice
8. Isioma Kemakolam: Senior Program Officer - Public Safety and Security
9. Shola Omotosho: Program Officer - Research and Planning
10. Chigozirim Odinkalu: Program Officer - Public Safety and Security
11. Abena Abioye: Program Officer - Accountability and Justice
12. Raphael Mbaegbu: Program Officer - Research and Planning
13. Anyanwu C. Ifeanyi: Asst. Program Officer - Public Safety and Security
14. Nkechi Onyeansi: Asst. Account Officer
15. Akinremi Gabriel Oluwaseun: System Administrator and Webmaster
16. Linda Asuquo: Admin Officer
17. Clara .C. Amadi: Admin Officer
18. Blessing Aniche: Secretary
19. Lanre Abolarin: Admin Assistant
20. Daniel Idega: Admin Assistant
21. Ethel Obasi: Driver
22. Iromidayo Adetoye: Driver
23. Simon Sylvester: Security
24. Tope Adeoye: Cleaner

(Continued from page 9)

edly the problems.

### Public Safety and Security Programme

Our Public Safety and Security Programme works to advance human rights and democratic governance principles in the management of conflict and in policing operation both by the formal police force and by voluntary policing groups created by citizens. The programme ran various training, research, and conferencing activities in pursuit of this charge in the reporting period. These included two training workshops for police officers in conflict management, a study of the operations and structures of informal policing groups, and various meetings and conferences on youth, crime, and policing in Nigeria.

The CLEEN Foundation sought through the training activities in conflict management to enhance the capacity of the police force to provide adequate security. By reducing the incidence of conflict in communities and thus reducing demand of policing resources, the police force would be able to apply its available resources more efficiently in the provision of security. About three hundred police officers from the Criminal Investigation Departments in Lagos and Imo State benefitted from the training.

The study of informal policing groups involved research into the operations of citizen-formed groups to assess their capacity as security service providers and to ascertain their human rights practices. The CLEEN Foundation completed the study of one such group in the reporting period, the Danbare group in Kano State. The study identified areas of the operations of the group in which state and civil society action could improve the effectiveness of such groups.

The foundation's work in the area of

## Overview



### FUNDING OF CLEEN FOUNDATION ACTIVITIES

Resources for the CLEEN Foundation's programmes come from a variety of sources, but mainly from international foundations and donor agencies such as the Ford Foundation, MacArthur Foundation, Open Society Institute, Department for International Development (DFID), British Council, etc. The CLEEN Foundation is always looking to widen its funding base and is planning to work with some domestic and international corporations to develop their contributions to community-based projects. Institutional and core support funding are also welcome to assist CLEEN's organisational development. The CLEEN Foundation is registered with the Nigerian Corporate Affairs Commission as a nonprofit organisation and its accounts are independently audited and published annually.

youth and policing in the reporting period involved the organisation of various fora, workshops, and conferences on the problem of the antagonism between young persons and the police and its adverse human rights consequences. We sought through these activities to encourage interaction between youths and the police to facilitate the identification of common grounds for building trust and cooperation between them.

### Research and Planning Programme

The CLEEN Foundation's Research and Planning Programme generates and promotes the use of empirical data in the formulation of crime prevention, public safety, and security policies, as well as in the evaluation of the impact of those policies. Its activities in the reporting period included the development of reliable indicators to measure the effect of reform measures in the administration of justice and the mapping of criminal activities in the Mushin area of Lagos State.

The indicators and mechanisms that the foundation developed for the Lagos State government to measure progress in its efforts to reduce the length of pretrial detention of sus-

pects established that the problem, though serious, was not as bad as commonly thought. Its results nevertheless spurred remedial action by both the police and the Department of Public Prosecutions to reduce the time they took to investigate crimes and to reach a decision whether or not to prosecute.

The CLEEN Foundation aimed in the crime-mapping project to enhance the crime-fighting capacity of the police force by use of geographic information technology. The foundation purchased the required equipment for three selected police divisions in Lagos State and trained their officers in the use of the equipment. It also developed a website for the publishing of crime data generated by the police by use of the technology.

### Cross-Programme and Stand-Alone Projects

The CLEEN Foundation ran a number of projects activities in the reporting period that either cut across or stood outside our defined programmes. These cross-programme and stand-alone projects included our Police-Public Partnership Project and sundry governance-related activities.

The former involved the holding of three episodes of the Policing Executive Forum as well as the conducting of a series of public surveys on criminal victimisation and safety in Nigeria. The policing executive forum provided a platform for stakeholders in the security sector to discuss emerging and pressing issues in the sector and to formulate cooperative strategies to address them. Three such fora

**(1.) Participants and trainers at a capacity development workshop for informal policing organisation. (2.) CLEEN and Harvard team members of the Justice Indicators Project gathering materials at the Lagos State Ministry of Justice. (3.) The 5th Policing Executive Forum in session.**



## Overview

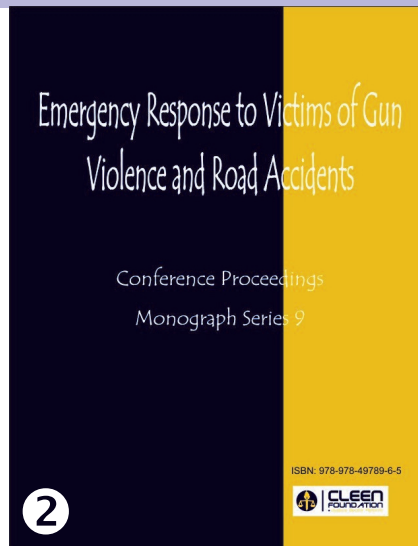


held in the reporting period on such diverse issues as enhancing accountability systems in the police force, improving mechanisms of emergency response to victims of trauma, and providing effective policing during the 2011 general elections. In attendance were top-ranking officers from the various security agencies, other government agencies involved in security provision, and the civil society.

The police-public partnership project also involved the conducting of two public surveys on criminal victimisation, one for Lagos State and the other national. The surveys measured the incidence of the experience of crime by respondents.

Our governance-related activities referred to above included two conferences, the one on making democracy work for Nigerians and the other on corruption and governance challenges in Nigeria. The first conference brought together experts and representatives of stakeholder groups in government and civil society to consider the deficit between the demand and supply of democracy since the advent of the current regime of civil rule in Nigeria and the obstacles to the full development and flowering of democracy in the country. The second conference, which like the first had participants and resource persons from other African countries, addressed the problem of corruption and the governance challenges it threw up in the democratisation process in Nigeria. The reports of both conferences have been published and are available on our website, [www.cleen.org](http://www.cleen.org).

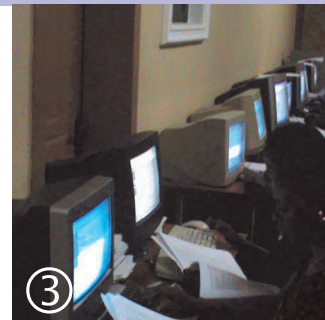
The other two governance-related activities had to do with elections. The first was a project to monitor the conduct of the police in the performance of their security duties in the



2011 general elections. It involved training and deploying field monitors for the purpose and publishing a comprehensive report of their observations. The second activity was a study of the challenges faced by the police in the provision of security during elections. Conducted by experts in the subject, the study reached the conclusion among others that the failures of the police force in this regard have been due to structural and contingent factors including the long-standing neglect of the force and the deep-seated problem of corruption.

### Conclusion

Our projects and activities in the years 2010 and 2011 made exceedingly clear the significance of civil society action in the reform of governance structures and processes to enhance respect for human rights and advance the development of democracy in Nigeria. The results we achieved confirmed us in our strategy of critical engagement with all stakeholders in our issues of concern. As this work report reveals in the following sections, this strategy made possible the willingness of the security agencies



*Our work in 2010 and 2011 made clear the significance of civil society action in the reform of governance structures and processes to enhance respect for human rights and advance the development of democracy in Nigeria*

(1.) Police officers at a CLEEN training workshop on international standards in the conduct of law enforcement officials on election duty.

(2.) Cover page of the published proceedings of the conference on Improving Emergency Response to Victims of Gun Violence and Road Accidents.

(3.) Data entry during the research for the national criminal victimisation survey.

## Overview

*Antagonisms between security agencies and important sectors of the population have proved to be deep-seated and more complex than first meets the eye, as have mutual unease between security agencies and civil society organisations in working together*

and other governmental agencies to participate in a civil society-led process of reconsideration of long-standing practices and structures. This opened the possibility of significant changes in attitudes and policies, which in due course can result in significant improvements in the actual operations and structures of security agencies in the direction of improved respect for human rights.

The results of our work in the reporting period however revealed also the enormity of the tasks that remain to be done. Policing traditions developed under and inherited from colonial and military rule have proved extremely resistant to reform efforts. Antagonisms between the security agencies and important sectors of the population such as the youth have proved to be deep-seated and more complex than first meets the eye. So also have proved to be the mutual unease between security agencies and civil society organisations in working together even on issues that are of common concern to both parties. It is nevertheless obvious that these traditions, antagonisms, and discomfiture have to be resolved for there to be any meaningful progress on those concerns, especially on the protection of human rights and the advancement of democracy.

These observations define some of the issues that the CLEEN Foundation has to address in the coming years. While fully aware of the serious challenges they represent, we are confident that with the goodwill of our friends and partners we will make significant advances in addressing them.



(1.) CLEEN observed the Imo State gubernatorial elections of 2011 to monitor the conduct of security agencies and to observe the performance of the security arrangements.

(2.) Participants in a CLEEN workshop on conflict management for officers of the Lagos State Criminal Investigation Department.

(3.) Participants at a similar workshop for officers of the Lagos State Road Safety Agency.

(4.) Participants at a CLEEN workshop on youths and policing.

## THE CLEEN FOUNDATION: LOOKING FORWARD

**2** **Question: What are the key challenges ahead of CLEEN and how does the organisation intend to address them?**

**Answer:** CLEEN works on the supply side of justice, which essentially means partnering with justice institutions to improve on their processes so that they can better serve the people in their mandate area and be more accountable. In light of that, first among the key challenges for us as an organisation is the continuing democratisation of the country; because it is within that context that agencies serving the people and the government will be more democratic in what they do. The dwindling or shrinking of the democratic space is bound to impact on their work and therefore on ours. Expanding that space and its democratic content is therefore a key issue for us.

Another issue of concern for us is the decline in donor support for CSO work in the security sector. There seems to be some concern in the donor community as to whether the battle against the many challenges in the sector is winnable, whether the resources available are sufficient to address them, whether pouring those resources into addressing them is not a waste, given that there are other challenges in other parts of the world whose solution perhaps require less resources. We have seen in the last couple of years a move away from funding this kind of work, CSO work in the security sector. This has been not just a thematic move but also a geographic move. There has been a tendency to move towards East Africa and the Great Lakes region.

These are among the issues that confront us in the work we do and that are worrisome to us about the future. But there are developments

work and that offer opportunities to achieve more. For instance, the current chief of police, M. D. Abubakar, is open to reform and willing to engage with the citizen sector, which provides a platform for our work. For another, there is evidence that the civil society itself is increasingly taking the leadership initiative in security sector reform. A case in point is the CSO panel on police reform, in which we are involved in a facilitating capacity. Previously, CSOs would have simply responded to the government's reform initiative by sending memoranda to the panel the government set up. But now we have set up a parallel one, which is generating innovative ideas to address the challenges in the security sector, and, by that, opening up more avenues of work and engagement.

**How does CLEEN intend, in light of these challenges, to take advantage of these opportunities to advance your corporate purpose?**

CLEEN needs to be nimble and lean, in terms of what it decides to engage in. We have to focus much more on the areas where we have both expertise and comparative advantage, and to develop programmes and projects that make the fullest use possible of that expertise and advantage. Also, in light of the challenges, we must be lean in terms of personnel profile. Keeping a full-blown secretariat with a large staff working on different issues is no longer sustainable in the present funding environment. This



**Innocent Chukwuma**  
Executive Director,  
CLEEN Foundation



*There seems to be some concern in the donor community as to whether the battle against the many challenges in the security sector is winnable*



(1.) CLEEN staff in a group picture after a training workshop to enhancing our research capacity

(2.) Participants in the 1st Policing Executive Forum organised by the CLEEN Foundation as part of its effort in pursuit of reform of the security apparatus in Nigeria

*We have moved away from the permanent employment approach, to look at how we can we engage our staff productively and still leave them with some free time to engage in other things. We are now piloting a system of flexible working hours, because the difficult funding environment may not provide us with sufficient resources to retain our high-quality staff on a full-time basis*

means we have to find a way to retain the good hands we have and to create a work structure that will not be top-heavy in terms of remuneration and demand on staff time. We have had to move away from the permanent employment approach, to look at how we can we engage our staff productively and still leave them with some free time to engage in other things they may want to do. We are now piloting a system of flexible working days and hours, because we envisage that the difficult funding environment may not provide us with sufficient resources to retain the high-quality staff we have on a full-time basis.

**How you plan to deal with the challenge posed by the shrinking democratic space and the increasingly negative response of state security agencies to CSO initiatives, since CLEEN's strategy rests significantly on their cooperation?**

This requires some creative engagement, which is what we have actually started doing this year with the CSO panel on police reform. In the past, our approach would have been to work with them, to shape their report, provide memoranda, or facilitate CSO participation in their work. But we took a hard look at them, beginning with the composition of the panel, the likely outcome of their report, and how serious the government is likely to be in implementing it, and we were not persuaded that the report would be

implemented, in light of the fact that those of previous panels were not. And we decided that the best way to both work with government and encourage them to take this report seriously was to do a parallel one, which we have done. They submitted their own yesterday or two days ago. We are seeking a date now to submit ours. And we will not just submit ours containing the CSO perspective, which will enrich discussion on the issue. We are going beyond that to conduct advocacy work to get the government to take action on the proposals. So our work is going to incorporate creative advocacy campaigns, not the classical approach of throwing stones from the outside. We will use the two strategies of offering a hand to work with them but also getting them to see the other side, that people really want reform in the security sector. That will create some tension, and we are putting our house in order to be able to respond to that. But we see no other way to ginger a re-opening of the democratic space, even while cooperating with agencies of the government. Because the truth is that, we are experiencing a reversal of the gains we have made in the past.

**How is CLEEN taking advantage of the apparently pro-reform posture of the new Inspector-General of Police?**

We are working quite closely with him and the police force. Two weeks ago, we finished a major workshop with them on intelligence-led policing. We make ourselves available as a laboratory for research and for piloting whatever ideas he may have about address policing and security challenges. We have unimpeded access to him to meet with him from time to time to review the security situation. We understand that some of the challenges he is

facing go beyond what he as an individual can deal with. As you very well know, the police is the first power of the state. Effective reform in the security sector depends on the disposition of the government, including the president. For instance, you cannot insulate the police from partisan political control, unless the government and especially the president commit to that; because you are basically asking them to give up some of the control and powers they have over the force.

