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POST PROJECT EVALUATION
FOR THE
UNITED NATIONS DEMOCRACY FUND

UNDEF Funded Project / UDF-13-NIR-544
Creative Communication of the Nigerian Budget

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CONTENTS

I. OVERALL ASSESSMENT

The goal of the project, implemented by the Nigerian civil society organization/social enterprise, BudgIT, was to empower citizens with information regarding budget formulation so as to increase transparency and accountability of the Nigerian government. The grantee – BudgIT - was established in 2011 and works by applying technology to citizen engagement to facilitate societal change. The project addressed a lack of easily understandable information on the national budget in Nigeria and a problem of small public works projects which were promised by elected representatives in their campaign manifestos to constituencies but were left uncompleted. In this context, **the project is relevant**.

Based on reports submitted by the project, there is evidence that most of its planned targets were achieved as described in the proposal. In this sense, **the project is considered as effective**. Particularly the IT application – Tracka. This media platform supported by the project provided a tool for giving feedback to citizens and was very effective in collecting, transferring and sharing the information on the status of the public works.

The original project strategy was to use social media to engage local community based organizations (CBOs) in target communities in monitoring the completion of mini public works. However, due to limited access to technology and low commitment by the local CBOs, among other factors, BudgIT found it necessary to engage contract the services of Project Tracking Officers (PTOs) who were equipped with mobile phones and technical skills to undertake project monitoring activities in each targeted community and who were accountable directly to BudgIT. Furthermore, instead of working with the CBOs, the grantee decided to engage with community leaders as "champions" to involve community members in community project monitoring. Although this could have been a valid strategy change, it was not communicated with the UNDEF properly and some spending deviations were not justified in advance, **the evaluator has some doubt about the efficiency of the management of the project.**

Due to the difficulty of measuring some of the outcome indicators such as media programme viewership, it was difficult to ascertain the actual levels of reach and impact. However, anecdotal information indicates that **the project had some impact in empowering communities by providing information**. This is evidenced by the high level of awareness in each of the States and regions visited by the evaluator. The number of projects implemented or followed up on as a result of BudgIT's intervention was impressive. The project built the capacities of Project Tracking Officers in each state visited.

The project also showed a certain level of sustainability after the project's end since long-term benefits are still being realized by BudgIT and communities. BudgIT is now planning to engage the government Budget Office more directly on constituency project monitoring. BudgIT is also still facilitating meetings between community groups and the government on budget monitoring. In addition, Tracka, the project is implemented now in line with the procurement Law. Following the

project, the strategy of BudgIT is to be more of a resource centre for all people and groups who are interested in knowing the details of the national budget and in monitoring the public works projects, rather than only direct project implementers (PTOs) of budget monitoring activities. Other activities that have continued beyond the project funding period include sending of complaint petitions, receipt of responses and advocacy for citizen's rights through community and town hall meetings. However, the sustainability of specific positive outcomes achieved by the one-off project case studies are in question. More concerted engagement of the State Assemblies (SA) would have helped sustain the positive results for specific cases.

The project encouraged the participation of all groups in a democratic process, in line with UNDEF's mandate. However, there was little evidence of women's equal engagement, primarily due to community structures that privilege male leadership.

II.   PROJECT CONTEXT

Democratic and development context
Nigeria is the seventh most populous country in the world and the most populous country in Africa, (**196,185,790 living in Nigeria**)[1]. It has high illiteracy rates as just over half (59.6%) of the adult population aged 15 years and above in Nigeria are able to read and write while the rest, 40.4% of the population, (46,432,490), mostly females, are illiterate.[2] Low levels of literacy create a challenge for meaningful citizen engagement; specifically, in terms of access to information and ability to scrutinize public budgets at national and state level.

While Nigeria emerged from military rule in 1999, the advent of democracy in Nigeria still carries over facets of the military regime, in particular, regarding transparency and accessibility to public data, specifically on public spending. Most citizens do not know how the budget is formulated and executed nor how projects in their communities are planned and implemented (e.g. the construction of rural roads, schools, clinics and distribution of mosquito nets). With budgets presented using technical jargon, most Nigerians do not understand the role of the budget itself. This limits their ability to monitor capital funded projects, advocate for new projects within their communities and to agitate and insist for their completion by government as planned.

The Creative Communication of the Nigerian Budget project therefore identified access to budget data by citizens in urban and underserved communities in Nigeria as a way to raise awareness of rights and to promote action to monitor projects and demand better service delivery.

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[1] http://countrymeters.info/en/Nigeria
[2]Density of population is calculated as permanently settled population of Nigeria divided by total area of the country.

Project objective and intervention rationale

The overall project objective was to empower citizens to demand better service delivery and transparency through simplified access to budget information. This was planned through application of digital media tools for empowering citizen access to simplified budgetary information to facilitate greater participation in budget formulation, tracking, monitoring and to promote demand for more efficient and effective service delivery.

BudgIT's approach involved the application of various forms of Information Communication Technology (ICTs) and social media platforms. They included mobile phones, Short Message Servicing (SMS), social media platforms (Twitter, Facebook, WhatsApp etc.), traditional media (broadcast and print) and summarized budget data presented in simplified infographics (pamphlets, photos, you-tube videos, documentaries).

BudgIT also analyzed the Federal Government's annual performance through budget implementation reports such as the Nigerian Federal Government Budget Performance Report, 2017. Information was disseminated to the general public using the aforementioned social media platforms. Also by Project Tracking Officers (PTOs) who distributed pamphlets with summarized and simplified budget data through town hall and other meetings, radio (the Y-Monitor show on FM radio 99.3), conducted in partnership with other organizations) and Television programming (Tracka Plus)[3].

The intervention rationale for the project was to employ these media tools with different levels of population: grassroots communities - 24 within 6 States, Jigawa, Niger, Lagos, Imo, Edo & Oyo, reaching a total of 25,000 citizens; 100,000 citizens in the Urban Population through use of mobile applications; and 40 Civil society organizations including 12 local CSOs (2 per State) trained on how the budget process worked and how to communicate this information. The project also aimed to engage with public institutions in each of the target states to advocate for better service delivery and transparency.

