

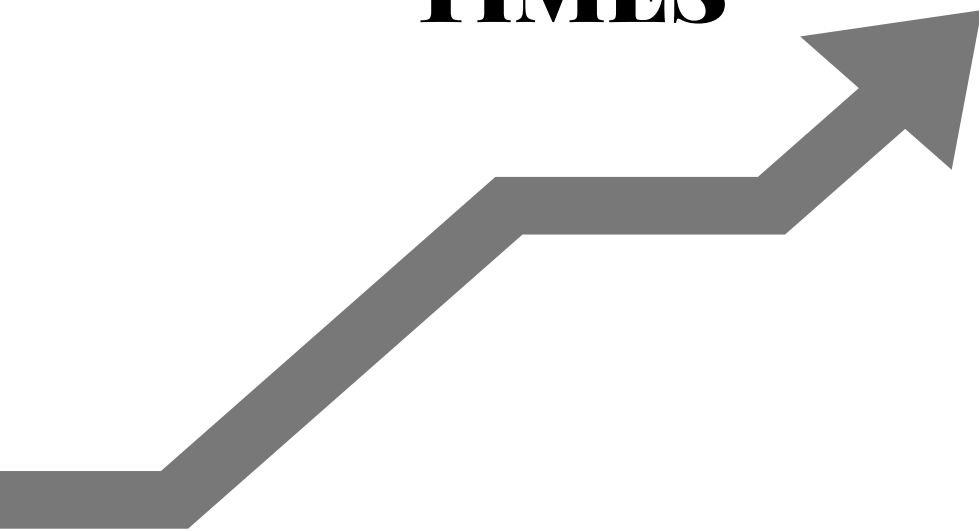
**ANNUAL
REPORT
2020**

**IMPACT IN
UNPRECEDENTED
TIMES**



budgfi

IMPACT IN UNPRECEDENTED TIMES



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Tracka: *The Journey so far...*

We have presence in

613
LGAs



across

32
States

In 2020

We tracked over

3,045

projects



We've held



and currently have

756



active community champions.

2,302

Town Hall Meetings

We've also sent



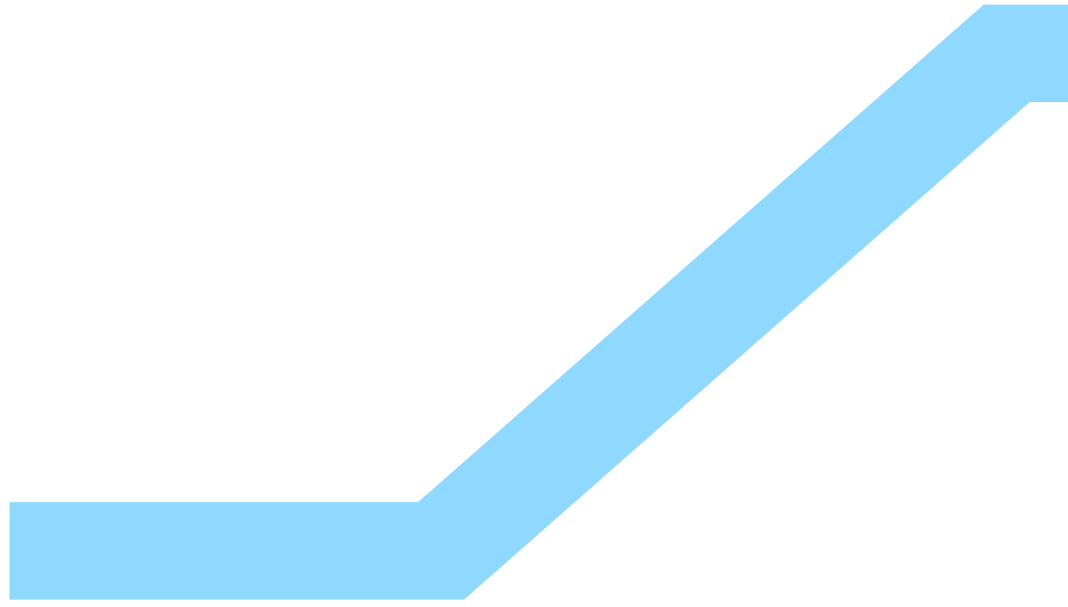
102

letters to MDAs...

...and also reached



over 183,000
through offline engagement.



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Director's Note

Impact in Unprecedented Times

Oluseun Onigbinde

BudgIT has not been immune from the current pandemic. It is no gainsaying that COVID-19 has significantly changed how we work, engage stakeholders and deliver impact.

In June 2020, the organisation expanded to three other West African countries - Liberia, Ghana, and Sierra Leone.



It has made us reflect on our culture, policy and norms, especially in adapting to virtual engagement. As an organisation that has prioritised the use of technology in engaging stakeholders, the adjustments were mild, but this was not the same experience for other civic organisations.

At the outset of the COVID-19 crisis, we embarked on the temporary closure of BudgIT's physical offices in Lagos and Abuja,

including Civic Hive. After engaging with the Minister of State for Budget and Planning, we suspended our meetings in March 2020. We also suspended all our Tracka town hall meetings to limit interstate travel for our project tracking officers. Once the government ordered the gradual ease of environment, we opened up our physical spaces under a safe framework.