**In light of the current funding challenges, is CLEEN working on a programme of staff development to improve its capacity?**

Without sounding immodest, we have a robust staff development policy. We have an in-house programme, a fortnightly learning-and-sharing forum where heads of programmes take turn to make presentations on their programmes and to lead discussions and training in those areas. We also have partnerships with training institutions, such as the West African Civil Society Institute in Ghana where we send our staff. Even beyond that, we support our staff to pursue degree programmes abroad. Two just returned this year from their Masters programmes abroad: one was at Coventry; the other was at the Central European University in Budapest. As we speak, another one is completing a course in Finland.

So we do take advantage of training opportunities both within the country and outside. More important to us, however, is the in-house programme, because external ones are not tailored to meet our needs. Our experience has shown that our in-house programme is more effective in meeting the human resource needs of the organisation.

Yes, the current funding difficulties mean that we are not be able do the in-house programme on the scale that we desire and require; but we still give training very high priority because we are a learning organisation. Without staff development, we cannot advance our goals.

**What is CLEEN's strategy in the future to deal with these funding difficulties, to get sufficient funding for its operations?**

The citizens sector is always beset with funding challenges. No organisation can boast that

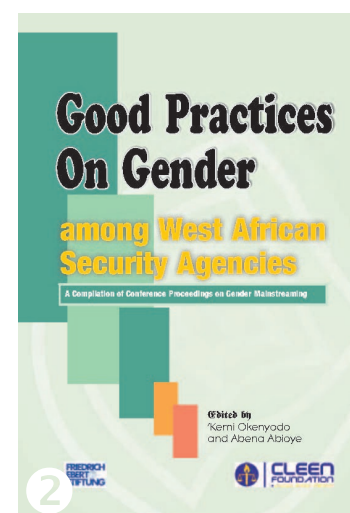
it has enough funding to carry out its operations. It is not different for us in CLEEN. Funding has been a problem, and the problem is even increasing in recent years. Support from our traditional funding sources – which are private foundations abroad – is dwindling, compelling us to explore new avenues and opportunities for increasing funding. And one of the areas that we are focusing more of our attention now on is partnering with development agencies and private companies in bidding for major programmes. The implementation of all bilateral and multilateral assistance programmes is now outsourced through bids to companies and organisations. We have taken advantage of that within the security sector, in which we have expertise. In fact, we are leading in a number of these programmes operating in the country today. An example is the DFID Justice for All Programme, in which we are leading the policing component.

We also render consultancy services to a number of private companies. For instance, on an annual basis in the last four to five years, we have been training Shell's district security supervisors and the external security agencies that they engage to protect their installations. We train them on security and human rights. The income from such consultancies has accounted in recent years for between 30 and 40% of our annual budget, and the good thing about this is that you can freely use such proceeds to grow your organisation institutionally. As you know, private foundations are reducing the portion of the support they provide which NGOs can invest in institutional development.

**CLEEN has since its establishment pursued gender reform in the security forces to enhance their compliance with global best practices.**

**(1.) Participants in a 2011 conference on good gender practices in West African security agencies.**

**(2.) Cover page of the publication of the proceedings of the conference**



## ACCOUNTABILITY AND JUSTICE PROGRAMME

*The Accountability and Justice Programme works to enhance accountability in policing and security operations and to mainstream gender perspectives in policing*

- (1.) Participants in the Altus Police Station Visitors' Week at the Police Headquarters at Lion Building in Lagos
- (2.) A group picture of researcher officers who worked on the project to study police internal control systems in West Africa
- (3.) Participants in the CLEEN workshop on gender mainstreaming in West African security agencies
- (4.) Registration of participants in the CLEEN workshop on gender mainstreaming in West African security agencies



The Accountability and Justice Programme has charge of the CLEEN Foundation's work in the enhancement of accountability in policing and security operations, the mainstreaming of gender issues and perspectives in the policy-formulation and operations of security organisations, and the pursuit of their overall institutional reform through legislation to enhance their functioning as effective security instruments of a democratic society. The two strategic tasks set for the Programme in the reporting period are to work towards:

1. A police leadership and oversight agencies that are more responsive to priority issues identified by stakeholders in respect of security and public safety, and
2. A revised Police Act that promotes democratic policing

The programme pursued these tasks in 2010 and 2011 through various activities under two of its three units: the Accountability Project and the Gender and Policing Project. These included such regular activities as the Altus Police Station Visitors' Week, as well as the holding of workshops and the publishing of reports. They concerned primarily two areas: the enhancement of external and internal accountability

### ACCOUNTABILITY AND JUSTICE PROGRAMME – PROJECT UNITS

#### Accountability Project

The overriding objective of the Accountability Project is the strengthening of internal and external processes and mechanisms for holding law enforcement and security agencies accountable for their conduct in the discharge of their duties and the making of such mechanisms open for use by members of the public.

#### Legislative Advocacy Project

The Legislative Advocacy Project advocates for the review, repeal, or amendment of obnoxious laws that inhibit respect for the due process safeguards of criminal suspects, and encourages the enactment of laws and the domestication of ratified international treaties that promote observance of human rights by law enforcement and other security agencies.

#### Gender and Policing Project

The Gender and Policing Project promotes gender equality in policing and works to improve the treatment of women in criminal justice administration.



## Accountability and Justice Programme

mechanisms in respect of law enforcement and security agencies, and the mainstreaming of gender issues in the policy-making and practical operations of these agencies.

### Accountability Project

The Accountability Project works to strengthen internal and external processes and mechanisms for holding law enforcement and security agencies accountable for their conduct in the discharge of their duties and to make such mechanisms open for use by members of the public. The project's work in external accountability involves the development and reinforcement of mechanisms by which civilian stakeholders external to these agencies can exercise oversight powers over their operations, i.e., can call these agencies to account for their policies and actions in the performance of their duties. In contrast, our work in internal accountability involves encouraging or facilitating the improvement and use of existing mechanisms within those agencies or the development of new ones to hold police officers or units accountable for their actions.

The aim of the CLEEN Foundation in both cases is to contribute to the development of law enforcement and security agencies whose policies and operations conduce to respect for human rights and the entrenchment of democratic governance in Nigeria and in the other countries in which we operate. As achieving this aim requires broad and cross-sectoral cooperation, the Foundation actively builds partnerships with a wide range of stakeholders in the law enforcement and security sector, including diverse government agencies, civil society organisations, and the law enforcement and security agencies themselves.

The Accountability Project pursued its purpose through four activities in 2010 and 2011. These were the editions of the Altus Police Station Visitors' Weeks for each of these years, a study on police internal control systems in West Africa, and a police executive forum on enhancing accountability systems in the Nigeria Police Force.

### Altus Police Station Visitors' Week

#### 2010 Police Station Visitor's Week

The Police Station Visitors' Week for 2010 held from October 18 to 24 (please see the sidebar on page 20 for general information about the Altus Police Station Visitors' Week). One thousand two hundred and forty-nine police stations (representing thirty-five police formations), six thousand two hundred and ninety-three visitors, and sixty-one civil society organisations in twenty-two countries across the world participated in the event, the fourth in the series since 2006. Of these, Africa accounted for two hundred and sixty-four police stations, eight hundred and forty-seven visitors, and eight countries, with Nigeria having the highest number of participating police stations and visitors and Liberia the lowest. There was a fair representation of the sexes among the visitors, with males accounting for 55% and females 45%. The age distribution of visitors showed those within the age brackets of 20 to 30 years accounting for 41% of visitors, while those above 50 years made up 7% and those below twenty only 5%.

The results of the survey of participating police stations showed Nigerian and Ghanaian stations leading in every observation category, with the Ilupeju Police Station in Lagos, Nigeria, coming tops overall.

#### 2011 Police Station Visitor's Week

The 2011 Police Station Visitors' Week held from October 31 to November 6 in twenty-one countries in Africa, Asia Europe, North America, and South America. Over one thousand citizens and three hundred and thirty-two police



### ABOUT ALTUS

The Altus Global Alliance ([www.altus.org](http://www.altus.org)) is made up of six well-established organizations across five continents who have come together to form a powerful alliance for justice. Altus members are located in Brazil, Chile, India, Nigeria, Russia, and the USA.

Together, these organizations offer a greater capacity to work across matters with a multicultural perspective on issues of safety and justice and a larger role for the civil society in advancing justice.

The members of Altus are:

1. Centre for Studies on Public Safety
2. Centre for Studies on Public Security and Citizenship
3. CLEEN Foundation
4. Institute for Development and Communication
5. INDEM Foundation
6. Vera Institute of Justice
7. Open Society Justice Initiative (associate member)
8. Penal Reform International (associate member)

## Accountability and Justice Programme

stations participated in eight African countries: Nigeria, Ghana, Liberia, Sierra Leone, Uganda, Benin, Niger, and Kenya.

Nigeria alone accounted for seven hundred and ninety-five of the visitors and two hundred and sixty-five of the police stations, located in the Federal Capital Territory and in Akwa Ibom, Imo, Kano, Lagos, and Rivers states. The visitors represented a wide variety of social sectors and groups, including the civil society, government, small-scale traders, schoolchildren, and various vulnerable groups.

In addition to the traditional aims of the event, the 2011 edition in Ghana had the following additional objectives:

1. Raising awareness among police officers of the purposes and benefits of the Visitors' Week
2. Establishing and strengthening relations with domestic civil society organisations
3. Enhancing awareness of CLEEN Foundation's work among the police and the general public
4. Applying for the registration of CLEEN Foundation in Ghana as a charity

As in previous editions, the 2011 Visitors' Week included a pre-visit training workshop for participants and the actual visits to the participating police stations. In addition, however, it also featured the formal presentation of awards to DSP Aduhene Bernieh, District Commander of the Nima Police Station in Accra, which had been adjudged the best in Ghana and fourth in Africa during the 2010 Police Station Visitors' Week.

The station was adjudged the best in Africa for 2011 and received the Regional award at a ceremony in Accra, Ghana, on March 22, 2012.

### Police Internal Control Systems in West Africa

The CLEEN Foundation conducted a study in



**(1.) Participants in the Police Station Visitors' Week at the Ilupeju Police Station, Lagos, which had won the Best Police Station award on two previous occasions**

**(2.) CLEEN Executive Director Innocent Chukwuma giving awards to the best performing police stations in Nigeria following the 2011 edition of the Visitors' Week**

**(3.) CLEEN's Abena Abioye giving an award to the best performing police station in Ghana after the 2010 Visitors' Week**

## ABOUT THE ALTUS POLICE STATION VISITORS' WEEK

The Police Station Visitors' Week is a yearly event organised by the Altus Global Alliance ([www.altus.org](http://www.altus.org)) since 2006 to facilitate interaction between citizens and police formations in participating countries. This is by means of organised visits by citizens to police stations to familiarise them with the operations and challenges of the police force and with detention conditions at police stations.

Altus aims by this means to promote police accountability and transparency to the communities they serve, thus enabling each side to appreciate the concerns and needs of the other and to find common grounds through dialogue on which they may establish common interests and better police-community cooperation.

By identifying and rewarding good practices among participating police forces during the Visitors' Week, Altus also employs the event as an instrument to encourage the adoption of best practices amongst these forces, governments, and civil society organisations around the world. The Police Station Visitors' Week is therefore an important instrument of civilian (or external) oversight over these police forces.

Citizens visiting the stations assess them on community orientation, physical conditions, equal treatment of the public, transparency and accountability, and detention conditions. Altus collates the results of the assessment and scores the police stations to arrive at a decision on the best performing stations, which receive "best performers" awards during the next edition of the Police Station Visitors' Week. For more information on the event and the scoring scheme for participating police stations, please visit Altus at [www.altus.org](http://www.altus.org).

## Accountability and Justice Programme

**Pictures from the Gender and Policing Conference:****(1.) Police officers and other participants at the conference****(2.) Thomas Mattig, Resident Representative of the Friedrich Ebert Foundation, making his opening remarks at the conference**

2010 on internal control systems in the police forces of six West African countries: Nigeria, Ghana, Gambia, Liberia, Senegal, and Cameroon. Its purpose was to analyse the various methods of internal control employed by these forces in order to identify their strengths and weakness as mechanisms for effective internal accountability.

This study was instigated by the observed ineffectiveness of external accountability mechanisms in influencing the conduct of the police forces of these countries. Huge investments in external oversight mechanisms made by the governments of many of these countries have had insignificant results at best, with corruption, human rights violations, and other abuses of police powers remaining serious problems in the routine operation of their police forces. While it was apparent that external control mechanisms remained of immense importance, it was necessary in light of this situation to reconsider the strategy of sole or principal dependence on such instruments in pursuit of the objective of creating police forces that are simultaneously accountable to the communities they serve and effective in the performance of their policing functions. The study therefore sought to compare the features, operation, and performance of police internal

control systems in the six countries to identify control measures that had proved effective. These could then be further developed and applied in other countries, with proper adjustments to accommodate the circumstances peculiar to each, as a complement to external oversight mechanisms.

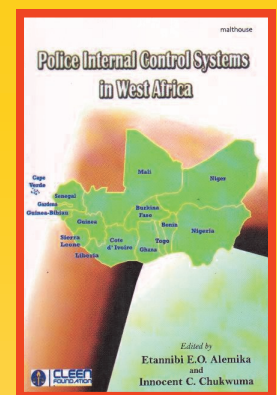
The study, conducted by experts drawn from the academia and the civil society in the six countries under study, employed both qualitative and quantitative research methods and resulted in a country-by-country report published together under the title *Police Internal Control Systems in West Africa*. The publication is available on the Foundation's website, [www.cleen.org](http://www.cleen.org).

**Gender and Policing Project**

The Gender and Policing Project works to promote gender equity in policing and to improve the treatment of women in criminal justice administration. This is in pursuit of CLEEN Foundation's commitment to the development of a police force that is sensitive to the rights and concerns of women and that is a leader in the promotion of those rights.

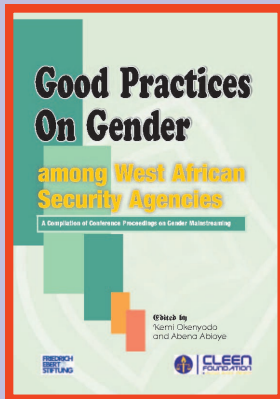
**Workshop on Gender Mainstreaming in West African Security Agencies**

Principal among the activities of the project unit in the reporting period was the holding of a one-day conference on gender mainstreaming in West African security agencies. Held in Abuja on March 7, 2011, the conference provided a forum for stakeholders in security and policing in West Africa to deliberate on gender policies and practices in

*(Continued on page 23)*

This study is an effort by the CLEEN Foundation to better understand the internal control systems of police forces in West Africa with a view to identifying the challenges they face and recommending measures that could be implemented by various stakeholders to address the problem areas to position police internal disciplinary systems as important complements to external accountability mechanisms that are being established in the region.