The consultant travelled to three target states (i.e. Lagos, Niger, Oyo) In addition key informant interviews were held in the Federal Capital, Abuja with project partners.
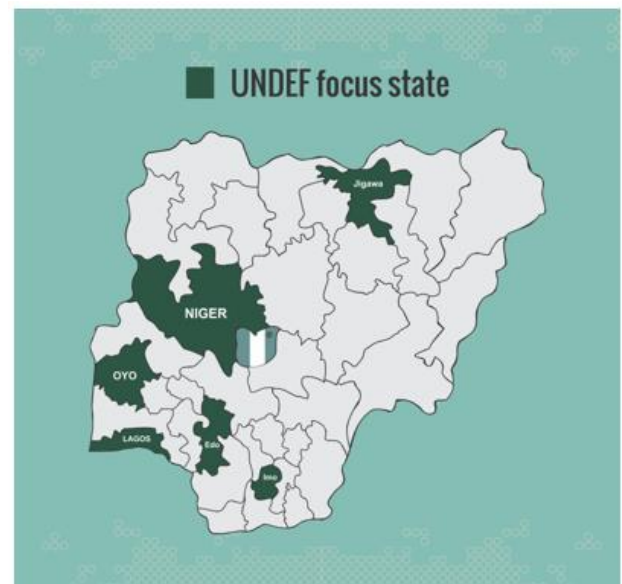

Figure 1. Map of Nigeria showing six project target states: Jigawa, Niger, Lagos, Oyo, Edo and Imo

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[3] http://www.thefutureafrica.com/ymonitor-partners-eie-budgit-on-the-office-of-the-citizen-radio-show-on-nigeria-info-fm/

III.   EVALUATION METHODOLODY

This evaluation used a mixed methods approach including: Focus Group Discussions with community members in Oyo and Niger States at the ward/village level with leaders and chiefs; Round table discussions – at BudgIT Headquarters staff in Lagos and at their office in Abuja; Review of project documents; Key Informant Interviews (KIIs)- these were conducted in person or Skype with the Project Manager at UNDEF NY, the BudgIT CEO and the Project Officer in Nigeria. KIIs were also conducted with key project partners including CSO representatives and parliamentarians in the Federal capital, Abuja and the target states of Lagos and Oyo. Techniques of triangulation were used to consolidate the information in order to generate holistic well informed and comprehensive findings. Additional details including the Evaluation Matrix table with specific questions and sources of information are included in the annex section[4].

Sampling strategy and data analysis
Evaluation participants were identified through consultations with the UNDEF Project Officer (PO), BudgIT in Nigeria and the independent evaluation consultant. The guiding document for selection of evaluation participants was the UNDEF Terms of Reference document and the Project Specific Notes. A purposeful sample was identified based on their availability, knowledge and role in the project and accessibility during the consultant's brief five-day field visit to Nigeria. This was primarily a qualitative study. Triangulation of the different methods of data collection ensured that the various sources contributed towards informing the study from different perspectives. This helped the consultant to enhance understanding about the project's achievements and challenges and to accurately interpret the findings to inform the conclusions and recommendations. Behavioural change was a key aspect of this evaluation, the findings of which have been captured under the evaluation criteria as described below.

Evaluation criteria
The evaluation employed the standard evaluation criteria of the Organization for Economic Cooperation and Development, Development Assistance Committee (OECD/DAC) whereby the project was assessed for its: i) relevance, ii) effectiveness, iii) efficiency and iv) impact and v. sustainability. A sixth, organization specific criterion v) UNDEF Value Added was also assessed and reported.

Limitations
The key limitation for this evaluation was inadequate documentation for informing the findings on efficiency due to the short time frame accorded to in country data collection in the most populous African country. A visit to all six target states as would have been ideal, given the diversity of the Nigerian population on various indicators (religion, literacy, rural/urban, livelihoods, cultural practices, gender, accessibility to resources etc.) and the wide scope of capital projects implemented by parliamentary representatives from local Government. The findings from the five-day field visit to

three out of six target states and visit to the Federal Capital Abuja can therefore only be considered as indicative of the wider project status.

IV.   EVALUATION FINDINGS

Relevance
Under this heading, the evaluation sought to assess whether the objectives of the project were in line with the needs and priorities for democratic development in Nigeria. The three main objectives of the project were:
1. Greater engagement of the urban population on budget issues whose knowledge would be reinforced through training and use of mobile applications.
2. Forty Civil Society Organizations trained - including 12 CSOs (two per state) - on essentials of budget communication across 'Nigeria's literacy and data appreciation brackets'. The important role of CSOs in federal budget matters was recognized and BudgIT referred to them as a 'suppliers of data analysis backbone'.
3. Public institutions engaged 'rigorously' on demands of citizens for service delivery and transparency. These include National Assembly and Ministries in the Federal Capital Abuja. They would be reached by citizens via letters demanding completion of projects in their neighbourhoods. The purpose of this approach was to help citizens engage with their representatives and thereby bridge the gap.

Based on these objectives, this evaluation concludes that the project's aspirations were highly relevant and well aligned to the needs and priorities of democratic governance within the Nigerian context. It was a timely project, implemented within a hostile political context and environment. Budgetary information on constituency capital projects is scant and generally inaccessible. There does not exist a culture of information sharing on constituency project data with community members (e.g. in Niger State) in Nigeria.

Interviews with BudgIT staff and senior management in Lagos, (the Senior Project Manager, the Tracka General Manager, the Finance Lead, a Budget Expert and the Research Head and the Technology Lead) revealed that the project context in Nigeria is fraught with difficulties, barriers and challenges. Firstly, BudgIT had a problem with data secrecy and therefore could not get data on constituency projects- apart from federal projects. Most projects were implemented in rural rather than urban areas.

The project was designed to focus on constituency projects in urban areas. Senatorial districts comprise of local government and Wards (villages), each with community members. BudgIT wrote to a total of 187 house of representative members, 53 senators and 19 ministries to ask for detailed locations of their projects. The response rate was very low approximately (35%) initially. (Responses are still being received a year after the project was closed). **In such a context, the project objective is considered as relevant**.

Due to challenges experienced within the hostile context for budgetary transparency and assumed weak CSO and CBO capacity the project implementation approach deviated away from the original design and strategy. Social media was identified as a very powerful communication tool and particularly relevant as an information sharing platform within the changing culture in Nigeria. Social media platforms are an important avenue where CBOs don't have capacity to purchase IT Equipment (commuters and internet connection) and where their technical knowhow is limited. The unstable and unreliable electricity power supply '*that goes off and on anytime increases the cost as one has to go on generator and buy fuel'.* Language is also a barrier as even in metropolitan cities such as Lagos, some community members cannot even express themselves in broken English language, therefore, at times CBOs need the services of interpreters further fueling the cost of engagement. For these and many other reasons, BudgIT found it necessary and preferable to engage the services of Project Tracking Officers (PTOs) otherwise referred to as community champions instead of focus effort with on CSOs and CBOs with reportedly limited capacities.

Based on the above findings, all indications point to the possibility that the risks of engaging with CSOs and Parliamentarians were perhaps not adequately considered in advance.[5] The revised approach with substitution of CSOs by PTOs seemed less of a risk from the standpoint of the grantee. This was supported by the community members' assertions that CSOs have been present in the community for a long time but major benefits to them. The community members view BudgIT PTOs in very positive light and they view the organization as more efficient and relevant to them due to their focus on tracking capital project implementation on behalf of and together with them.

The evaluation is generally in agreement with BudgIT on the limitations of CSOs. However, the consultant is also of the view that the risk of changed strategy and approach without consultation of UNDEF was a missed opportunity. Perhaps solutions may have been found to engage CBOs following some investment in capacity building on budget formulation in general. Perhaps those that are more difficult to reach and where there are high levels of influence, or where there is high insecurity especially in the Northern part of the country. The change of strategy without prior notification of the donor led to difficult questions being raised concerning funds allocated to activities planned with 40 CSOs. As far as the evaluation established that BudgIT did not actually engage CSOs on implementation of the project beyond the training offered to them. The number of training participants numbered about 38 however it's not clear how many CSOs they represented.