## Accountability and Justice Programme



The poor representation and status of women in policing all over the world have become a reference point in any discourse on police transformation. In Nigeria, the status of women in Nigeria Police Force has been characterised by poor representation, male chauvinism, and discriminatory rules and practices against women which have continuously hampered women's participation in policing. Police organisations all over the world including the Nigeria Police Force are undergoing reforms aimed at meeting the needs of the communities they serve.

This publication brings together the proceedings of a conference on gender practices in West African police forces in which deliberations reached beyond the case of the Nigeria Police Force alone.

*"In a democracy, it is very important that the police force reflects the diversity of society. This will enable it to include the views of all societal groups, and it will prevent the police from being seen as pursuing an agenda of its own. Gender mainstreaming has a very high significance here."*

**Mr. Thomas Mattig  
(Resident Representative,  
Friedrich Ebert  
Foundation), Opening  
Remarks at Conference  
on Gender  
Mainstreaming**

## RECOMMENDATIONS ON GENDER MAINSTREAMING IN THE NIGERIA POLICE FORCE

1. Equality of Rules: It was suggested that, the same laws and rules such as the rules of marriage, should apply to both male and female police officers
2. Review of Discriminatory Rules: All-inclusive policies that would help carry along female officers in the Police Force should be promoted so as to accommodate women who are a significant segment of the nation's population.
3. Equal Opportunities should be provided for both male and female officers in the Police Force. This includes the areas of recruitments, welfare packages, training, promotions, postings and others.
4. Advocacy and Education : The conference strongly recommends a need for more advocacy by the civil society organisations with a view to educating women and enlightening people on the need to develop positive attitude on gender mainstreaming. This would enhance understanding which would towards accommodating women in organisations that may want to use feminity as a basis for discriminations.
5. A pro-active approach to Recruitment in the Nigeria Police Force with regard to gender sensitivity should be urgently considered for a policy action.
6. Self-Defence for Female Officers: The female officers in the Nigeria Police Force should be equipped and armed to enable her defend herself like her male counterpart. Both male and female officers face similar dangers and so they respectively deserve equal opportunities for self-defence, more so because women are more susceptible to coercion and harassments

*From: Good Practices on Gender among West African Security Agencies: A Compilation of Conference Proceedings on Gender Mainstreaming*

## Accountability and Justice Programme

*(Continued from page 21)*

the police forces and other security agencies in the region and to articulate measures for the effective mainstreaming of gender considerations in their policy-making and operations.

This was against the background of growing awareness and concern about the adverse consequences of the poor status of women in West African police forces, the gross gender imbalance in their leaderships, and the continued existence of policies and practices that discriminate against women police officers. A 2001 study by the CLEEN Foundation (at that time known as the Centre for Law Enforcement Education) had established the existence of discriminatory policies and widespread practices that hampered the performance and career development of women in the Nigerian Police Force. These included, for instance, policies barring the recruitment of married women into the force, requiring that female officers obtain the consent of the Inspector-General of Police for them to get married, and requiring female officers who get married to civilians to vacate their official accommodation in police barracks. Policies such as these and the practices they engender entrench patriarchal relations within the police force and account in large part for the poor representation and career prospects of women police officers.

The CLEEN Foundation has been deeply involved in addressing this problem, working in close collaboration with key stakeholders in the sector towards the creation of a gender-conscious police organisation as a major aspect of police reform in Nigeria. The conference was a continuation and broadening of these efforts to cover the West African sub-region. Its objectives included to:

1. Bring key stakeholders in security and policing in West Africa together to discuss issues relating to gender policies in the sub-region's police and other security forces
2. Identify steps that have been taken so far and what needs to be done to train gender sensitive police officers and bring authentic gender mainstreaming to these agencies, and
3. Identify the ingredients of an effective

gender approach to policing and what needs to be done beyond mere training measures

The conference drew participants from the Nigeria Police Force (NPF), the State Security Service (SSS), the Sierra Leone National Police, the Liberia National Police, the Kofi Annan International Peacekeeping Training Centre (KAIPTC), mass media, and civil society organisations.

The conference featured two plenary sessions in which security and policing experts from the participating countries presented the following papers:

1. Gender Mainstreaming in the State Security Services: Successes and Challenges, by Marilyn Ogar, Assistant Director of Public Relations, State Security Services (Nigeria)
2. Lessons Learnt on Mainstreaming Gender in the Liberia National Police, by Cecil B. Griffiths, President of Liberia National Law Enforcement Association
3. Lessons Learnt on Gender Mainstreaming in the Sierra Leone Police, by Supt Isha Bangura, Head of Family Support Unit, Sierra Leone Police
4. Mainstreaming Gender in the Security Organisations in the Sub-region: The Experience of KAIPTC, by Aissatou Fall, Kofi Annan International Peacekeeping Training Centre

It was apparent from the papers presented and the discussions that followed them that the gender situation was similar in the police forces of Nigeria, Liberia, and Sierra Leone. Each of these forces featured discriminatory policies and practices against women officers, comparatively low representation of women

*"Oftentimes, it is thought that gender mainstreaming is only a post-conflict building effort without realising its usefulness in gender equality and balancing approach to governance and organisational management."*

*Mrs. Marilyn Ogar  
(Assistant Director of Public Relations, State Security Services, Nigeria), Gender Mainstreaming in the State Security Services*

## Accountability and Justice Programme

*While these police forces have often expressed official commitment to addressing these problems, actual reform measures have been either absent or ineffectual*

**Pictures from the Gender and Policing Conference:**

(1.) Group picture of participants in the conference

(2.) Participants during a session of the conference

in the forces as a whole and in their leaderships, serious obstacles to career prospects for women officers, and a poor image of these officers in the forces and the general publics of the different countries. While these police forces have often expressed official commitment to addressing these problems, actual reform measures have been either absent or ineffectual. The conference identified the following as being among the factors responsible for this:

1. **Lack of political will:** The conference noted that political authorities in various West African countries have lacked the political will to address the underlying roots of the problem, thus defeating reform efforts on gender inequality in their security agencies

2. **Poor implementation of policies:** Given the absence of political will in the governments, the relevant agencies of government have shown little commitment to implement even existing policies aimed at correcting gender insensitivity

3. **Poor or Absence of Advocacy:** The conference noted that the campaign for gender mainstreaming has not really been impactful due to poor or absence of advocacy

from the civil society organisations.

4. **Male Chauvinism:** The conference noted that since the society is largely male dominated in terms of beliefs and philosophies, especially in Africa where this perception is still very strong, it has been difficult to convince the police authorities on the crucial need for gender mainstreaming in the Force.

5. **Poor representation of women:** Women are poorly represented in committees and panels where decisions concerning women officers are taken

6. **Absence of institutional policies:** The conference noted the absence of institutional policies establishing a framework within which to address properly the challenges of gender mainstreaming in the police forces and security agencies

The CLEEN Foundation has published a comprehensive report of the conference, including the papers and addresses presented and a policy brief extracted from the conclusions from the discussions. The publication is entitled Good Practices on Gender among West African Security Agencies: A Compilation of Conference Proceedings on Gender Mainstreaming and is available on our website, [www.cleen.org](http://www.cleen.org).



## Accountability and Justice Programme

## ACCOUNTABILITY AND JUSTICE PROGRAMME: LOOKING FORWARD



*In 2012 and beyond, we look forward to playing an active role in tackling terrorism and insecurity in Nigeria and to building the capacity of the Nigeria Police Force and other security agencies to discharge their constitutional responsibilities effectively*



The current state of insecurity in the country in recent times and the near helplessness of law enforcement and security agencies to address the problems present new areas of work for us.

The need to understand the concept of terrorism, its patterns, and trends and root causes in Nigeria is of grave importance to determine possible strategies and interventions together with law enforcement and security agencies to tackle the endemic problem. While we have initiated efforts in this regard, there is still much to be done to assist the police to tackle this problem, especially in reviving and invigorating intelligence-led policing in the Nigeria Police Force.

In view of the above, in 2012 and beyond, we look forward to playing an active role in tackling the problem of terrorism and insecurity in the country while at the same time building the capacity of the Nigeria Police Force and other security agencies to discharge their constitutional responsibilities effectively.

(1.) CLEEN Executive Director Innocent Chukwuma giving the 2011 Altus Award for Best Police Station in Ghana

(2.) A participant receiving her certificate of attendance at the CLEEN conflict management workshop description

(3.) Former Inspector General of Police Hafiz Ringim and other dignitaries at the 3rd Policing Executive Forum



## PUBLIC SAFETY AND SECURITY PROGRAMME



*The Public Safety and Security Programme advances human rights and democratic governance principles in the management of conflict, in voluntary policing by citizens, and in relations between the formal police force and the youths.*



The Public Safety and Security Programme is responsible for the CLEEN Foundation's work in advancing human rights and democratic governance principles in the management of conflict, in voluntary policing by citizens, and in relations between the formal police force and the youths. It does this through three project units: the Conflict Prevention Project, the Informal Policing Project, and the Youth and Policing Project. Working through these units, the Programme pursues the tasks set for it in the current strategic plan of the Foundation, i.e., to work for:

1. Improved perception of safety and security in Nigeria especially in focal states – Lagos, Abuja, and Kano
2. Improved collaboration and partnership between the police and community initiatives in crime and conflict prevention
3. Reduced levels of youth crime and juvenile delinquencies in challenged communities in Lagos State

### Conflict Prevention Project

The Conflict Prevention Project ran two training activities for police officers in the areas of conflict prevention and alternative dispute resolution.

The first, under the theme Human Rights and Conflict Resolution, drew

### PUBLIC SAFETY AND SECURITY PROGRAMME – PROJECT UNITS

#### Conflict Prevention Project



This project unit works to build the capacity of communities, the police, and security agents to develop and respond proactively to triggers of conflict.

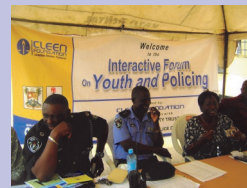
#### Informal Policing Project



partnership with police and the community.

The core purpose of this project unit is to improve service delivery of community initiatives for crime and conflict prevention in a manner that promotes accountability and

#### Youth and Policing Project



This project unit works with public schools, police divisions, and juveniles in slum communities to influence young people away from crime and juvenile delinquency with a

view to:

1. Bridging the gap between the police and youth
2. Getting the police to understand youth issues and challenges
3. Engaging young people in activities that keep them off the streets

## Public Safety and Security Programme

its two hundred participants from the Imo State Criminal Investigation Department (CID) and ran from June 10 to 29, 2011. The training workshop came against the background of an unprecedented increase in the frequency and extent of violent conflicts in the South-Eastern states of Nigeria, which has severely stretched the resources of the police force in its effort to maintain law and order in the region. Given the relative inelasticity in the supply of these resources, it has become necessary to resort to various alternative policing strategies, such as those that extend the capacity of the police force through the incorporation of community resources in formal policing and others that aim to minimise demand on policing resources. Conflict prevention is one of the most important in the latter category and the CLEEN Foundation intended by the training workshop to contribute to enhancing the capacity of the Imo State CID to make the best use of this strategy. The workshop involved developing the knowledge and practical skills of the participants in the areas of human rights, conflict management, and policing in Nigeria's current democratic dispensation.

The second training activity, which was part of the implementation of a 2009 memorandum of understanding signed by the CLEEN Foundation, the National Human Rights Commission, and the Lagos State Police Command, involved building the capacity of officers of the Lagos State Criminal Investigation Department (CID) as a means to improve the department's operations. A second element of the understanding involved the creation of a website for use by the department.

Prior to the training workshop, the Foundation and the National Human Rights Commission had jointly conducted a needs-assessment survey among the target group to determine areas of skill and knowledge deficit that were hampering the performance of the department. The results showed that a little more than 70% of the survey respondents felt inadequately trained to deal effectively with the difficulties they encountered routinely in their work. Around ninety-five percent of them responded that training in conflict management would be either very helpful (c.

90%) or helpful (c. 5%) in their work, the corresponding figures in respect of training in human rights being c. 82% and c. 14% respectively. These and other results of the survey provided a research-created knowledge base upon which the CLEEN Foundation designed the training workshop.

Under the capacity-building element of the agreement, the CLEEN Foundation trained four hundred officers and men of the department in human rights, alternative dispute resolution (with a specific focus on mediation and conflict resolution), and the use of information and communication technologies over a five month period.

The objectives of the training were to enhance:

1. The participants' knowledge of national and international human rights standards
2. Their knowledge and skills in conflict resolution and management
3. Their capacity to apply these skills and knowledge in their daily work

The training contents included an overview of human rights, an introduction to the basic principles in conflict resolution, basic skills in conflict management, the application of human rights standards in policing (especially in respect of investigations, arrest and detention, and use of force and firearms), and basic skills in mediation. These were organised in seven modules, each of which was presented over two days. Other training activities included group exercises, role-plays, and discussions of the presentations.

The Foundation also trained sixty-one police officers in basic computer appreciation, acquainting them with the basics in the use of two



*The study also found that the members of the community were generally satisfied with the Danbare vigilante group and described them as discharging their responsibilities with high sense of maturity and commitment*

## Public Safety and Security Programme

(1.) Group picture of participants in the training workshop for voluntary policing groups operating in the Agege area of Lagos State

(2. and 3.) A resource person making a presentation at the training workshop



application software they require in their routine work – Microsoft Word (for taking notes and writing reports) and Microsoft Excel (for gathering and organising figures for statistical analysis).

In fulfilment of the second leg of the capacity-building agreement, the Foundation constructed a website ([www.scidlagos.org](http://www.scidlagos.org)) for the online publication of information concerning the work of the Criminal Investigation department, and trained an officer to manage it.

### Informal Policing Project

The Informal Policing unit ran the Voluntary Policing Sector Groups Support Project in 2011 involving the training of community-based informal policing organisations to improve their services and encourage them to operate in a manner that is accountable, lawful, and respectful of human rights, as well as to enhance their coordination with the formal police organisation, the Nigeria Police Force.

These citizen-formed voluntary policing organisations play an increasingly important and visible role in meeting the security and policing needs of poor urban communities across the country, given the increasing inadequacy of the resources of the formal police force to address the crime and safety challenges of these communities. The informality of their operations has however presented serious problems of coordination with the Nigeria Police Force, as well as problems of compliance with standard practices in policing, and of respect for the law and for the human rights of citizens. The CLEEN Foundation aims through the project, which will run into 2012, to:

1. Enhance the organisational and management capacity of select-

ed VPS groups

2. Strengthen the capacity of selected VPS groups to deliver the services that citizens need and want with due regard for the law
3. Enhance VPS engagement with, and accountability to, their local communities in selected locations
4. Enhance levels of coordination between VPS groups and the NPF and other relevant groups at local levels
5. Disseminate examples of good practice to VPS groups in lead states and across Nigeria and encourage other groups to replicate and adopt them.