Effectiveness
In this section, the evaluation aims to address what the project achieved including: where it failed to meet the outputs identified in the project document and why? To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address? Was the project likely to have a catalytic effect?

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[5]See Annex 3Table 1. CSO Risk Analysis

Despite the change in strategy the project outcomes were positive and demonstrated a high level of success. This was especially evident in terms of promoting access to information on the budget and communication with their parliamentarians to demand service delivery. The project encouraged the participation of all groups in democratic processes in line with UNDEF's mandate, however with less evidence of results on women, primarily due to community structures that are more male-centric in terms of leadership. This may be assumed to have achieved most of its targets as described in the proposal however due to the difficulty of measurement for instance of viewership of media programming it was difficult to ascertain the actual levels of reach.

BudgIT's new strategy involved identifying community leaders as "champions" from the community and Project Tracking Officers (TPOs) who were from a nearby community who would be accountable directly to BudgIT as direct implementers. Instead of training local CBOs to implement the project BudgIT decided to engage more with individuals, train them as the Project Tracking Officers (TPOs), equip them with mobile phones and capacities to undertake their facilitation roles in each community. This was in an effort to tighten the reporting structures and ensure project delivery by the project. 12 individuals, two in each of the six-target state were recruited for the duration of this project. They had duties to report regularly on progress back to the grantee and to update. There was a high level of awareness amongst community leaders on their citizen rights and responsibilities to monitor the release of the constituency budget and track the implementation of gazetted projects. They were all keenly aware of the process for communicating and contacting their representatives and on how to ensure accountability and delivery on projects as indicated in the budget. The project was therefore highly effective in this regard with both women and men leaders in the community. The literacy issue was mitigated by educated and literate members who translated and interpreted budget and project information for illiterate leaders.

The following project achievements cited in the Midterm Narrative Report were substantiated by the Post Project Evaluation in part though the consultant's field visits to three target and one Federal States. The project strategy for achieving these projects included site visits, town hall meetings with citizens and letter writings and phone calls to the responsible public officials. These construction projects are discussed above and are only listed here in reference to the Midterm Narrative Report.
- Construction of a block of two classrooms at Alaafin high school Oyo state. http://www.tracka.ng/issues/view/4705
- Supply, installation and energization of transformer at 300KVA at Jobele community AfijioLga Oyo state. http://www.tracka.ng/issues/view/4713
- Construction of a block of 3 classrooms with furniture at Kadna community BossoLga Niger state

Case study one: Jobele Community, Oyo State

A Focus Group Discussion Meeting (FGM) with farmers in Oyo State (see text box) was quite revealing of the benefits of BudgIT's alternative approach. The strategy involving identification of a champion who is knowledgeable about the area and who reports directly to the organization worked to ensure timely reporting on progress. It highlighted the adequacy of support by the PTOs as the residents were overall very happy with the results of BudgIT's intervention through this project. The FG session with community members was well planned with the help of the PTO who had informed the community leaders in advance. The consultant observed many small shops that had reportedly mushroomed in the community and who were trading in a variety of wares including clothes and food and services. The Project Secretary in the group praised BudgIT's compilation of detailed budget information in pamphlets. He demonstrated to the consultant how the constituency members use the information to monitor and demand for services from their representatives

The consultant and ward members test the water taps.

Case study - Motorised Water Borehole Project, - Ibadan, Oyo State
The project, a motorised water borehole serves two local governments of North East and South East, Ibadan in Oyo State. The Local Government Liaison Officer was on site with men and women Ward members. It was obvious that the Ward members were very proud and happy about this project. They highly praised the parliamentarian for the water facility which they said ensured they have enough, clean drinking water in limitless quantity. What was quite illuminating from this visit was the members' proactive awareness and participation in management of the water project. This was a positive outcome from a letter that they wrote to their parliamentarian through the constituency office. They credited the parliamentarian and praised his engaged, responsive attitude as well as his accessible through monthly visits to the Constituency where he listens to the ward members and also enlighten them about progress with project implementation by the government.

Annex 3 presents a summary of risk factors that were identified through discussions with BudgIT a CBO and a CSO in Lagos, Nigeria. It attempts to identify the risks and categorize them according to their perceived level of risk based on the consultant's interpretation.

Efficiency

Under this heading, the evaluation sought to assess the extent to which there was a reasonable relationship between resources expended and project impacts including the extent to which institutional arrangements promote cost-effectiveness and accountability and whether the budget was designed, and then implemented, in a way that enabled the project to meet its objectives. Determining the relationship between project inputs and outputs and the institutional arrangements promoting cost effectiveness and accountability proved to be a rather challenging task for this evaluation. Although the inputs were easily established through the regular monitoring reports to UNDEF, the institutional arrangements for promoting cost effectiveness and accountability were not forthcoming on the utilization of these inputs and translation into activities and outputs.

The total project funds utilization rate for this milestone was (74%) of the total award of USD 225,000.[6] The milestone monitoring events took place as planned and were observed by UNDP. The sessions were effective based on participant testimonies where they commended the organizers stating that they had learned a lot from this event in terms of budget formulation, enactment and implementation.

They felt the components of the budget were well explained and had the opportunity to scrutinize the 2016, noting the important data to take back to their local communities to sensitize them about the budget. They also understood the administration's new economic policy. The training also helped them realize the importance of citizens participation in budget tracking and the need to create awareness, mobilize, advocate, and sensitize people demand for transparency using the Freedom of Information Act.

BudgIT worked to stay within the budget threshold. The high level of expenditure was attributed to huge fiscal volatility and inflation within Nigeria. There was an attempt to limit deviation from the original budget figures to no more than 10%. However, the cost of training for Project Tracking Officers raised the budget nearly three-fold, from $5,220 to actual expenditure of $17,889. The cost of travel and accommodation for the persons involved in this training also contributed to increased expenditure. Expenditures for this project included only a laptop and a camera.

Other constraints that had an impact on the project's efficiency included[7]:
- Insecurity in local communities, there are reported cases of kidnapping at certain project sites in Edo States. One PTO was kidnapped and released only after BudgIT harnessed support from the media. Insecurity is a real concern especially in the Northern States.
- Under-implementation of projects, certain provisions are not executed as specified in the budget.
- PTOs had difficulty locating various communities, as the location of most projects are not properly stated in the budget.