The project is an element in a broader project financed by the UK Department for International Development tagged Justice for All (J4A) to improve the mechanisms of the administration of justice in Nigeria, and its activity elements are:

1. Mapping VPS groups in the J4A focal states (Enugu, Kaduna, Kano, Lagos, Jigawa), to identify who is working in the field, what they are doing and how and their levels of competency and effectiveness
2. Supporting VPS groups to enhance their organisation and management capacities through the development of their leadership skills; drafting/strengthening of procedures for recruitment of new members; policies and procedures governing their functions and facilitating networking among VPS leaders for sharing of best practice.
3. Support to VPS groups and their communities in skills training on basic policing, problem solving, conflict resolution and monitoring/evaluation methods as well as providing responsive VPS groups with basic policing equipment
4. Support to VPS groups and their communities in three critical areas: Training on basic human rights standards (with specific attention to women's rights) to improve their understanding of human rights law and practice; establishment of complaints system on services and conduct; and facilitation of periodic interactive /accountability forums between the VPS groups and their communities

## Public Safety and Security Programme

including women

5. Supporting the creation of coordination forums between the police, VPS groups and other community groups

Although the Voluntary Policing Sector project covers all five focal states, the Foundation commenced with a pilot in Kano State to map the voluntary policing groups operating in the state and to assess their effectiveness. The pilot took the form of field studies of these groups to:

1. Determine the presence and application of strategic and operational structures and plans
2. Determine the presence and application of operational and administrative procedures, including the presence or otherwise of written guidance manuals, etc.
3. Examine recruitment and retention procedures, and record-keeping,
4. Determine the existence of financial management.
5. Determine the presence and application of accountability mechanisms.
6. Determine the existence of complaints and feedback systems,
7. Examine the nature relationships with community and local security groups

One such study – of the Danbare vigilante group – had been completed at the end of 2011. The study found that the group:

1. Has been in existence for fifteen years and is registered, and has a constitution but neither office accommodation nor equipment, and only a rudimentary operational and administrative structure
2. Has a membership of 35, recruited from the community in which it operates, following endorsement by the ward head and positive results of background checks upon the applicant. Members are mostly male, mostly youths, and entirely of Hausa-Fulani stock
3. Provides no formal or structured training for members, old or new, the latter being

required to learn on the job from the former

4. Has a very weak funding base, although it receives some material support from the community in the form of money and such operational materials and tools as torch lights and batteries, and recently received a donation of a building from a member of the community

5. Exists in a relationship of tension with the student population in the community

The study also found that the members of the community were generally satisfied with the Danbare vigilante group and described them as discharging their responsibilities with high sense of maturity and commitment. It also found that members of the group were positively disposed to structural reforms and interested in acquiring new skills that would improve their performance. They were also willing to work in closer coordination with the formal police force and other informal policing groups.

The CLEEN Foundation will publish the full report of the field studies in 2012.

### Youth and Policing Project

The Youth and Policing Project unit ran various activities in the reporting period in pursuit of its purpose: working with public schools, community stakeholders and the police in poor communities to influence young people away from crime and juvenile delinquency and improve relationship between young people and the police. These included a series of youth-against-crime interactive fora, a conference on youth and alienation, a summit on



*Citizen-formed voluntary policing organisations play an increasingly important and visible role in meeting the security and policing needs of poor urban communities across the country, given the increasing inadequacy of the resources of the formal police force to address the crime and safety challenges of these communities*

## Public Safety and Security Programme



## Scenes from the workshop:

(1.) A resource person making a presentation

(2.) Student participants singing the national anthem

(3.) A cross-section of student-participants

youth and policing, a series of interactive sessions between youths and the police force, and a research on youth and policing in Nigeria.

### Youth-against-Crime Interactive Fora

The youth-against-crime interactive fora held in six public secondary schools in various parts of Lagos State from 2010 and 2011, bringing together students, teachers, parents, law enforcement officials, and motivational speakers to deliberate on crime and ways of strengthening the students against criminal pressures. The fora sought to identify the challenges experienced by young persons in public schools, develop integrated approaches to addressing them through the collaborative efforts of all stakeholders, and implement various means of encouraging the students to reject criminal pathways, including drug abuse.

The project rationale derives from research-based evidence – supported by anecdotal observation – that the poverty, neglect, and adverse social conditions experienced by poor urban communities – from which the majority of students of public schools are drawn – are structural criminogenic factors in those communities and in the society at large. It is in recognition of this that the United Nations Guidelines on the Prevention of Juvenile Crime recommend, among other measures, programmes of mentoring and counselling directed at young persons from such communities. The youth-against-crime project is the CLEEN Foundation's contribution in this direction.

The Lagos State Ministry of Education approved the project to run in schools in five educational districts,

as shown below:

1. District 1: Government High School, Agege
2. District 2: Anthony Village High School, Anthony Village
3. District 3: St. Georges Secondary School, Falomo, Ikoyi
4. District 4: Expressway Secondary School, Ajegunle
5. District 5: Immaculate Heart Junior and Senior Secondary School, Oshodi

The fora followed the same format. CLEEN Foundation personnel and the principal of the host school delivered opening and welcome addresses, followed by presentations by invited guests, who included officers of law enforcement agencies, motivational speakers, civil society activists, and public officers. These were followed by activities by the students, including role-plays, drama sketches, songs, and poetry renditions. The forum ended with the presentation of awards to the best performers and participants. The interactive fora took place in the various schools as follows:

1. District 1: Government High School, Agege
  - a. Date: November 23, 2010
  - b. Topic: Role of Youths in Crime Prevention, With Focus on Exam Malpractices
2. District 2: Anthony Village High School, Anthony Village
  - a. Date: June 22, 2011
  - b. Topic: Interactive Forum on Youth against Crime
3. District 3: St. Georges Secondary School, Falomo, Ikoyi
  - a. Date: March 23, 2011
  - b. Topic: The Role of Young People as Agents of National Development
4. District 4: Expressway Secondary School, Ajegunle
  - a. Date: June 10, 2011
  - b. Topic: Interactive Forum on Youth against Crime
5. District 5: Immaculate Heart Junior and

## Public Safety and Security Programme

Senior Secondary School, Oshodi

- a. Date: October 13, 2010
- b. Topic: Cultism among Students in Secondary School – Weighing the Pros and Cons

Each forum drew attendance by students from other schools in the same educational district as the host school.

### Youth and Alienation Conference

The CLEEN Foundation's national conference on Youth Alienation in Nigeria held on June 16 and 17, 2010 at the Metropolitan Hotel in Calabar, the capital city of Cross River State. Held in collaboration with the Ford Foundation, the two-day event provided a forum for a stakeholder discussion of the socioeconomic and political factors accounting for the alienation of Nigerian youths from the society and its norms.

The conference arose from concern about the marginalisation of Nigerian youths, as evident in their negligible participation governance and exclusion from the national discourse. The deleterious effects of this are visible in all aspects of national life, for instance, in youth unemployment and underemployment, involvement in violent and cyber crimes and the undertaking of unimaginably dangerous journeys to escape from the country. The conference, the third of four planned in collaboration with the Ford Foundation in connection with Nigeria's independence anniversary, was to provide a forum for stakeholders to discuss the issues involved in this problem and to make recommendations for government and civil society action to address them. Over ninety participants were in attendance, including representatives of political parties, nongovernmental organisations, state and federal government agencies, the academia, and the police.

The conference featured three paper presentations by Drs. Abubakar Momoh of the Lagos State University and Urban Ericsson of Uppsala University in Sweden. Dr. Momoh spoke on two subjects, first, Area Boys and Youth Alienation in Nigeria, and second, Youth and Community Policing in Nigeria. Dr. Ericsson spoke on Dealing with Youths Alienation: the Swedish Experience. The

papers generated intense discussions among the conference participants, which resulted in a communiqué including recommendations for action by stakeholders to address the problem of youth alienation in Nigeria.

The CLEEN Foundation has published the complete conference report, including the papers presented and the communiqué, in the book *Youth Alienation in Nigeria*, available at [www.cleen.org](http://www.cleen.org).

### Summit on Youth and Policing

The Youth and Policing Summit held on August 10, 2010 at the Airport Hotel in Ikeja, Lagos. Following on the heels of the Youth and Policing study conducted by the CLEEN Foundation earlier in the year, this conference was one of the Foundation's efforts to foster dialogue and better understanding between the police and the youths.

The conference came against the background of the widespread and deep antagonism between the police and young persons in Nigeria. The latter being a target group in the policing strategy of the Nigeria Police Force, its relationship with them has been characterised by mutual suspicion, hostility, and violence over the years. While this has manifested most pervasively in poor urban communities, it is also evident in relations between the police and students of institutions of tertiary education. On the one hand, this has resulted in serious human rights violations by the police, including arbitrary and illegal arrest and detention, the use of excessive force in dealing with youths, and extrajudicial killings. On the other, the odium in which the majority of youths hold the police has denied the force the cooperation of this most important section of the population and



*Relations between young people—a target group in the policing strategy of the police—and the force has been marked by mutual suspicion, hostility, and violence over the years*

## Public Safety and Security Programme



*The Youth and Policing Summit came against the background of the widespread and deep antagonism between the police and young persons in Nigeria— the latter being a target group in the policing strategy of the Nigeria Police Force, its relationship with them has been characterised by mutual suspicion, hostility, and violence over the years*

denied it not only valuable information but also the direly-needed well-educated human resources in the fight against crime. Overall, this antagonistic relationship has compounded and made more difficult the task of the police in the provision of safety and security for people and property.

The CLEEN Foundation intended the conference as a forum for a stakeholder discussion of these and related issues in Lagos State to:

1. Discuss and agree on a set of measures that could be implemented to improve the relationship between young people and the police in Lagos
2. Present to stakeholders the key findings of the Youth and Policing Study in order to validate the findings
3. Enable participants discuss and possibly agree on the need to establish on a pilot basis a platform for periodic interaction between the police and youths in selected police divisions

The conference, organised in collaboration with the Lagos State Security Trust Fund (LSSTF), featured two substantive paper presentations, one from the perspective of the youths and the other from that of the police. Superintendent of Police Frank Mba, the Police Public Relations Officer for the Lagos State Police Command, presented the paper *Youth and Policing in Lagos State: The Police Perspective*, and Mr. Dagma Tolar, a youth leader and human rights activist presented the paper *Youth and Policing: The Perspective of the Youths*. Before these, however, Mr. Juma Assiango of UN-HABITAT in Nairobi Kenya presented a prefatory paper entitled *Comparative Experience in Dealing with Urban Youth in Africa*. Concluding the presentations, the CLEEN Founda-

tion's Executive Director, Mr. Innocent Chukwuma, presented the findings of the youth and policing study in a paper entitled, *Youth-Police Relations in Lagos State: Findings of a Study by CLEEN Foundation*.

The intensive discussion that followed upon the presentation resulted in the identification of seventeen core blockages to functional and cordial relations between the police, and in recommendations for remedial action by all stakeholders, including the federal government, the Lagos State Security Trust Fund, the Lagos State Police Command, youth organisations and leaders, and civil society organisations.

The conference drew participants from amongst members of stakeholder groups in Lagos State, including officers of the Criminal Investigation Department of the Police Command, students and teachers from secondary and tertiary institutions, members of the National Union of Road Transport Workers, members of Okada Riders Association. Others included members of the National Youth Council, Muslim and Christian youth associations, youths from poor urban communities, civil society organisations, and representatives of the Lagos State Security Trust Fund.

The complete report of the conference, including the addresses and papers presented, a summary of the discussion, and the text of the communiqué, is available in the publication entitled *Report of Youth and Policing Summit in Lagos State: Summit Proceedings* on the CLEEN Foundation website, [www.cleen.org](http://www.cleen.org).

#### **Youth and Policing Interactive Forums**

Building on the study on youth and policing and on the summit that followed it, the CLEEN Foundation organised a series of interactive fora bringing together the police and youths in Lagos State to discuss the problem of hostile relations between them and to find common grounds for building confidence in each other. The Foundation held four such fora in each of two police commands in the state: Area B Command (with jurisdiction over the Ijora-Badia, Amukoko, Ajegunle, Layeni, Apapa, and Ajeromi police stations) and Area D Command (Mushin, Itire, Oshodi, and Oloson police

## Public Safety and Security Programme

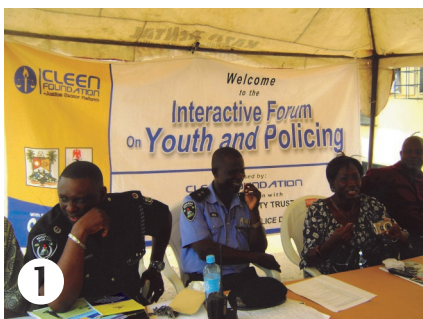
stations).

The fora, hosted by the police stations, discussed a range of issues involved in police-youth relations, including the role of the police in the community, the attitude of young people to the police and other authority figures, and the obstacles to access to police assistance by young people in distress. Others included police treatment of juveniles in conflict with the law and problems of police communication and complaints procedures.

Each forum was attended by youths and youth activists from the areas under the jurisdiction of the police command as well as top and middle-ranking police officers, local government officials, and representatives of civil society organisations working in the area of security and public safety. It featured paper presentations by competent and knowledgeable stakeholders and an interactive session of discussions between participants, following which they identified issues of concern for required action by stakeholders.

#### Pictures from the Youth and Policing Summit:

- (1.) Senior police officers and other dignitaries in attendance
- (2.) A resource person making a presentation at the forum
- (3.) A cross-section of participants from youth and community groups



## PUBLIC SAFETY AND SECURITY PROGRAMME: LOOKING FORWARD

**Isioma Kemakolam**  
Senior Programme Officer

**R**

estoring confidence is an important step in moving away from the brink of violence and insecurity that Nigeria is faced with today. Although the means of building confidence is different from place to place, CLEEN Foundation through its public safety and security program has developed inclusive alliances at local, national and regional level with groups and government institutions that have clearly demonstrated their intent and ability to make change happen.

Our intervention within the period in review focused on building confidence between the people and government institution (e.g. the Nigeria Police Force). The collective results achieved serves as a stepping-stone to substantive institutional transformation we look forward to in the coming year.

Flowing from the above and looking forward, we hope to draw on all available capacities and resources in restoring confidence through institutional transformation that will create the trust needed to prevent and mitigate public insecurity and promote public safety in Nigeria.