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[6]UNDEF Final Utilization Report (2/1/2016)
[7]UNDEF Project Narrative Report (Midterm) 21st October 2017

- Poor telephone coverage in rural communities did not help the tracking officers locate projects quicker.
- Most items in the Nigerian budget are not aligned with developmental needs of the citizens, who have repeatedly expressed far different wishes at each town hall meeting. It is glaring that most projects were included in the budget without the input of the constituents. Restricted or lack of access to information: because the change in strategy was not communicated to UNDEF in advance, this led to much higher costs for consultancy - to cover PTO costs, without prior approval,

Impact

Clearly, the project has had positive outcomes on the target communities. It has also impacted on key stakeholders including parliamentarians, media, CSOs and sister UN agencies who appreciate its unique approach to citizen involvement using social media. All categories of partners and stakeholders are very interested in BudgIT's approach to communication of the budget. The Parliamentary Budget Committee has created space for BudgIT's views and there are increased demands for capacity building on both the analysis and simplification of the BudgIT communication and monitoring using the online platform Tracka. Some examples of project impacts are listed below:

Case study two: Kadna Community primary school construction

In 2016, BudgIT worked in Kadna community to sensitize the population about the existence of an 8 million Naira primary school construction project that was budgeted for this constituency. This revelation prompted the community to contact their parliamentary representative in 2017, to demand delivery of the project which had not started. In their words '*BudgIT made our eyes start opening'.* However, the parliamentarian ignored the community's letters which were drafted with assistance from BudgIT. In 2017, BudgIT returned to the community accompanied by broadcast media journalists who took videos and pictures of the overcrowded classrooms. Following this intervention, the representative followed up and constructed the two new classrooms, a staff room and a toilet block. However due to lack of water at the school the toilets are not functional. Children have to carry jerry can containers from home to school each day because there are no sanitation facilities or water available at the school.

This was a success story, as following pressure from BudgIT's exposure through media, the parliamentarian eventually responded, however the Chief and the community are still dissatisfied. They accused the parliamentarian of ignoring their calls and generally abandoning them. In future the community has determined to be more vigilant and to only elect representatives who have previously demonstrated commitment.

Chief's palace, with secretary holding pamphlet

School girls learn in the new school block

New school buildings (blue), Kadna

New toilet block (unusable due to lack of water)

They appreciated BudgIT's role in 'checkmating' saying that it 'feels like a rescue' The leaders were very complimentary of this project and felt that it helped to expose non-performers giving the community a voice. In future they are determined to elect only credible candidates although they lamented that it was becoming increasingly difficult to distinguish presidential aspirants with ulterior motives. Another concern highlighted during the FG meeting is the lack of electoral justice. They said it was surprising that when the electorate zealously elects a preferred candidate still, non-elected candidates emerge, due to rigging which is the number one problem. They believe this is the root of the problem as these rigged in leaders tend to maltreat community members and disrespect leadership structures, bypassing protocol requirements.

The Chief's Palace at Beji, Niger State. An abandoned generator awaiting installation remains unused (L-R; Palace Representative/ kneeling, Consultant, Chief Beji (center), Palace Secretary kneeling).

Meetings with the community members in Oyo and Niger State were very revealing and enlightening. They confirmed the desk review claims about positive results of community sensitization by the project. Specific information that they now gained include the number and type of constituency projects and the level of funds awarded to each. The frustrating experiences of attempting with little success to reach their parliamentarians echoed throughout these interviews regardless of the location. This unfortunate situation reverberated throughout the interviews and the consultant was keen to unearth the root cause and provide recommendations on the best way forward for UNDEF on these types of governance projects that seek to give a voice to local communities. Indeed, interviews with BudgIT team in Lagos confirmed the very low response rate to letters addressed to them. The response rate was quoted as only about 35% even with follow up letters (up to 10 in some instances) hand delivered to their offices. A key observation by the constant following these interviews with communities is the high level of participation by mature men and male youth as opposed to mature women and girls in this project so far. The gender divide was glaringly evident and is potentially a threat to the project's equal empowerment of all community members, specifically those traditionally excluded from decision making roles due to entrenched cultural practices.

A key observation from field visits was the very important role of the BudgIT identified community champions who double up as PTOs. They were the point persons for the team and a key intermediary with the community leaders.

Citing challenges of CBO's engagement with BudgIT, the Secretary of Bariga Shomolu, a grassroots CBO explained how the changing culture and fast paced environment where 'Nigerians are always in a hurry' left little time for meetings and consultations with adults and leaders on this important topic of

the Tracking the Nigerian Budget. This is also made more difficult due to the lack of incentives such as drinks or snacks for meetings within a cultural context where food is central to community gatherings. He further cited the lack of internet connectivity and unreliable electricity supply as constraining their follow up efforts on BudgIT projects. Their reliance on high cost Cyber Cafes for internet through means some CBOs don't have capacity to purchase IT equipment (i.e. computers, printers and internet services). By his own admission, CBO's technical know-how on the use of Tracka and on budget monitoring is also limited so they require capacity building training. (This is summarized in Table 1 below).

Tracka Plus
The broadcast television component of the project also had an impact. According to someone who worked on the programmes the impact of citizen awareness created by the Tracka Plus programme was unprecedented. He cited cases where legislators would nominate a project and then tag them as their personal donations to communities. (e.g. hospital ambulances). With confrontation by the TV station and advocacy of Nigerians, eventually the legislator admitted that indeed this was not his personal donation but only facilitation.

In his view, when the media sheds light on a particular project it causes a reaction from the legislator who has to then explain the status of the project on national television. In so doing, they have to explain when the money will be released. The media house often invites the legislator back to discuss progress on the project. There is a general misconception that money goes straight to legislators when in fact the funds go to Ministries Departments and Agencies (MDAs) He interviewed legislators who clarified their oversight role and people were.

Channels TV station started in 2015 and is therefore relatively new. In terms of viewership of the Tracka Plus programme, the respondent explained that it is difficult to determine the actual numbers of broadcast media viewers. He however stated that it is easier to track viewership of online platforms such as Twitter but due to his dual role in engineering, it was difficult for him to track even that closely. He noted that 'everyone *sees great potential in what they (BudgIT) are doing'*. There is a Twitter platform, but in terms of reach, 'Channels' can boast of <u>20 million plus</u> viewers in Nigeria and also internationally on Sky TV.

'People email me to get the budget list for their state. The new concept is for Channels TV to involve people as Citizen Journalists for this show'

Case study three: Methodist High School, Oyo State

Methodist high school with broken roof

Anecdotal information also indicates that the project was very effective in empowering communities with information as there is a high level of awareness in each of the communities visited. The number of projects implemented or followed up as a result of intervention by the projects was impressive. The project was effective in building the capacity of Project Tracking Officers in each state. These benefits are still being felt by BudgIT and communities as their activities have been sustained even following the end of the funding period in 2017.

Methodist high school students stand outside building with no electricity

Case of Methodist High School, Fiditi Community Oyo State.

In 2017, the Project Manager and Community Champion from BudgIT visited the Fiditi community, accompanied by a reporter from a broadcast media-Channels TV station. The BudgIT manager sensitized the community about the Fiditi Constituency projects that the government had embarked upon. In particular, the plan to build a classroom block at the Methodist School at a cost of 7.5 million Naira. Following this initial visit, the PTA Chairman with help from BudgIT drafted a demand letter to the local government representative. With no response six-months later, the PTA Chair telephoned the representative directly. When questioned about the project, the politician feigned ignorance denying knowledge of any funds allocation for this project, despite being gazetted. Meanwhile, due to the deteriorating school building conditions, the Governing Board and PTA proceeded to repaint a block of classrooms with help from the parents at a cost of 130,000 Naira. The PTA Chair demands that the Politician assist the parents with 30 bundles of roofing sheets to fix the leaking roofs continued to be ignored. During an annual event, Fiditi Day that the community holds annually, the politician who was present was questioned again community members. He again denied any knowledge of this project or any funds despite being probed about his decision to execute school repairs in his own community. Upon learning about this turn of events, BudgIT's manager promised to return to the community, this time accompanied by a journalist from Channels TV, to take pictures and highlight the story on national television, emphasising how much of the 15 million allocated is released.

Sustainability
BudgIT promoted the sustainability of its interventions in the six target states (Lagos, Oyo, Imo, Edo, Niger and Jigawa) through training and empowerment of community champions in project monitoring and reporting. Parallel funding by the Open Society of West Africa also helped to promote sustainability of the interventions which are still ongoing. The sustainability of interventions was however hampered by BudgIT's urban focus due to the fact that it does not have adequate staff with whom to undertake activities at the community level. This therefore was a sustainability challenge for the project which may have been enhanced by the anchoring of the project with UNDP Abuja as this UN agency has experience engaging with CSOs in the country. It limited mandate however restricted its ability to intervene and steer the project towards incorporation of CSOs thereby impacting somewhat negatively on the overall sustainability of project benefits by communities as well as CSOs. Still on the issue of sustainability, BudgIT may have struggled in this area, forcing the organization to opt for online dialogue using infographics with high level politicians in Abuja. The challenge with 'CSOs' is that they neither have the capacity or interest to sustain engagement on a long term basis with communities. Those that demonstrate interest cannot write proposals that will catch the interest of UNDEF.

Another sustainability concern was printing of booklets in English and no translation into the local languages such as Hausa which would appeal to the masses. BudgIT is good at writing budget reports and designing pamphlets however their utility is limited to elite village headmasters and other educated people. This was viewed by UNDP as a missed opportunity to mobilize other leaders to rise up against local authorities such as chiefs who might have been bribed by politicians to be quiet. Finally, the sustainability of specific positive outcomes achieved by the one-off project case studies are in question. Alternative strategies such as engagement of the State Assemblies (SA) would have helped sustain the positive results. The SA is a key entry point for turning community grievances into long term outcomes. The Nigerian Government reportedly does not see any way to work with BudgIT as transformational for lasting change. However, UNDP still believes that BudgIT can be a catalyst, using their data for budgetary policy engagement.

UNDEF value added
The notable value added of UNDEF on this project is firstly, the funding USD 225,000. This funding was almost fully expended by the 15th month of the project implementation, leaving another 8 months of the project to run with approximately USD 13,500 (6%) of the remaining funds. It's doubtful that the high level of outputs by the projects as well as outcomes would have been achieved without UNDEF's financial support.

In addition, because UNDEF is a UN entity it was able to link the work of the project to the wider UN Delivering as One (DaO) programme which enhances coordination between normative UN organizations, specialized organizations and civil society.
Engaging with UNDP on Milestone Verification Reporting was strategic. This helped to keep BudgIT focused and on track with activity implementation with a focus on sustainable results. The evaluation

identified this as a good strategy for promoting sustainable project outcomes and for building sustainable relationships taking advantage of the diverse resources

V.   CONCLUSIONS AND RECOMMENDATIONS

Despite the change in strategy and approach of the Creative Communication of the Nigerian Budget project, the post project evaluation credits BudgIT and UNDEF for the choice and implementation of a very successful project. The ultimate goal of behavior change with citizens aware of their rights and demanding service delivery by politicians has reached the target communities. Positive results are being realized in many and as with most behavior change interventions, time and continued pressure by the communities for services will help to promote achievement of the project objectives.

Due to the project's intervention, CSOs in Nigeria – although under-developed are waking up the reality of community expectations for transparency. Based on their opinions and views it seems that CSOs are particularly interested in budget monitoring and are seeking to build their capacities in this area. The project though not successful in engaging CSOs on project implementation activities with communities, succeeded in building awareness and enhancing skills and capacities resulting in positive outcomes. These include the winning of a proposal to conduct a budget tracking activity on nutrition with UNICEF. The funds from this project helped to strengthen BudgIT's network with other UN organizations such as UNICEF and UNDP and other CSOs.

1. A post project audit is recommended as a way to bridge the information gap between the UNDEF funds awarded and actual expenditure on activities. This evaluation was unable to retrieve any budget information on the project for various reasons, including the fact that the project officer assigned had no information whatsoever about the budget. A financial audit is recommended as a way to bring closure to this otherwise successful initiative where the funds expenditure rate was reported at (94%) eight months prior to the end of the project cycle, and without the involvement of 40 CSOs in programme delivery. This is a strong recommendation in the interest of the donor in particular who will have to explain the changed strategy which was unilaterally determined by BudgIT without involvement of the donor UNDEF.

2. This project demonstrated how communities can be effectively empowered to demand service delivery on government capital projects through community champions, media and creative approaches of organizations such as BudgIT. An assessment of risks noted the weaknesses of CSOs on technical, infrastructural, funding and commitment risk concerns.

3. Collaboration with UNDP is a key component of UNDEF' s value added. Outputs from UNDP such as the Milestone Verification were invaluable to this evaluation. The interview the UNDP Governance Advisor lent much insight into the real and potential problems faced by the project from the perspective of the donor and the grantee. BudgIT is more urban based and neither rooted in the communities nor experienced with working with CSOs.

Based on these findings, the evaluation recommends that in future, UNDEF works more closely with sister agencies such as UNDP that have country level experience. This will help mitigate any risk associated with changes of strategy mid-course without the knowledge of UNDEF and avert any risks to the UNDEF mandate. UNDEF should continue in the same vein to maximize opportunities with the UN as One approach to project implementation.

VI.   LESSONS LEARNED

The key lessons learned from the Creative Communication of the Nigerian Project evaluation are:

i) The importance of involving the media; this was a unique strategy of BudgIT and is key to its success in empowering communities with simplified budget information which they can use to demand accountability from their parliamentarians. The media was viewed as a key contributor of information in real time and an avenue through which budget information should be disseminated widely to a large audience.

ii) Assessing economic risks to the project well in advance, especially the inflation rate- which was already rising at the start of the project-is key. With this assessment the grantee should be more cautious about setting very ambitious targets and instead seek to deepen rather than broaden project engagements. This is especially important for activities that involve a high level of travel and administration at field level as these costs tend to inflate the budget, lending it inadequate for the entire funding period.

iii) On BudgIT's strategic approach, it may do well to consider the views and opinions of parliamentary representatives who are championing their work. In order to promote greater participation by legislators and policy makers, BudgIT may need to engage more closely with the Budget Teams in Parliament to build their capacity and demystify their activities. By collaborating more with NGOs such as PLAC that is on the inside and also with CSOs such as CISLAC that have inroads in the insecure Northern regions, BudgIT will be able to achieve greater strides with budget implementation and service delivery on behalf of communities.

iv) The final lesson identified by this evaluation is concerned with gender, the high level of illiteracy amongst community members and especially women and the challenge of communication in English. The printing of budget summary materials in English may have restricted access by most community members. Perhaps in future these print outs may consider translation of the budget data into local languages for a proportion of the publications.