## RESEARCH AND PLANNING PROGRAMME



*The Research and Planning Programme promotes the use of empirical and quantitative data in the formulation of crime prevention, public safety, and security policies, as well as in the evaluation of the impact of those policies*



The Research and Planning Programme provides and promotes the use of empirical and quantitative data in the formulation of crime prevention, public safety, and security policies, as well as in the evaluation of the impact of those policies. Its areas of work are the conduct of *surveys and exploratory studies*, the development of *indicators and measures*, the development of *crime maps*, and the *monitoring and evaluation* of crime policies and programmes, and its assigned tasks in the reporting period are to:

1. Provide publicly accessible annual data and information on crime levels and safety and public perception of criminal justice institutions in Nigeria
2. Improve the evidence base of policies and reform programmes in public safety and security

The activities of the programme in the reporting period in implementation of these tasks included the development of indicators for the evaluation of justice policies, and the mapping of crime and criminal activities in the Mushin area of Lagos State.

### Indicators and Measurements Project

The indicators and measurement project of the CLEEN Foundation,

## RESEARCH AND PLANNING PROGRAMME – PROJECT UNITS

### Surveys and Exploratory Studies

These provide policy makers and other interested stakeholders with reliable empirical data on crime, victimization and other public safety issues through the conduct of local and national surveys and exploratory studies.

### Indicators and Measurements

This unit promotes the development and use of indicators for measuring progress in the field of Safety and Justice and the work of CLEEN Foundation.

### Crime Mapping

This unit promotes better deployment of policing resources in neighbourhoods most affected by crime and disorder through mapping of crime hotspots and making the information available to the police.

### Monitoring and Evaluation

This unit conducts assessment studies on the implementation and impact of government policies and the activities of the CLEEN Foundation on public safety, security, and justice

## Research and Planning Programme

running since 2009, sought to develop reliable indicators to measure the progress of reform activities in the justice administration system in Nigeria. A collaborative undertaking by the Foundation with the Harvard Criminal Justice Programme, and the Lagos State Attorney General's office, a pilot of the project in Lagos State developed indicators and measures for progress in the reduction of the time detainees spend awaiting trial in the state. Focusing on the determining factors in the pre-trial phase of the justice administration process as well as on the actual duration of detention, the project developed the following indicators to measure the effectiveness of reforms of this process:

1. Average length of time it takes the CID to investigate serious criminal cases such as homicide and robbery
2. Average length of time it takes the DPP to file legal advice
3. Average length of time suspects spend in pre-trial detention

The project has its origins in the 2009 inter-agency summit convened by the Attorney-General of Lagos State to address the problem of prison congestion and other challenges in criminal justice administration in the state. There had been a longstanding and widespread concern within the government and the civil society about prison congestion and the apparent ineffectiveness of various measures to tackle the problem. Awaiting trial prisoners have since the 1970s constituted between 65 and 70% of the average monthly prison population in Nigeria, and there is a consensus that successfully

tackling this problem is the key to solving the challenge of prison congestion in the country. Among the measures various governments have implemented in this regard are the granting of amnesties yearly and on special days such as the country's Independence Day, the ad hoc release by state chief judges during prison visits of prisoners who have spent unduly long times awaiting trial, and the provision of free legal services to indigent remand prisoners. Others include the exercise of the prerogative of mercy by the executive arm of government, the use of the nolle prosequi by state prosecution, the establishment of the duty solicitors scheme, the deployment of the criminal tracking system, and the creation of a special criminal division in the Lagos High Court. These measures appeared to have had an insignificant effect on the problem of the high contribution of remand prisoners to the average monthly prisoner population, as they have maintained their share of the population. The Lagos State Attorney-General recognised that the problem had deep-seated structural sources and that these had to be addressed for its effective solution. Nevertheless, he wanted a reliable mechanism for identifying these sources and a system of indicators for charting what incremental progress was being

**(1.) Members of the Justice Indicators Project from the Harvard University and the CLEEN Foundation on data collection mission at the Ikoji Prison in Lagos**

**(2.) Officers at Alapere Police Station studying crime-mapping data, one outcome of CLEEN Foundation's Mushin Crime-Mapping Project**



## Research and Planning Programme



*The analysis established that while the state indeed held persons on remand for much longer than allowed by the constitution or than is accountable by adverse operational circumstances, such detention was in fact much shorter than commonly thought*

achieved by current efforts to address the problem.

A combined team from the CLEEN Foundation, the Harvard Criminal Justice Programme, and the Lagos State Attorney General's Office commenced in 2010 the development of measures and indicators to chart the length of pre-trial detention in Lagos State. Commencing with a statistical analysis of existing prison records, the project sought to establish a research-based body of knowledge about the facts of the problem. The analysis established that while the state indeed held persons on remand for much longer than allowed by the constitution or than is accountable by adverse operational circumstances, such detention was in fact much shorter than commonly thought. The project established that the average length of stay for all inmates in the state was 73.4 days, and the median length only 19 days. A third of defendants left detention in less than a week, and another 29% in less than a month. Eighteen percent of them were held for periods ranging between one and three months, 11% between four and six months, and 5% between six to twelve months. Only 4% stayed in detention for longer than twelve months.

This end-result survey provided a baseline against which to measure the subsequent effects of current and future interventions. It was followed by the development of tools and indicators for operational surveys of specific agencies in the criminal administration process to

determine their contribution to the state of affairs found by the baseline survey. Thus, a tool developed by the project for the Directorate of Public Prosecutions (DPP) established that the directorate took an average of one hundred and sixty-five days to reach a formal decision whether to press charges against suspects in murder and armed robbery cases. The suspect typically remained deprived of his or her liberty during this period (five and a half months), with the prospect of detention for an even longer period due to delays in the trial process. This finding prompted measures at both the DPP and the State Criminal Investigation Department (SCID) to rationalise and retool both police investigations and the process of reaching the decision whether to prosecute cases, in a bid to reduce the duration in which suspects are held on remand.

Based on the very positive outcomes of the Lagos pilot, the CLEEN Foundation is preparing to run another pilot in Imo State preparatory to conducting the project on a national scale. The objectives of the Imo pilot are to:

1. Assist leaders of criminal justice agencies in Imo State such as the Directorate of Public Prosecutions (DPP), State Criminal Investigation Department (CID), and the judiciary to better understand and manage dynamics driving pre-trial detention in Imo state through the organisation of a Summit on Pre-trial Detention in Imo State
2. Work with the State Attorney General, DPP and CID to understand better the contribution of the agencies in increasing the average length of time spent by awaiting trial inmates in prisons and measures that could be adopted to reduce it
3. Develop indicators for tracking changes resulting from measures adopted by criminal justice agencies such as the DPP and CID in reducing average length of time un-sentenced inmates spend in prisons in the state.

The pilot will include the following activities:

1. **Summit on Pre-trial Detention in Imo State:** The goal of the summit is to prioritise reform of criminal justice administration in

## Research and Planning Programme

Imo State with a focus on tools for better management of pre-trial detention. It will draw participants from among leaders and middle managers of criminal justice agencies in the state

**2. Conduct of prison entry and exit studies:** The studies will aim to generate reliable baseline data on average length of time that awaiting trial prisoners spend in detention in the state and will monitor changes over time. To maintain consistency and enable comparability of data generated, the bimonthly survey will employ tools and methodology developed during the Lagos pilot, and its findings will be presented quarterly to the heads of criminal justice agencies in the state during their coordination meetings

**3. Standardisation of Legal Advice administration in Imo State:** This activity will generate a baseline on average length of time it takes the DPP in Imo State to issue legal advice and the findings will be presented to the personnel of the DPP and the Attorney general for discussion. The study will subsequently be conducted on a quarterly basis to determine changes resulting from the implementation of remedial measures

**4. Standardisation of investigation process by the CID:** This activity will generate a baseline on the average length of time it takes the CID in Imo State to complete investigation of serious cases such as homicide and robbery

### Mushin Crime Mapping Project

The aim of the CLEEN Foundation in the crime-mapping project was to enhance the crime-fighting efficiency of the Nigeria Police Force using GIS (Geographic Information System) technology. A collaborative effort with the Lagos State Security Trust Fund, the project ran in pilot mode in three police divisions in the Mushin Local Government Area of Lagos State, viz., the Mushin Alakara, Mushin Oloson and Ilupeju Police Divisions.

The pilot project involved the purchase of GIS equipment for the selected divisions, training of police officers from these divisions to operate the equipment, and the capturing and reporting of crime-mapping data with the use



Pictures from the Justice Indicators Project:

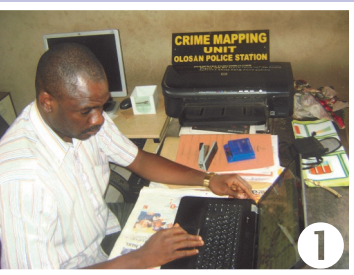
(1.) The Justice Indicators Project Team with Lagos State government officials at the state Ministry of Justice

(2.) Project team members gathering data at the offices of the Directorate of Public Prosecution.

(3.) The project team gathering data at the Lagos State Ministry of Justice

(4.) Project team members at the Ikoyi Prison in Lagos State to gather data.

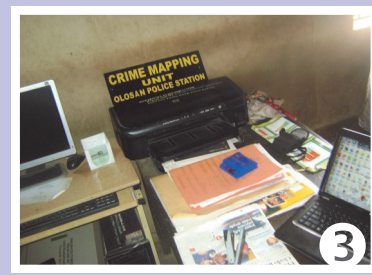
Research and Planning Programme



Pictures from the Crime-Mapping Project: (1.) A plainclothes police officer studies crime-mapping data at Alakara Police Station.



(2.) Police officers analyse crime-mapping data at Ilupeju Police Station. Crime-mapping data have helped the



(3.) Crime-mapping equipment at the Olosan Police Station under the project. (4. below) A group picture of trainers and participants in the training workshop



*The CLEEN Foundation Crime-Mapping Project has helped the police force to create a body of baseline data against which future developments in the crime environment can be measured...*

of the equipment. The equipment purchased included desktop computers, A3 printers, A3 scanners, GPS units, digital cameras, power management equipment (uninterrupted power supply systems and voltage stabilisers), and data storage devices. The project also acquired three single-user licenses for the ArcView 10 GIS for the divisions. The training activity involved fifteen police officers who were nominated by the police divisions and whose duties involved the recording of crime data. These officers, who were to be responsible for the use of the GIS equipment purchased, received a one-month long training in their operation and subsequent continuous refresher exercises and briefs to keep them up-to-date in their use. Finally, the project collected and analysed data for crime mapping for the three

police divisions, using records for a six-month period in their crime diaries. This created a body of baseline data against which future developments in the crime environment could be assessed. The reports of the baseline survey were presented to the police authorities in each division at meetings at which the divisional police officer, all his officers, and community leaders were in attendance.

The leadership in the selected police divisions have embraced the project and applied the findings of the crime mapping into their operational planning. For instance, beat patrols in these divisions have been re-organised in light of the indications in the generated crime-maps as to what parts of their jurisdiction are the crime hotspots.

The reports of the crime-mapping surveys of the three police divisions are available on the website of the CLEEN Foundation at [www.cleen.org](http://www.cleen.org).



## RESEARCH AND PLANNING PROGRAMME: LOOKING FORWARD

Raphael Mbaegbu  
Programme Officer



**Together we have achieved so much with so little in the Research and planning department of the CLEEN Foundation. As we move to attain yet another level of achievements, We want you to know how excited we are to be where we are today in our objective of providing and promoting the use of empirical and quantitative data in the formulation of crime prevention, public safety and security policies, as well as in the evaluation of the impact of those policies.**

We have among all our projects implemented in this department, conducted local and national surveys on crime, victimization, policing, public safety, road safety and accident, and governance in Nigeria. These surveys have of course provided complimentary sources of information for policy makers and other interested stakeholders in both local and international. This department has in collaboration with the Harvard Kennedy School, assisted the Lagos State ministry of justice and the criminal investigation Department CID of Lagos State police command in the management of pretrial detention through the introduction of justice indicators. Today, apart from the improvement in the

quality of police investigation reports, the number of days it takes the police to complete an investigation has reduced and the number days it takes the Directorate of Public Prosecution DPP to issue a legal advice has also reduced and the success story is that the number of days inmates spend waiting trial in prisons has reduced tremendously in Lagos state. The development of the justice indicator project has no doubt enhanced the easy accessibility of progress in the entire justice system in Lagos state.

We are looking out to your excellent collaboration and support to further extend and expand some of these projects in Nigeria. Please continue to visit our website for more reports and update as we move to another phase in our aspiration of becoming the leading civil society organization on public safety, security, and justice in Africa. I wish you all the best as we move to the next phase of this journey. Together we will contribute in making Nigeria a better place free from crime.



*The development of the justice indicator project has no doubt enhanced the easy accessibility of progress in the entire justice system in Lagos state*

## CROSS-PROGRAMME AND STAND-ALONE PROJECTS



*In 2010 and 2011 the CLEEN Foundation ran various cross-programme and stand-alone projects in the areas of policing and governance, including the monitoring of criminal victimization, election monitoring, and organisation of fora on issues of policing and security*

**I**n the reporting period, the CLEEN Foundation ran a number of activities that either cut across our three programme areas or did not fall into any of them, therefore standing alone. These included the Police-Public Partnership Project, which involved various activities in the area of policing, public safety, and the monitoring of criminal victimisation. There were also sundry activities in the area of democracy and governance, such as our conference on making democracy work for Nigerians, another on corruption and governance, and yet another meeting on governance and security in the South-Eastern region of Nigeria. They also included activities concerning the 2011 general elections, such as a meeting to coordinate civil society monitoring of the elections, our own monitoring of the elections, and our publication of the findings of our study on policing elections in Nigeria.

### Police-Public Partnership Project

#### Policing Executive Fora

In pursuit of the improved performance of police internal accountability and control systems, the CLEEN Foundation held two editions of the Policing Executive Forum in 2010 and one in 2011. An initiative

of the Foundation, the biannual Forum brings together stakeholders in the policing system in Nigeria – including the leadership of the Nigeria Police Force, the external oversight bodies, and other government agencies involved in security duties – to discuss the challenges of policing in the country and to agree on strategies to address them.

The Forum was an outcome of a 2006 national workshop on strengthening police internal complaints systems in Nigeria. Organised by the Foundation in collaboration with the Police Performance Monitoring Unit of the Ministry of Police Affairs, the conference identified poor coordination and resource sharing among security and policing stakeholders as a principal obstacle to the standardisation and effectiveness of disciplinary mechanisms in the Nigeria Police Force. The Foundation thereafter conceived the Policing Executive Forum as a means of enhancing the required coordination through biannual discussions among the stakeholders in the security and policing sector, especially the members of the external oversight bodies and the leadership of the police force.