ANNEX I. BudgIT Organigram
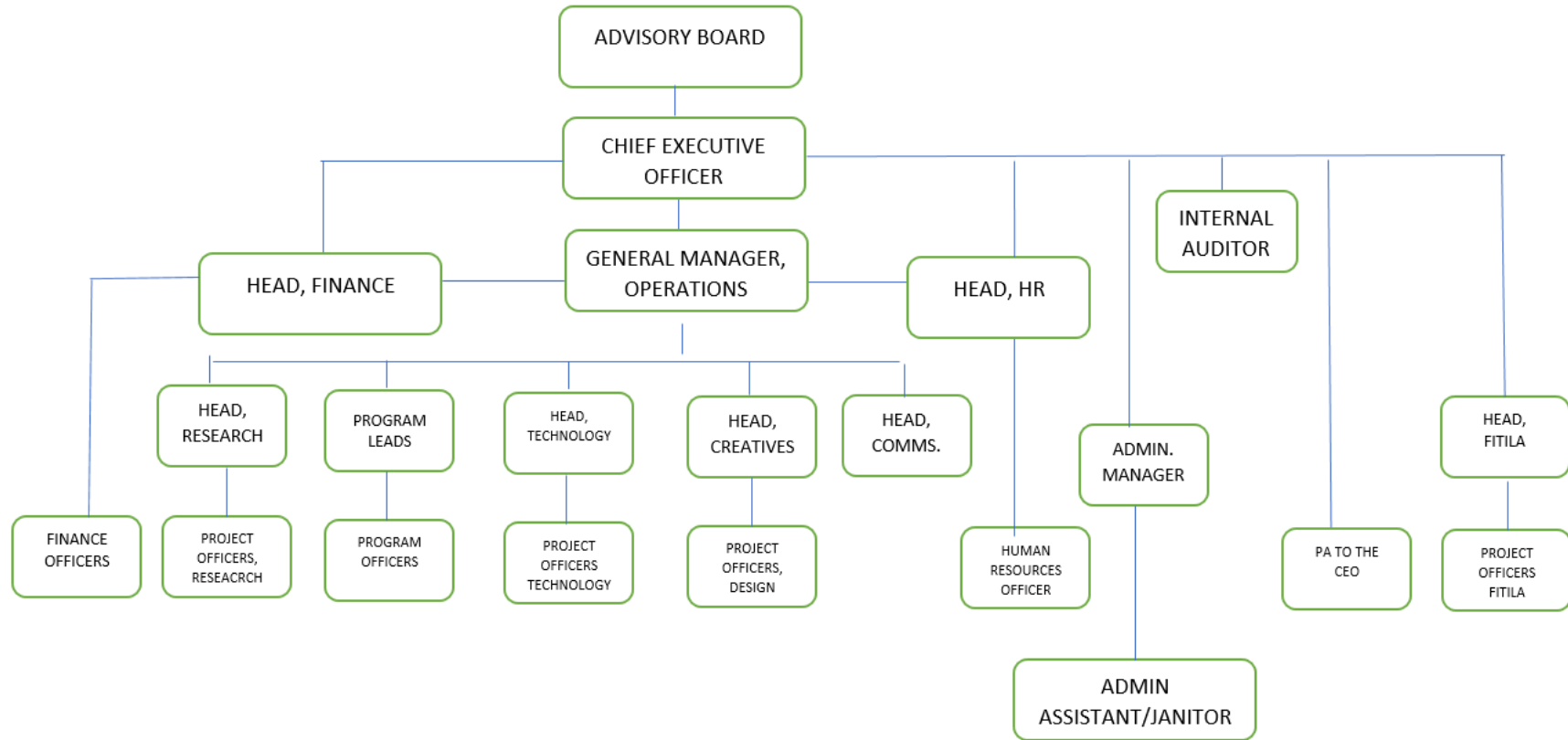
ANNEX II: List of Evaluation Participants

No	Name	Position	Organization	State	Contacts Tel and/or Email	Interview Date
1)	Mikiko Sawanishi	Project Manager	UNDEF	New York	sawanishi@un.org	Tuesday, 9th January 2018
2)	Oluseun Onigbinde	Co-Founder	BudgIT	Lagos	oluseun@yourbudgit.com +2347034944492, +2348185983325	Thursday, 7th December 2017 and Friday 26th January 2018
3)	Adewale Adejola	Senior Programme Officer	BudgIT	Lagos	+234 908 333 1633	Day 1 Monday,12th February 2018
4)	Charles Emuze	Broadcast Engineer	Channels TV	Lagos	coemuze@gmail.com	Day 1 Monday,12th February 2018
5)	Uadamen Ilevbaoje	Project Officer, BudgIT	BudgIT Lagos	Lagos	+234-7033349334	Day 1 Monday,12th February 2018
6)	Daniel Idimu	CEO	CBO Bariga Shomolu	Lagos	+234 9083 331 633	Day 1 Monday,12th February 2018
7)	Adeyemi Davids	Tracking Officer	CBO Shomolu	Lagos	+234-2079939830	Day 1 Monday,12th February 2018
8)	Dele Bakare	Technology Lead	BudgIT	Lagos	+234 908 333 1633	Day 1 Monday,12th February 2018
9)	Atiku Samuel	Budget Expert - Research Lead	BudgIT	Lagos	+234 703 494 4492	Day 1 Monday,12th February 2018
10)	Olusegun Onigbinde	Head Partner (CEO)	BudgIT	Lagos	+234 7034 944 492	Day 1 Monday,12th February 2018
11)	Mariam Edun	Finance Lead	BudgIT	Lagos	+234 7034 944 492	Day 1 Monday,12th February 2018
12)	GabrielOkeowo	General Manager	CBO Shomolu	Lagos	+234 7034 944 492	Day 1 Monday,12th February 2018
13)	Ojediram Sunday Abel	Lecturer	Federal College of Education	Oyo	+234-34314543 ict@spedoyoportal.com	Day 2 Tuesday,13th February 2018
14)	OruwadeleOlaide	General Secretary	Jobele Town	Oyo	info@oyostate.gov.ng	Day 2 Tuesday,13th February 2018

	Name	Position	Organization	State	Contacts	
15)	Mrs Aminat Shadere	Head Mistress	Methodist High School	Oyo	+234 802 591 4956	Day 2 Tuesday,13th February 2018
16)	Adeyemo Mathew	Chairman	Methodist High School PTA	Oyo	+234 802 591 4956	Day 2 Tuesday,13th February 2018
17)	John Adebayo Oke	National Vice President	Fiditi Progressive Union	Oyo	info@oyostate.gov.ng	Day 2 Tuesday,13th February 2018
	Name	**Position**	**Organization**	**State**	**Contacts**	
1)	Ogunlakin Nairu Obabiyi	Liaison Officer	Ibadan North East/ South East Federal Constituency	Ibadan, Oyo	+234-8064805520	Day 2 Tuesday,13th February 2018
2)	Olumide Idowu	Co-founder and Youth Director, Nigerian Youth Climate Coalition	Climate Wednesday	Ibadan, Oyo	Olumide@climatewed.com	Day 2 Tuesday,13th February 2018
3)	Chioma Kalu	Programme Manager Health Human Development and Social Inclusion	CISLAC	Abuja	+234-99330611 c.kanu@cislac.org -	Day 3 Wednesday, 14th February 2018
4)	Mohammed Muritala	Programme Officer Health Human Development and Social Inclusion	CISLAC	Abuja	m.muhammed@cislac.org	Day 3 Wednesday14th February 2018,
5)	Hon. Adedapo Lam AdeSina	Parliamentary Representative	Ibadan North East/ South East Federal Constituency	Abuja	+234-8034068288	Day 3 Wednesday14th February 2018,
6)	Frank Ikpefan	Journalist	Nation newspaper	Abuja	frankveron@yahoo.co.uk	Day 3 Wednesday,14th February 2018
7)	AlhajiYunusaBeji	District Head	Kadna Palace	Niger	+234 806 318 4547	Day 4 Thursday,15th February 2018
8)	AlhajiAbdulahiIssa	Village Head –Chief	Kadna Palace	Niger	+234 806 318 4547	Day 4 Thursday,15th February 2018
9)	Mohamed Issa	Secretary to Village Head	Kadna Palace	Niger	+234 806 318 4547	Day 4 Thursday,15th February 2018
10)	Hussein Beji	Palace Representative	Kadna Palace	Niger	+234 806 318 4547	Day 4 Thursday,15th February 2018

11)	Motoli Moses	Budget IT Champion	Kadna Community	Niger	+234 806 318 4547	Day 4 Thursday,15th February 2018
12)	AlhajiYunusaBeji	District Head	Kadna Palace	Niger	+234 806 318 4547	Day 4 Thursday15th February 2018,
13)	KehindeBolaji	Team Leader	Governance & Peace Building UNDP	Abuja	bolaji@undp.org	Day 5 Friday,16th February 2018
14)	Clement Nwonkwo	Executive Director	PLAC	Abuja	+234 809 189 9999	Day 5 Friday,16th February 2018
15)	Lara Akinyeye	Programme Manager	PLAC	Abuja	+234 809 189 9999	Day 5 Friday,16th February 2018
16)	Ugochi Ekwueme	Communications Lead and Monitoring	Public Private Development Centre	Abuja	+234 706 661 8896	Day 5 Friday,16th February 2018

ANNEX III: CSO risk analysis

Risk factors for engagement of CSOs/CBOs	Level of risk			Comments
	High	Moderate	Low	
1. Unreliable electricity Supply	×			Fluctuating power supply affects efficiency. CBOs may not afford alternative power sources e.g. generators so it's a risk to engage them,
2. High Internet costs	×			A high risk affecting information access and sharing of data quickly on social media by CBOs.
3. Lack of funding for ICT equipment:	×			Restricts CBOs from using Tracka platform effectively due to lack of equipment reliance on expensive cyber-cafes.
4. Lack of technical know-how		×		This is a moderate risk that can be bridged through capacity building and training by BudgIT.
5. Lack of incentives (food, drink)			×	With demonstrated results this risk can be minimised as communities can see value.
6. Limited time, Nigerians always in a hurry		×		Changing culture, it can take 2.5 hours to engage adults. Culture of silence on political matters
7. Remote location (distance away from city)		×		Although CBOs work in remote areas cost of travel time and cost is a moderate risk factor
8. Poverty, Illiteracy	×			Shrinking middle class. High illiteracy rate disenfranchises women and poor from services
9. Knowledge of the local language of the community			×	CBOs has been present or originate from these communities. Language is not a risk factor
10. BudgIT's approach	×			Maturity is required with dealing with CBOs. Consultation is key to dealings with them
11. Goodwill from parliamentarians		×		This would normally be a high risk factor, but leaders can be forced to act though media.
12. Dependability of CBOs, Trust issues,.	×			BudgIT believes that most CBOs will not deliver on agreed outputs once funded. Low trust levels are a concern both from without and within the CBOs and CSOs,
13. Knowledge of the community			×	CBOs are knowledgeable about the community as they have worked there longer than BudgIT

ANNEX IV: Analysis of project outputs and achievements

Planned Outputs	Actual Achieved (midterm)	Evaluation Comments/Analysis
Output 1.1: 40 Infographic Services developed to reach 100,000 digitally literate citizens (Q1-Q4)	Actual: 42 Infographics were created and shared, reaching 372,000 persons on social media.	The evaluation could not establish this figure, However based on the penetration rate of mobile phones in Nigeria and the digital saviness of the population this claim is highly probable.
Output 1.2: Intended: 4 Interactive Online Applications developed to directly engage 30,000 social media users (Q1-Q4, Q5-Q6)	Actual: Four interactive videos were created and shared online engagement reached 69,000 persons	The videos were created. The number of online views is not in dispute.
Output 1.3: Intended: BudgIT website and Apps upgraded on Blackberry, iOS and Android to reach more users effectively (Q4)	Actual: BudgIT developed a new website for Tracka, creating more opportunities to integrate local communities. We also created Android and iOS versions of the app.	This is accurate and was confirmed by the evaluation.
Output 1.4: Intended: Community budget documents printed and distributed to 25,000 target community citizens in local communities (Q3-Q4)	Actual: We distributed 6,000 copies to targeted communities focusing on 2015 & 2016 budget. Inflation costs could not allow us print 10,000 copies.	The lack of evidence for printed copies either in the form of receipts for printed copies means that the evaluation could not substantiate the number of printed copies. However double digit inflation reached its highest peak after 11 years in 2016 in Nigeria which would have increased the cost of publications beyond that which was budgeted.
Output 1.5: Intended: 10 radio discussions and 50 jingles on community budgeting for raised awareness in target communities broadcasted on local radio services (Q5-Q7)	Actual: We discussed the issues on constituency projects with 10 radio discussions.	The project provided evidence of radio jingles for the UNDP midterm report.
Output 2.1: Intended: Training of 6 Project Tracking Officers on Community Budget Monitoring (Q4)	Actual: We trained 20 project tracking and community officers at Top Galaxy Hotel Kaduna on April 12-13, 2017	The project trained more than three times the number of PTOs due to the changed strategy and approach that substituted CSOs with community champions