#### First Forum: Enhancing Accountability Systems in the Nigeria Police Force

The maiden edition of the Police Executive Forum held from May 7 to 9, 2010 in Minna, Niger State with the theme *Enhancing Accountability Systems in the Nigeria Police Force*. The objectives of the maiden edition of the Forum, organised in collaboration with the Police Service Commission, the Ministry of Police Affairs, and the Nigeria Police Force, were to:

1. Harmonise the mechanisms for internal and external accountability
2. Create a synergistic relationship among the agencies responsible for police

## Cross-Programme and Stand-Alone Projects

accountability, i.e., the Police Service Commission, the Ministry of Police Affairs, and the Nigeria Police Force

3. Promote understanding of the specific roles of each oversight agency in the proper functioning of the police

4. Create an avenue for constant inter-agency discourse to facilitate the speedy, efficient, and professional addressing of issues of police performance, including those relating to accountability, equipment, and promotion

In attendance at the Forum were leaders and members of the Police Service Commission, the Ministry of Police Affairs, and the Nigeria Police Force, including the Commissioner of Police in Niger State, Mr Mike Zuokumor, who represented the Inspector General of Police.

Expert resource persons presented four papers at the Forum, as shown below:

1. *Enhancing Police Accountability Systems in Nigeria: The Missing Links*, by Prof Etannibi Alemika, Deputy Chair of the CLEEN Foundation and professor of criminology and sociology of law at the University of Jos, Nigeria

2. *Historical Reflections on Internal Control Systems in the Nigeria Police Force*, by Mrs Abimbola Ojomo, a retired Deputy Inspector General of the Nigeria Police

3. *The Role of Management and Supervision Systems in Enhancing Police Accountability*, by Mr. Emmanuel Okpachu, of the Centre for Management Development, Abuja

4. *Oversight Agencies and Effectiveness of Police Accountability System in Nigeria: A Critical Reflection*, by Dr Otive Igbuzor, a member of the Police Service Commission

The Forum subjected the issues raised in these papers or ramifying from them to intensive and extensive discussion, after which it issued a communiqué proffering recommendations for action by the government and other stakeholders. The CLEEN Foundation has published a full report of the Forum, including the addresses, papers presented, and the text of the communiqué, in the publication entitled *Enhancing Accountability Systems in the*

*Nigeria Police Force: Conference Proceedings*. It is available on the Foundation's website, www.cleen.org.

### Second Forum: Emergency Response to Victims of Trauma

The second forum held at the Lagos Airport Hotel, Ikeja on June 22, 2010 under the theme, Emergency Response to Victims of Trauma. Over one hundred persons partook in the forum, which was prompted by growing public concern about the great loss of lives and limbs on Nigerian roads, hospitals, and police stations because of poor cooperation among providers of emergency response to victims of gun violence, road accidents, and other types of trauma. Participants were drawn from the Nigerian Medical Association (NMA), Nigeria Police Force (NPF), Federal Road Safety Commission (FRSC), health management organisations (HMOs), Lagos State Traffic Management Agency (LASTMA), non-governmental organisations, and the mass media. Dignitaries at the forum included Mr. Azubuko Udah, Assistant Inspector General (AIG), Nigeria Police Force, Zone 2 Command; Mrs. Mausi Segun, Zonal Coordinator, National Human Rights Commission, South-West Office; and Dr. Adedamola Dada, Chairman of the Lagos State Branch of the NMA. Others included Assistant Commissioner of Police V.O. Brown (representing the Commissioner of Police, Lagos State Police Command), Dr. Lanre Omotayo, past Chairman of the Lagos State branch of the NMA.

The objectives of the forum were to:

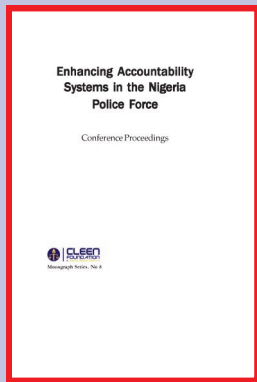
1. Identify the root causes of perceived lack of coordination and cooperation among stakeholders

(1.) A cross-section of participants in the Fifth Policing Executive Forum

(2.) A group picture of participants in the First Policing Executive Forum, including top officers of the Nigeria Police Force, resource persons, and members of CLEEN's Board



## Cross-Programme and Stand-Alone Projects



The CLEEN Foundation designed the Policing Executive Forum (PEF) project as a biannual forum bringing together the leadership of the Nigeria Police Force, its oversight agencies and stakeholders on policing in the country to brainstorm and agree on a set of implementable strategies for responding to identified priority issues. The maiden edition of the Policing Executive Forum held in Minna, Niger State, in May 2010. The theme of the maiden edition was 'Enhancing Accountability Systems in the Nigeria Police Force'. This publication compiles the proceedings of that forum and includes the keynote speeches, the papers presented, the discussions built around them, the decisions reached, the communiqué issued, and the general report of the forum.

charged with first line response to victims of gunshot wounds and road accidents

2. Sensitise them on the importance of their roles and facilitate better understanding of the challenges each of the stakeholders face in discharging their functions to victims of violence

3. Enhance cooperation and coordination among them in order to enable them provide a more effective and integrated response to victims

4. Facilitate an avenue for periodic interaction among the stakeholders in order to effectively cooperate and coordinate

The four papers presented at the forum were:

1. An appraisal of Emergency Response System to Victims of Trauma in Nigeria, by Dr. M.E. Ugboye (Represented by Dr Alimi)
2. An Analysis of Witness Protection programme in the Nigeria Police Force, by ACP V. O. Brown
3. Options for Funding Care: A Critical Examination of the Nigerian Health Insurance Scheme, by Dr. Femi Jegede, Executive Director, Medifield Healthcare limited

Following intensive deliberations on the subjects of these papers, the forum issued a communiqué proffering recommendations for action by state and civil society stakeholders. The full report of the Forum, including the addresses, papers presented, and the text of the communiqué, is available in the publication entitled *Emergency Response to Victims of Gun Violence and Road Accidents*. It is available on the Foundation's website, [www.cleen.org](http://www.cleen.org). See the sidebar on page 44 for a report of the follow-up forum that held in connection

with matters arising from this second edition of the Policing Executive Forum.

### Third Forum: Providing Effective Policing during the 2011 General Elections

The third forum held at the Transcorp Hilton Hotel, Abuja on November 30, 2011 under the theme 'Providing Effective Policing during the 2011 General Elections' and provided an opportunity for policing and law enforcement decision-makers to identify and think-through the challenges confronting them in the upcoming elections in that year. In attendance were over one hundred stakeholders in elections and public security in Nigeria, including Mr. Adamu Maina Waziri, the Minister of Police Affairs and Captain Emmanuel Iheanacho, the Minister of the Interior. Mr, Hafeez Ringim, the Inspector General of Police, was also present, as were his six deputies and four former Inspectors-General of Police in the persons of Messrs Ibrahim Coomasie, Aliyu Attah, Sunday Ehindero, and Sunday Adewusi. Other attendees included Senator Gbenga Oggunniya, Chair of the Senate Committee on Police Affairs, and Mr. Philip Umeadi, Director of Legal Affairs at the Independent National Electoral Commission (INEC), as well as Mr. Godwin Odo, MacArthur Foundation's Human Rights Program Officer, representatives of the civil society, and the mass media.

The papers presented were:

1. Effective Internal Control Mechanisms for Policing Elections, by Prof O. Oyewo, Faculty of Law, University of Lagos
2. Findings of the Needs Assessment Survey Conducted by CLEEN Foundation, by Mr. Chinedu Nwagu
3. The Role of the Independent National Electoral Commission in Ensuring Free, Fair and Credible Elections in Nigeria, and
4. Enhancing Effective Policing During Elections in Nigeria: The Missing Links, by Prof Etannibi Alemika

### Public Survey Project

The CLEEN Foundation was the first and has remained the leading civil society organisation in Nigeria in the conduct of large-scale

## Cross-Programme and Stand-Alone Projects

national criminal victimisation surveys based on multi-stage cluster and proportionate sampling methods. Since 2004, the Foundation has conducted crime and criminal victimisation surveys at national and sub-national levels to establish a research-based picture of the rate of crime and criminal victimisation in the country. The Foundation published the findings of two public surveys in the reporting period on crime, criminal victimisation, and public safety.

#### Lagos Criminal Victimization Survey

The principal purpose of the **Lagos Criminal Victimization Survey** (conducted in 2009 but published in 2010) was to determine the frequency and patterns of crime as experienced by Lagos residents in order to enhance security, safety, and criminal justice administration. It also sought to identify rates and trends in the fear of crime among the public, public opinion on the extent of corruption in public life, and perceptions of the rates and patterns of crime, of the performance of public officials, of the trustworthiness of public officials and institutions in the state.

Some of the findings of the survey are shown below:

1. Victimization in the past five years  
21.8% (435) of the respondents reported being victims between 2005 and 2009  
61.1% of the victimisation were reported to have occurred in the past two years – 2008 (26.4%); 2009 (34.7%)
2. Most recent experience of victimisation  
Armed Robbery 17.7%  
Burglary 9.4%  
Mobile phones 42.3%  
Theft of money 13.1%  
Robbery in traffic 5.1%  
Domestic Violence 5.5%
3. Agency and persons to whom victimisations were reported  
Family and friends 46.2%  
Police 20.9%

Traditional system 1.4%

No report 30.1%

The full report of findings is available on the CLEEN Foundation's website, [www.cleen.org](http://www.cleen.org).

National Crime Victimization and Safety Survey for 2010

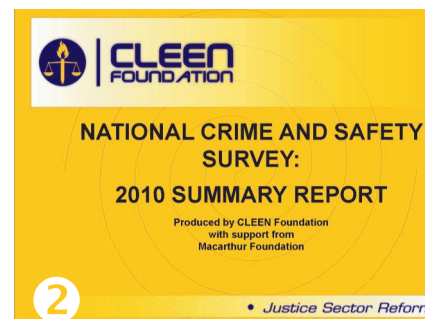
The **National Crime Victimization and Safety Survey for 2010** sought to achieve the same objectives as the Lagos State survey, but on a national scale. Conducted in thirty-six states and in Abuja between February and May 2010, the survey involved a sample of 10,228 adult males and females (18 years and above) in equal proportions selected using a stratified multi-stage random procedure in order to achieve a national representative sample. It employed the in-home, face-to-face personal interviews.

Designed to complement official statistics on crime and victimisation, the survey collected and analysed statistical and non-statistical information on crime and crime victimisation as well as on public opinion on the performance of the police and other law enforcement agencies, the trustworthiness of public officials, and corruption in governmental agencies. In addition, it featured data on road safety and on public perception of the crime control performance of state governments.

The CLEEN Foundation made the findings of the survey public on June 29, 2011 and the full report under the title *Crime Victimization, Safety, and Policing in Nigeria* is available on the Foundation's website, [www.cleen.org](http://www.cleen.org).

(1.) CLEEN Foundation personnel entering data from field research into the computer-based data management system during the National Crime Victimization Survey

(2.) Cover page of the Summary Report of the 2010 National Crime and Safety Survey



## Cross-Programme and Stand-Alone Projects

## FOLLOW-UP FORUM ON EMERGENCY RESPONSE TO VICTIMS OF TRAUMA

The CLEEN Foundation held a follow-up forum on August 19, 2010 to address matters arising from the second Policing Executive Forum. Held in collaboration with the Zone 2 Police Command, the forum brought together the members of the police force, the medical profession, and the civil society to formulate concrete proposals for action to implement the recommendations proffered at the earlier forum. It sought in particular to address the problem of loss of life of victims of gun violence due to delays in treatment by medical personnel while their families tried to secure police approval.

Among those in attendance were Mr. Azubuko Udah, Assistant Inspector General (AIG), Zone 2 Command of the Nigeria Police Force, Dr. Lanre Omotayo, Chair of the Lagos Branch of the Nigeria Medical Association, Dr. Ademola Dada, former Chair of the branch, and Mr. Chinedu Nwagu, representing the Executive Director of the CLEEN Foundation.

The participants agreed on the following point, among others:

1. The priority in cases of trauma due to gun violence must always be to save life. Treatment by medical personnel should therefore proceed as soon as such victims are brought in. The required police reports may be made subsequently
2. The National Health Insurance Scheme does not provide adequate provision for the

population, as it covers barely five percent of Nigerians. This creates a problem of payment for treatment of victims of trauma, thus hampering effective emergency response to such persons

3. There is a need to provide training for police officers on emergency care for accident victims to enhance the effectiveness of their response and save more lives and reduce the severity of disabilities arising from accidents

4. There is a need to create a system of coordinated information dissemination among providers of emergency response to victims of trauma

5. A programme should be implemented to educate the public on the provision of first aid and other basic assistance to victims of road accidents and gun violence

6. The arrangements for the protection of victims of gun violence and the medical personnel who treat them need to be improved so that such victims and personnel may feel sufficiently safe to give information that may help police investigations to apprehend criminal suspects

7. The police force needs to review the policy and practice of handcuffing suspects when they are receiving treatment in special care units

8. All stakeholders should commence action for the immediate implementation of these recommendations

## Sundry Governance-Related Activities

### Conference on Making Democracy Work for Nigerians

In light of the growing dissatisfaction of Nigerians with the state of democratic governance in the country, the CLEEN Foundation held a conference on *Making Democracy Work for Nigerians* to provide a forum for stakeholder discussion on ways of addressing the problem. Held from February 22 to 24, 2011 at the Concorde Hotel, in Owerri the Imo State capital city, the conference received its rationale from research-based evidence of a growing gap between demand and supply of democracy in Nigeria. Data for 2008 from studies by Afro Barometer and the Foundation show that while support for democratic governance in the country stood at a high 71%, satisfaction with the actual performance of the governments since the return to the regime of civilian governance was only at 32%, this figure actually being a rise on the 26% recorded in 2005. The studies also show that support for non-democratic governance regimes rose from 10% in 2000 to 17% in 2005, there being no telling what the figure are today given developments since that year.

It was in light of these facts that the Foundation set the objectives of the conference as being to:

1. Identify the sources of the perceived incongruence between demand for democracy and its supply in Nigeria
2. Determine what measures are required to address the falling support for democracy among Nigerians and to arrest the perceptible rise in support for non-democratic forms of government
3. Proffer proposals for policies and measures to make democracy meaningful and fruitful for ordinary Nigerians

Participants in the conference came from the academia, the civil society, and government agencies. These included Mr. Festus Okoye, Executive Director of Human Rights Monitor, Dr. Joseph Gitari of the Ford Foundation, Mr. Frank Odita (retired commissioner of police and member of the CLEEN Foundation Board),

## Cross-Programme and Stand-Alone Projects

Assistant Superintendent of Police Paulinus Asogwa (representing the Imo State Commissioner of Police), and Rev. Fr. Dr. Nze (representing the Archbishop of Owerri Catholic Archdiocese). The event featured the presentation of two papers by experts from Nigeria and Ghana to give a comparative aspect to the discussion. These were:

1. Making Democracy Work for Nigerians: Strategies for Action, by Professor Okwudiba Nnoli, Executive Director of the Pan African Centre for Research on Peace and Conflict Resolution and
2. Making Democracy Work for the People: The Ghana Experience, by Professor E. Gyimah-Boadi, Executive Director of the Ghana Centre for Democratic Development and AfroBarometer

The discussion sessions following these papers explored their subjects and ramifications extensively and in-depth. The complete report of the conference, including the papers presented, transcripts of the discussions, and the communiqué issued thereafter, is available in the publication entitled *Conference on Making Democracy Work for Nigerian People* on the CLEEN Foundation website, www.cleen.org.

### Conference on Corruption and Governance Challenges in Nigeria

The CLEEN Foundation's conference on Corruption and Governance Challenges in Nigeria held at De Renaissance Hotel, Lagos from January 21 to 22, 2010 with the purpose of bringing together a diverse group of governmental, civil society, and media leaders to deliberate on the problem of corruption and its adverse effects on democratic governance in Nigeria. With over seventy participants from governmental agencies, the academia, the organised private sector, the civil society, the mass media, and the diplomatic community, the conference held against a background of growing citizens' frustration with the perceived ineffectiveness of the fight against corruption in Nigeria and concern about the effects of this on the development of democracy in the country. It

provided a forum to discuss the issues involved in this situation and to work out proposals for legislative, executive, and administrative action to address it.

Two commissioned papers were presented by resource persons to lead discussions:

1. Corruption and Governance in Africa: How Do We Break the Cycle in Nigeria, by Dr. Chidi Anselm Odinkalu of the Opens Society Justice Initiative (OSJI), and
2. Corruption and Governance Challenges: The South African Experience, by Mr. Thuli Madonsela, the Public Protector of the Republic of South Africa

Among the dignitaries in attendance were Mrs. Farida Waziri, Chair of the Economic and Financial Crimes Commission, and Mr. Lamido Sanusi Lamido, Governor of the Central Bank of Nigeria. The complete report of the conference, including the text of the papers, the communiqué, and the discussions that produced it, has been published as *Corruption and Governance Challenges in Nigeria: Conference Proceedings*. It is available on the CLEEN Foundation website, www.cleen.org.

### Coordinating Civil Society Monitoring of 2011 General Elections

As part of its commitment to the development of democracy in Nigeria and given that the proper operation of security agencies is vital for free and fair elections, the CLEEN Foundation undertook the creation of a mechanism to coordinate civil society monitoring of police operations in connection with the 2011 general elections. This involved, among other activities, the establishment of a Civil Society Working Party (CSWP) to conduct



*Data for 2008 from studies by Afro Barometer and CLEEN Foundation show that while support for democratic governance in the country stood at a high 71%, satisfaction with the actual performance of the governments since the return to the regime of civilian governance was only at 32%, this figure actually being a rise on the 26% recorded in 2005.*

## Cross-Programme and Stand-Alone Projects



*Data for 2008 from studies by Afro Barometer and the CLEEN Foundation show that while support for democratic governance in the country stood at a high 71%, satisfaction with the actual performance of the governments since the return to the regime of civilian governance was only at 32%*

advocacy and monitoring activities in connection with the performance of security agencies in the elections. Behind this project were the widely held and well-substantiated concerns about the misconduct of the security agencies, especially the police force, during elections in Nigeria. For instance, the Electoral Reform Commission headed by former Chief Justice of Nigeria Mohammed Uwais held in its report that the police in Nigeria have consistently engaged in criminal conduct during elections in Nigeria. These have included “brutality, intimidation, facilitating the snatching and destruction of ballot boxes, under age voting, mass thumb printing of ballot papers, [and] forgery of results in exchange for bribes.” There is widespread agreement that such conduct poses a direct and serious threat to the achievement of free and fair elections and thus to the consolidation and further development of democracy in the country.

These concerns came again to the fore in the run-up to the 2011 elections. It was most troubling that reforms had not been undertaken to guarantee the independence and impartiality of the police force in the performance of their electoral duties. There existed no evidence of a security strategy for the elections, of any preparations by the security agencies to meet the security challenges involved in the exercise, or of coordination amongst them in the performance of their electoral functions.

The CLEEN Foundation initiated the project in an attempt to address the problems arising from this situation. Its specific objectives were to:

1. Establish a Civil Society Working Party (CSWP) to co-

ordinate advocacy on and monitoring of security sector conduct in relation to Nigeria’s 2011 Elections, including channelling interaction between civil society groups, government oversight bodies and security and law enforcement agencies on security issues around the 2011 elections;

2. Open up and integrate civil society dialogue with the National Security Adviser and provide a synergised medium for reporting and information sharing on security concerns for the 2011 elections;

3. Undertake policy advocacy for coordination of security sector planning with major security sector institutions including the National Security Adviser and the Joint Intelligence Board;

4. Key into wider Civil Society monitoring of the elections as a medium for observing the performance of security and law enforcement agencies during the elections;

5. Undertake training for those who would do this monitoring on what to look for and report on and to ensure nation-wide deployment for this purpose, especially to the major flashpoints of abuse;

6. Promote accountability for the conduct of law enforcement personnel in the discharge of their electoral functions;

7. Publish a report of the findings of the monitoring and make the report the basis for accountability advocacy with oversight bodies;

8. Facilitate public discourse and enlightenment on public safety and security before during and after elections and particularly on the role of the people in ensuring this

At the core of the project was the Civil Society Working Party whose membership comprised representatives from many of the leading civil society organisations. These included:

1. Africa Centre for Leadership, Strategy and Development
2. Alliance for Credible Elections
3. Borno Coalition for Democracy and Progress (BOCODEP)
4. Centre for Human Rights and Civic Education

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5. CLEEN Foundation
6. Civil Resources Development and Documentation Centre (CIRRDOC)
7. Institute for Community Policing, Port Harcourt
8. League of Human Rights, Jos
9. Network of Police Reform in Nigeria (NOPRIN)
10. Network of National Human Rights Institute – West Africa
11. Open Society Initiative West Africa (OSIWA)
12. Open Society Justice Initiative (OSJI)
13. National Human Rights Commission
14. Friedrich Ebert Foundation, and
15. Transition Monitoring Group (TMG)

The principal substantive activities of the project included the review and improvement of the Police Service Commissions guidelines on conduct of police and other security personnel during elections, the monitoring of the conduct of these personnel in the elections, and public enlightenment campaigns.

### Review of Police Service Commission Guidelines

Working in collaboration with the Police Service Commission and Justice-for-All programme of the UK Department for International Development, the project reviewed and improved the commission's Guidelines on the Conduct of Police and Security Personnel during Elections. This was with the purpose to bring them up to international standards. The reviewed guidelines formed the basis of a training programme held by the National Human Rights Commission for police officers in the six geopolitical zones of the country in preparation for the elections. The project distributed twenty thousand copies of the revised guidelines among police and other security personnel, civil society organisations, and other stakeholders.

### Monitoring Security Personnel Conduct in the Elections

The project deployed three hundred and seventy observers in the field to monitor and report on the conduct of security personnel during the elections, ten in each state and in the capital territory of the federation. Prior to the field deployment of the observers, their state coordinators received training to equip them with the knowledge and skills required to perform their assignment. This included training in the basic principles of effective election monitoring and in the use of the election observer checklist developed by the CLEEN Foundation and adopted by the National Human Rights Commission and other civil society groups engaged in observing the elections. This training, conducted by the foundation's staff, took place at five locations on March 30, 2011:

1. Lagos, for the coordinators of Ogun, Oyo, Edo, Ondo, Ekiti, Osun, and Lagos states
2. Owerri, for those of Ebonyi, Rivers, Akwa Ibom, Abia, Enugu, Imo, Anambra, Bayelsa, Cross Rivers and Delta states
3. Abuja, for the FCT and Nasarawa, Plateau, Benue, Kogi, Kwara, Kaduna, and Niger state
4. North East, for Borno, Gombe, Adamawa, Taraba, and Yobe states
5. North West, for Kano, Katsina, Jigawa, Kebbi, Zamfara, Bauchi, and Sokoto states

The state coordinators subsequently held step-down training workshops for observers under them.

The project also set up call centres to facilitate the flow of communication during the elections

**(1.) Participants and trainers in the training workshop organised by the CLEEN Foundation for law enforcement officers on election duties**

**(2. and 3.) CLEEN was in the field to monitor the conduct of law enforcement officer during elections in Imo and Lagos States in 2011**

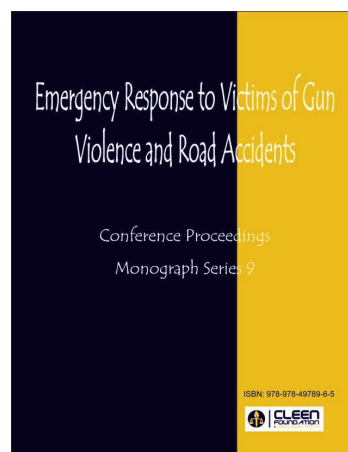
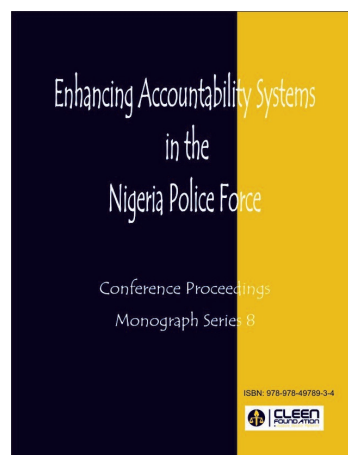
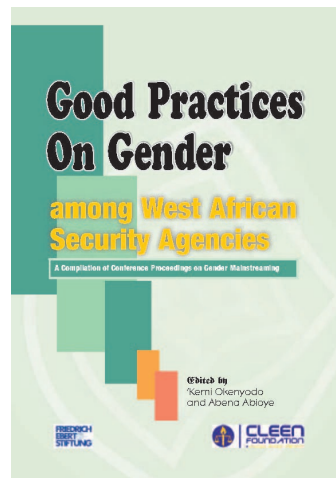


## Cross-Programme and Stand-Alone Projects

## VARIOUS CLEEN FOUNDATION PUBLICATIONS IN 2010-2011



*The conference on Corruption and Governance Challenges held against a background of growing citizens' frustration with the perceived ineffectiveness of the fight against corruption in Nigeria and concern about the effects of this on the development of democracy in the country*



between field observers and state coordinators and between members of the public and the Independent National Electoral Commission, the police force, and other bodies involved in regulating or monitoring the elections. Situated in the CLEEN Foundation's offices in Lagos, Abuja, and Owerri, the centres were staffed by four persons and equipped with four telephone lines and computers with internet access. In addition to the facilitation of operational communication, the call centres acted as data collation centres for the election observation exercise.

The report of the exercise was produced by a team comprising Prof. Etannibi Alemika of the Department of Sociology at the University of Jos, Dr. Ukiwo of the Department of Political Science at the University of Port Harcourt, and Mr. Oludare Abioye, a data analyst. It was issued jointly by the CLEEN Foundation and the National Human Rights Commission.

**Public Enlightenment Campaigns**

The project included a campaign activity to enlighten members of the public on the role of security personnel in the elections. This involved the broadcast of sponsored discussion programmes on radio and television, the production of handbills and posters, and the publishing of advertorials in newspapers. The discussion programmes were on African Independent Television, Lagos Television, Vision FM radio, and the Federal Radio Corporation of Nigeria (FRCN). Among the issues discussed were the state of security readiness for the elections, the election functions of the security agencies, and mandate protection.

In addition to these, the campaign included the publishing and public distribution of posters and handbills containing an abridged version of the Police Service Commission's guidelines for the conduct of law enforcement officials during elections. These guidelines as well as the contact information of the commission's monitoring team were also published in three national daily newspapers – the Sun, the Punch, and the Daily Trust. Finally, all of these were published on the websites of the CLEEN Foundation, the

## Cross-Programme and Stand-Alone Projects

Transition Monitoring Group, and Reclaim Naija; and they distributed through various electronic list-serves set up by various civil society organisation.

### Policing Elections in Nigeria

The problem of security in the electoral process in Nigeria has generated much concern amongst stakeholders. This is not least because the achievement of free and fair elections requires the security of contestants, voters, electoral officers, monitors, and election materials. The situation in Nigeria since the 1960s has seen this vital condition for democratic elections violated repeatedly, with the use or threat of use of sundry forms of violence against contestants, voters, electoral officers, and other participants in the electoral process, and the forceful and unlawful seizure and even destruction of election materials. The situation has grown progressively worse from one election to the next and has become a principal challenge in the entrenchment and development of democracy Nigeria.

It was in response to this that the CLEEN Foundation initiated a study on policing elections in Nigeria to establish evidence-based knowledge of the challenges of the policing and security function in elections in order to generate proposals for effective policy reforms. The study departing from previous ones on security in election processes in that whereas those studies typically only tangentially in dealing with a more central concern with the problems of electoral processes in general, this study focused on the policing challenge and therefore on the police force.

The principal findings of the study were that:

1. The police has not only failed to provide adequate security during elections in Nigeria but has itself been part of the problem, being involved in, abetting, or condoning acts of electoral fraud and violence
2. This situation has its basis in the political control and institutional neglect of the police force over decades and the consequent degradation of its operational

capacity and independence, growth of corruption, and deterioration of morale among commanding and operational officers.

3. While the performance of the police force in providing election security has been generally dismal, there have been a number of cases of commendable performance, including the February 2010 gubernatorial elections in Anambra State

4. While informal policing groups have often filled-in in places where the police have been unable to provide adequate election security, they are susceptible to manipulation by local politicians and are often a source of threat to the integrity of the electoral process

Among the recommendations of the study were that:

1. A national conference be convened where all stakeholders can discuss the challenges of policing and security in elections in Nigeria with the purpose of developing a special training programme for the police to enhance its capacity in this regard
2. Financing the provision of election security by the police should be institutionalised and made transparent and accountable through the establishment of a special fund for this purpose, the operation of which should published to allow monitoring by stakeholder groups
3. The police should be empowered to develop and present its budget for the provision of election security
4. The deployment of the human and material resources of the police in the provision of election security should be rationalised according to population density and

### Policing Elections in Nigeria:

Assessment of the Role of the Nigeria Police Force in Elections in Nigeria



Supported by the Security Justice and Growth Programme Financed by DFID



While the widespread concern about the security (or insecurity) and therefore credibility of elections in Nigeria has generated increasing analysis, there is no informed emphasis on the central role played by the police as a unique security agency during elections. Few of the existing analyses on the subject deal essentially with the mutually reinforcing questions of political violence and electoral fraud and only touch upon the police (and other security agencies) tangentially.

This study was therefore undertaken to provide empirical understanding of the role the police have played in the electoral process in Nigeria, the challenges they face in carrying out their electoral functions and the opportunities for success. The overall goal of the study was to generate an evidence base for the much-needed changes in law, policy, and operational practices required for more secure and credible elections in the country.