Output 2.2: Intended: One ToT workshop for (40) civil society organizations covering creative Budget communication and Monitoring approaches organized (Q3)	Actual: BudgIT held a 2-day capacity building and engagement session on the 2016 proposed budget at the Newton Park Hotel, 8 Cape Town Street, Zone 4, Abuja on 26 and 27 January 2016. With a total of 38 participants from different states and related Civil Society Organizations in the country.	This is substantiated in the midterm review report by BudgIT. However, the number of CSOs represented by the 38 participants is not clear.
Output 2.3: Intended: Establishment of the Budget Tracking/Monitoring Group in 24 target communities (Q4)	Actual: Here are the communities: Hadejia, Gumel, Tsangarwa, YankwashiOkpuje, Ikao, Uzebba, Ojavun, Padama, Lahu, Gawun, Mariga, Jobele, Akingbile, Ijebuland, Kosobo, Amuzuikeduru, Umuoji, AhiazuMbaise,Inyishi,Akoka,Mushin,Ikorodu, Onipanu	The evaluation believes that the information provided by BudgIT on the establishment of 24 budget monitoring groups is accurate through the 12 PTOs in 6 states.
Output 2.4: Intended: 24 Training of the Budget Tracking and Monitoring Group by trained CSOs (Q4)	Actual: The budget tracking and monitoring group was trained with the project tracking officers in Lagos office at the start of the grant. Training was held in Kaduna after the redevelopment of the Tracka website.	This output was achieved by PTOs. There is no evidence of any training of Budget Tracking and Monitoring Groups by CSOs because BudgIT abandoned this strategy and approach.
Output 3.1: Intended: Community Budget Tracking Exercises of the Budget Tracking/Monitoring Group in 24 target communities (Q4-Q8)	Actual: Tracking exercises were engaged in target communities with 6,000 budget documents shared to at least 25,000 persons and letters we delivered to their representatives for the communities	See comment above

ANNEX V: Analysis of project outcome indicators, targets and impacts

Table Showing Achievement of Project Outcomes and Comments

Outcomes			
Planned Outcome	**Target and indicator**	**Activities &Actual Results (outcomes& impacts)**	**Evaluation Analysis and Comments**
Outcome 1: Provision of the budget information to citizens through social- and traditional media tools	Target:1.1: 100% of Segment 1 target people (130,000) that accessed and utilized the established applications and infographics (100,000), and social media (30,000).	Results: The 42 infographics created a deep understanding of the budget, with project locations, titles and amount. They were shared on Twitter and Facebook to technology savvy citizens. Citizens were also inclined to report issues on the Tracka platform and also access updates on tracked projects around them	The infographics that were shared online sustained the campaign to encourage digital citizens to get involved, ask questions and hold public officials responsible for service delivery. They serve as a basis for citizens advocacy and sparks varied discussions.
	Target:1.2: 100% (25,000) of target community members received the basic information on budget formulation and execution rules and processes and the reality of the most recent fiscal year in their communities (24).	Results: Printed budget documents were distributed to citizens across the focus communities within the six states. We reached at least 6,000 households with up to 25,000 persons in focus communities. The pamphlets provides an overview of the budget provision for constituency projects in the states, total amount allocated, location and names and phone numbers of the government officials responsible for project implementation and oversight functions.	Comments on Results: By providing budget access to community members, they are empowered to take ownership of these projects and ensure the services are delivered as stated in the budget. The communities now have better understanding of government processes and how they can engage their elected officials on allocation and utilization of public resources.

	Target:2.2 100% (40) of 40 trained CSO representatives completed their cascade training of the members of the Community Budget Monitoring Groups (30 community members each x 24)	Results: The training sessions on budget tracking for community leads and 38 local CSOs were focused on the capital provisions in the 2015 and 2016 projects and how to effectively track the projects.	Comments on Results: The training sessions deepened their understanding of the budget process from its formulation to implementation. It also emphasized on their civic duty of regularly engaging their public officials for service delivery.
Outcome 2: Capacity building of civil society organizations and community members for understanding the budget information and for budget monitoring and tracking	Target:2.1 **100% (24)** of the Community Budget Monitoring Groups established with their leadership, action plans and monthly meetings	Results: The Field Officers establish relationships with 24 community heads in the focus states to sustain a working relationship and ensure they carry on with project tracking. Their feedback is integrated into the Tracka platform via sms.	Comments on Results: The community leads are responsible for ongoing monitoring of projects for service delivery in their respective areas. They work hand in hand with the field officers and provide frequent updates on tracked projects.
	Target:2.2 100% (40) of 40 trained CSO representatives completed their cascade training of the members of the Community Budget Monitoring Groups (30 community members each x 24)	Results: The training sessions on budget tracking for community leads and 38 local CSOs were focused on the capital provisions in the 2015 and 2016 projects and how to effectively track the projects. (UNDP comment: This is cascade training by trained CSOs. Since you modified TOT strategy and cascade training did not happen, you can explain the tracking officer's training to communities)	Comments on Results: The training sessions deepened their understanding of the budget process from its formulation to implementation. It also emphasized on their civic duty of regularly engaging their public officials for service delivery.
Outcome 3: Citizen Participation of Budget Tracking and Monitoring	Target 3.1: 100% (24) of the Community Budget Monitoring Groups completed their monthly budget monitoring activities	Results:	Outcome 3: Citizen Participation of Budget Tracking and Monitoring

	Target 3.2: At least 10 successful cases per Community Budget Monitoring Group (total 240 cases)	Results In 2016, we have ensured the successful implementation of 15 projects in Edo State, 25 projects in Oyo State, 10 projects in Jigawa State, 32 projects in Lagos State, 16 projects in Niger State and 31 projects in Imo State. Please see the links to the 2015 and 2016 Constituency Project Reports. http://tracka.ng/impact/2016/07/17/tracka-report-on-2015-federal-constituency-projects/ http://tracka.ng/impact/2017/09/12/2016-constituency-projects-report/	Comments on Results: We observed the implementation of more constituency projects in communities where citizens are receptive of the budget advocacy and more proactive to engage their Representatives at the National Assembly

'While monitoring projects in the focus states of Lagos, Niger, Edo, Imo, Oyo and Jigawa States, BudgIT has monitored the implementation of 402 projects in the 2015 and 2016 budgets BudgIT held at least 67 community engagement meetings with residents in the focus states to provide budget access and civic education. It appears that these 67 meetings replaced the 288 planned monthly monitoring meetings This translates into approximately two to three meetings per community.'[8]

Evaluation comments of UNDP's Review Report and the above table.

This table is indicative of BudgIT's and UNDPs efforts to report progress against the project's objectives. However, the difficulty associated with reporting on objectives that were not implemented as planned are evidenced in planned outcome 2 and especially Target 2.2 results. UNDP's guidance to BudgIT on how to report in this area demonstrates the risk of reporting activities that cannot be translated into outputs, outcomes or long term impacts due to a changed strategy and approach that was not aligned with the donor UNDEF's mandate.

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[8]Source: UNDP Review Report

ANNEX VI: List of acronyms

CDA	Community Development Associations (CDAs)
CISLAC	Civil Society Legislative Advocacy Center
CSOs	Civil Society Organizations
DAC	Development Assistance Committee
FFUR	Final Financial Utilization Report
FNR	Final Narrative Report
FUR	Financial Utilization Report
HQ	Headquarters
NGO	Non- Governmental Organization
OECD	Organizations for Economic Co-operation and Development
PD	Project Director
PLAC	Policy and Legal Advocacy Center
PO	Program Officer
PTOs	Project Tracking Officers
SG	Secretary General
SMS	Short Message Services
TOR	Terms of References
ToTs	Training of Trainers
UN	United Nations
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group