## Cross-Programme and Stand-Alone Projects

CORRUPTION AND GOVERNANCE CHALLENGES  
IN NIGERIA: VIEWS FROM THE CONFERENCESRESEARCH ON GOVERNANCE  
AND SECURITY IN THE  
SOUTH-EAST

The CLEEN Foundation conducted a study into security and governance issues in the south-eastern states of Nigeria in 2011. The insecurity of life and property has grown to alarming proportions in those states with the continued degradation of the capacity of the Nigeria Police Force. Armed robbery and more recently kidnapping for ransom have spiralled, causing many businesses and families to leave the area or to resort to private and informal policing arrangements. These have included the creation of community watch groups, vigilante groups and even of the quasi-military Bakassi Boys. The situation had so far shown no significant improvement over the years. The foundation sought in the study to establish the sources of this security situation and to determine the possible existence of correlations between it and the quality of governance in the states of the geopolitical zone.

The research was conducted by a five-person team headed by Dr. Ukiwo of the Department of Political Science at the University of Port Harcourt, and the report of findings has since been issued. It is available on the website of the CLEEN Foundation at [www.cleen.org](http://www.cleen.org).

Nigeria faces an existential crisis located at the nexus of governance and corruption. To fix this problem, first it is necessary to diagnose it properly and then confront it collectively. Few moments are as ripe and right for this as this year of the Golden Jubilee of Nigeria's Independence. Within and outside Nigeria, the question must be: How has a country so richly endowed blown the opportunities for itself and its generations yet unborn so spectacularly? To adapt Cassius in Shakespeare's Julius Caesar, it is not difficult to argue that the fault is not in our stars, but in ourselves, that we have such a crisis with corruption and governance."

**Dr. Chidi Anselm Odinkalu, Corruption and Governance in Africa: How Do We Break the Cycle in Nigeria?**

"Coming back to our continent and individual societies, we need to ask ourselves if we haven't reached or are approaching a point where people are immune to corruption to the extent that certain acts of corruption fail to raise eyebrows, and become an acceptable part of life, and of doing things. For example, we lose the fight against corruption when most of us are prepared to raise our voices against corruption involving millions such as in the procurement of armaments, but not think twice before offering a bribe to a traffic officer to avoid a speeding ticket."

**Mr. Thuli Madonsela, Corruption and Governance Challenges: The South African Experience**

security need (which may be determined through the prior mapping of electoral hotspots), rather than the current practice in which deployment is determined by the interests of politically influential persons

5. The policy adopted in the Anambra State elections to withdraw police attachments to politicians and aspirants at polling centres should be sustained and adopted as a national policy in all elections

6. The monitoring of police conduct during elections should be a duty of the Police Service Commission and adequate budgetary provision should be made for that purpose

7. The major civil society coalitions on monitoring elections should be supported to extend their monitoring exercise to rural areas and inner-city communities which are usually not adequately covered in election observation programmes

8. Informal community-based neighbourhood groups should be trained and engaged to support the police for the protection of elections

The full report of the study is available on the website of the CLEEN Foundation at [www.cleen.org](http://www.cleen.org).

## Cross-Programme and Stand-Alone Projects

## CROSS-PROGRAMME AND STAND-ALONE PROJECTS: LOOKING FORWARD

**Question:** CLEEN ran quite a few cross-programme and stand-alone projects in 2010 and 2011 dealing with issues of democracy and governance, which seem to fall outside your core programme areas. What is propelling that, and what challenges do you see in the future in that area?

**Answer:** This is not entirely something new. It is a strategy we use for exploring new issues that we want to engage in but that may not fit neatly into any of our three traditional areas, that require cross-cutting skills from our various programmes, or that are of one-off or seasonal interest. For instance, our election security project. We started this project as far back as 1999, under which we produced handbooks synthesising national and international instruments on the conduct of law enforcement officials on election duty. We limited ourselves at that time to just producing that handbook and distributing it; but in 2003 we expanded the project by collaborating with the Police Service Commission to develop Nigerian guidelines for police officers on electoral duty, going beyond just synthesising existing instruments. Further, we trained security officials on the use of the guidelines and sent observers to observe their conduct in the field, to see whether they complied with those provisions. The project expanded further in 2011. We included a survey on election security, attitudes to democracy, how people were likely to vote, whom they were likely to vote for, and so on.

The project has become very popular, not just in Nigeria here but even beyond our shores; because it approaches election security in a unique manner, and has opened up a completely new area of engagement. The typical election observation programme by a civil society organisation focuses almost entirely on what electoral officers do on election day and only under that rubric addresses some questions of electoral violence and security. In contrast, our project focuses primarily on the security challenges in election processes. Our strategy has now been borrowed in Ghana. Civil society groups in Kenya are also interested in working with us to extend it their general elections that are coming up next March. The same in Sierra Leone. So the project is growing both within and outside our borders. We have even added to it during these staggered gubernatorial elections in Nigeria. We now do security threat assessment to better prepare security agencies for the challenges they are likely to face in the field. The most recent we did was in Edo State and the IG wrote to thank us, saying our security threat assessment and training were very useful to them in preparing for the election.



**Innocent Chukwuma**  
Executive Director,  
CLEEN Foundation



*We need a  
framework for  
public order  
policing, to  
protect the  
rights of  
citizens*

## DISTRICT POLICE HQ



“The CLEEN Foundation is part of the Altus Global Alliance that every year facilitates observation of local police stations by members of the communities they serve. These observers interact with the officers and score their stations the across a range of services, which produces quantitative measurements for assessing how well police stations are serving their communities.” The pictures show the award ceremonies for the best performing police stations in Ghana and Nigeria in 2010.

So we see ourselves growing in the area of election security, because it has become a very important aspect of our elections. This is a matter, which, ironically, separates us from established democracies, where security agencies play a minimal role in elections. I observed the UK elections: the presence of the security agencies was almost non-existent. But you see in ours a heavy presence of security forces. This for us is a barometer for measuring how we are advancing in the democratisation and civilisation of governance; I mean the extent of the presence of security forces in our elections. It is a major indicator of how our democracy is coming of age or not.

**Apart from security in elections, are there other areas that might contribute in the future to more cross-programme or stand-alone projects?**

Yes. We are part of a global alliance – the Altus Alliance – that every year facilitates observation of local police stations by members of the communities they serve. These observers interact with the officers and score their stations the across a range of services, which produces quantitative measurements for assessing how well police stations are serving their communities. The best performing stations receive awards. This is a cross-programme project that involves every member of our staff. We do it in eight countries in Africa, Nigeria inclusive, usually in the last week of October every year, and we deploy over a thousand people. Last year in Africa, we visited over three hundred police stations across the continent. This project too is growing, because now we are seeing police organisations wanting to organise community observation on their own and only requiring capacity

support or technical support from us. This is because it is a major instrument for local police commanders and chiefs of police to know what is going on at the level of the local police station.

We also do what we call “survival projects,” for want of a better term. We develop a security-related project for any major issue that is trending; because there is hardly any mass gathering or activity that does not involve security issues. We develop tools for better management of the involvement of security forces in those activities, whether these be football matches, elections, or what have you.

Finally, another big area that is coming up for us is public order policing. Since 2007, when the Appeal Court declared the Public Order Act unconstitutional, there has been no legal framework for public order policing. The result has been that such policing is done on the basis of the whims and caprices of local police commanders. They decide which processions to approve and which ones to declare illegal, and they deploy their forces accordingly. We believe that we need a legal framework for public order policing, and that the rights of citizens to protest or process should be recognised within that framework. The role of the security forces or the police in public order policing would then be to protect those engaged in mass activities and to ensure that none infringes upon the rights of those who are not involved. In contrast, what you have now is what you may call escalated force strategy, where the security forces deny any group opposed to the government the right to assemble and protest. That is another area that will be generating much cross-programme and stand-alone activity in our work looking forward.

**CLEEN is becoming bigger, expanding outside Nigeria. What is the strategy behind that? And how will you deal with the challenges of funding this expansion?**

We are being very methodical about it. In the past, we worked based on availability of

support in the different countries where we have operations. Now, we are using a two-tier approach. First, we are registering ourselves in some of these countries as domestic NGOs, so that we will be able to seek for support within those countries to do work there. As we speak, we are registered in Cameroun and in Ghana. We will start an office in one of those countries before the end of this year and, hopefully, in the second by the end of next year. Our presence on the ground in those countries will enable us to respond to local situations and challenges there, leveraging the expertise and approaches we have used here that have worked.

But our bigger Africa prospect involves the regional integration that has been in the news for quite some time now. There exist all kinds of protocols on the movement of persons and goods at the sub-regional level, at the AU level. But their operations have been driven completely by politicians and governments. There is very little CSO and citizens intervention or interrogation of what this means in terms of business, livelihood pursuits, or recreation. As a citizen of a country in a regional block that is integrating, are there certain things I am entitled to when I leave my borders to go to another country, especially if I decide to go by road? Because, while these protocols work well when you fly, it is a different kettle of fish when you go by road.

So CLEEN is looking at the issue of mobility and safety in Africa as a critical part of regional integration. We are doing this by looking at the activities of law enforcement officials at African boundaries: how supportive or inhibitive are they in regional integration? We did a pilot in what they call the "fast-track countries" in West Africa, which is from Nigeria to Togo; these are involved in the West African gas pipeline, and are talking of monetary union and all that. But if you go from Seme border here to Benin, Togo, or Ghana, you will find little evidence of any treaty governing movement

across their borders. What you will find is only a market of extortion. Such activities impede integration in the areas of travel and trade. The bulk of the people crossing the borders are ordinary people who are simply taking advantage of this integration process. If it is not facilitating their movement then integration is really not advancing.

CLEEN is working to ensure that law enforcement organisations and officials at these borders are required to abide by a minimum standard in the way they treat people, and where they are not doing this, that there are effective remedial mechanisms to which people can resort. Thus, for instance in West Africa here, ECOWAS should have a protocol requiring member organisations to file periodic reports on their observance of the treaty, especially the integration treaty. This will allow CSOs such as ours to send shadow or alternative reports, and, through that process, create life and dynamism in the operation of these treaties. No such thing exists at present: member-states sign the treaties but nobody is checking their compliance. This is another prospective growth area for our work beyond our borders.



*Our bigger Africa prospect involves the regional integration that has been in the news for quite some time now. There exist all kinds of protocols on the movement of persons and goods at the sub-regional level, at the AU level. But their operations have been driven completely by politicians and governments*

## AUDITED ACCOUNTS 2010 AND 2011



### ACKNOWLEDGEMENT

**T**he CLEEN Foundation is today one of the leading non-governmental organisations in the security and justice sector because of the relevance of our projects in addressing the challenges arising in that sector. These projects have only been translated from mere ideas to actual activities because of the generous support of our donors and partners.

We therefore wish to acknowledge with thanks the support of these donors and partners in the years covered by this report. These include:

1. MacArthur Foundation
2. Ford Foundation
3. Open Society Initiative for West Africa
4. Cordaid
5. Embassy of the Federal Republic of Germany
6. Friedrich Ebert Stiftung
7. American Bar Association
8. Vera Institute

We thank also all our partners in the domestic and global civil society who worked with us in the period.

### REPORT OF THE AUDITORS TO THE MEMBERS OF CLEEN FOUNDATION

We have examined the accounts set out on pages 6 to 8 and the accompanying notes on pages 9 to 12 which have been prepared in accordance with the organisation's accounting policies.

#### Respective Responsibilities of the Governing Board and Auditors

As described on page 3, the Organisation's Governing Board is responsible for the preparation of the financial statements which give a true and fair view of the state of affairs of the organisation as at 31st December, 2011. It is our responsibility to form an independent opinion based on our audit of those statements and to report our opinion to you.

#### Basis of Opinion

We conducted our audit in accordance with generally accepted auditing standards and carried out an examination and assessment of the significant estimates and judgements made by the directors in the preparation of the financial statement.

We planned and performed our audit by carrying out such auditing procedures as we deemed necessary and obtained all the information and explanations which we considered necessary to provide us with sufficient evidence of reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud, error or other irregularities.

#### Opinion

In our opinion, the financial statements give a true and fair view of the state of affairs of the CLEEN Foundation as at 31st December, 2011 and of the surplus of income over expenditure and cashflow of the organization for the year ended on that date and have been properly prepared in accordance with the Companies and Allied Matters Act, CAP C20 LFN 2004, the relevant statement of accounting standards issued by the Nigeria Accounting Standard Board.

DATE: *FEBRUARY 28, 2012*  
LAGOS, NIGERIA

*BAMISILE*  
CHARTERED ACCOUNTANTS



**BAMISILE & CO**  
(CHARTERED ACCOUNTANTS)

P. O. Box 80237 Lafaji, Lagos. Tel: 08076099777, 08033312793.

RC LAZ099777

Audited Accounts 2010 and 2011

CLEEN FOUNDATION				
BALANCE SHEET - AS AT 31ST DECEMBER, 2011				
ASSETS EMPLOYED	NOTES	2011 =N=	2010 =N=	
FIXED ASSETS	1	113,548,128	110,392,239	①
		-----	-----	
		113,548,128	110,392,239	
		=====	=====	
INVESTMENT	2	8,183,982	9,082,179	
CURRENT ASSETS:				
Debtors and prepayments	3	11,331,494	5,436,385	
Cash and bank balances		189,812,987	188,334,121	
		-----	-----	
		201,144,481	193,770,506	
		=====	=====	
CURRENT LIABILITIES:				
Creditors and accruals	4	86,326,319	91,832,226	
		-----	-----	
		86,326,319	91,832,226	
		-----	-----	
NET CURRENT ASSETS		114,818,162	101,938,280	
NET ASSETS		236,550,272	221,412,698	
		=====	=====	
FINANCED BY:				
Donor's fund	5	47,498,000	47,498,000	
Accumulated fund	6	189,052,272	173,914,698	
		-----	-----	
		236,550,272	221,412,698	
		=====	=====	



CLEEN FOUNDATION				
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED - 31ST DECEMBER, 2011				
	NOTES	2011 =N=	2010 =N=	
INCOME	7	240,017,077	210,274,800	
EXPENDITURE	8	(224,879,503)	(151,653,290)	
		-----	-----	
SURPLUS/(DEFICIT) OF INCOME OVER EXPENDITURE		15,137,574	58,621,510	
		=====	=====	

CLEEN Foundation projects involve working with a variety of partners in all relevant sectors. Pictures above:

1. A training workshop for Prison Service officers
2. A session of the Students-Against-Crime project
3. CLEEN Foundation staff with Ministry of Justice officials and members of the Harvard Criminal Justice Programme

# CLEEN FOUNDATION ANNUAL REPORT 2010-2011

## IN PICTURES