Beyond the COVID-19 crisis, Nigeria also witnessed the #EndSARS protests, its largest protests since the 2012 OccupyNigeria. To our delight, a new generation of Nigerian citizens rose to demand accountability and responsible governance with their voices. I will distil the lessons we learnt in 2020 into five parts.

Non-linearity

No one would have predicted that Nigerians would rise up and hit the streets in such numbers, hold down the country for months, and demand that the government initiate actions towards police brutality. For a country whose citizens have been deemed very passive, it was shocking to see Nigerians troop out in numbers, itemising the varied issues that beset Nigerians. It is also comforting that this stems from a new generation of leaders, the GenZ that we have been interested in cultivating. It throws new dynamics to our work and how we engage this generation. This uncertainty also reaches the current pandemic that changed the world, we might not be able to predict these things, but it must be a part of our risk framework.

New Spaces

We believe that governance varies across countries; thus, we have been conservative on scaling across countries. The organisation has spent a year learning deeply about the nuances and opportunities for reform in focus countries. In June 2020, the organisation expanded to three other West African countries - Ghana, Sierra Leone and Liberia. BudgIT has opened full offices with personnel in focus countries and used its reserves as seed funding for focus countries. These countries have been integrated into the COVID-19 Transparency Accountability Project, a project focused on tracking COVID-19 funds in seven countries, held in partnership with Connected Development and Global Integrity.

Organisational Culture

Our main office is in Lagos, a city with a reputation for dense traffic, and this has enormous challenges for mobility and performance at work. While the organisation has had rigid lines around working in the office, the current pandemic finally constrained us to rethink our policies and integrate a remote work policy under a new set of guidelines. This is highly liberating as the organisation with more evaluation tools

tends to focus more on staff performance delivery in a more strategic manner. We have seen increased staff productivity improvement and the injection of new personnel in the organisation greatly excite us.

Long-term view

As seen with the unfortunate ending of the #EndSARS movement, we are still aware that our work on citizen engagement and institutional accountability is a long process. We are not in a delusion that political systems are interested in an accountable society, but change can only happen when we continuously bring more voices to the table. We need more leaders in the civic space and the media who are fearless in demanding a functional society that works for the weak and vulnerable. We are also excited about the new wave of creators, artists, and digital influencers who are infusing civic elements into their work, a clear reminder of Fela Anikulapo Kuti's legendary life.

As BudgIT moves towards its 10th anniversary, we are excited about another decade of impact. We are also grateful for the support we have received from Nigerians, philanthropic organisations, global partners and other institutions. We are confident that geometric implications across the continent are ahead of us. We plan to move into our permanent office in 2022, and also, we hope to deepen our impact in other African countries and launch our entire Washington D.C office in 2021. As we strive to deliver budgets in all citizens' hands, we are encouraged that this is the pathway to transform the relationship between the people and their governments. As BudgIT sprints towards its 10th anniversary, it is time to reflect on our impact and how it continues to be a catalyst for transparency, accountability and civic engagement in Africa. ■

Executive Summary

Gabriel Okeowo

It appeared as though BudgIT knew what was coming in the year 2020. January 2020 started with our commitment to enhance staff welfare by supporting work-life balance.

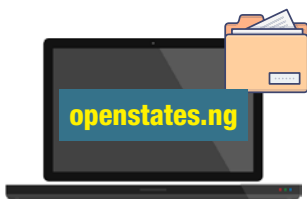
So, we announced a work-from-home policy, which would allow staff members to work remotely once a month. In February, owing to the positive reviews, we increased the remote working to bi-monthly.

We had little knowledge of the imminent demands from the COVID-19 pandemic. By March, Lagos had become the epi-centre of COVID-19 in Nigeria. So, we considered our employees' safety and declared a remote working policy effective

March 23. We initially had a two (2) weeks trial while monitoring the trends closely. We eventually sustained the procedure, and staff continued to work from home until August 3. We reviewed it further and agreed that staff members should work from the office two days a week to reduce our exposure to the novel virus.

To adapt the COVID-19 reality to our program implementation, we built a COVID-19 funds tracking platform hosted on <https://civichive.org/covidtracka/>. This platform allows Nigerians to track the COVID-19 government expenditures and donations from private firms, individuals, local and

*We climaxed our subnational engagement in 2020 with the **Open States' portal launch**, a repository website for all the 36 state governments' financials and fiscal documents*



In 2020, our service delivery program - Tracka, also expanded to 32 states from 28 at the start of the year. This leaves just four states where the insurgency is still relatively too high for Tracka's operations

international agencies. It is safe to say that we also caught the webinar bug-bite as we conducted webinars that address the COVID-19 realities. In April, we held a webinar titled **“Fiscal Options for Nigeria in Post-COVID-19 Environment”**, moderated by BudgIT’s Director and Co-founder, Oluseun Onigbinde, with Senator Adetunbi, Andrew Nevin and Tengi George-Ikoli as panellists.

Likewise, we held another webinar in May to discuss the **“Non-oil Sector Growth: Disrupting Nigeria’s Growth Cycle”**. The panellists in attendance were Hadiza Bala Usman, MD, Nigerian Ports Authority; Segun Awolowo, DG, Nigerian Exports Promotion Council; Yewande Sadiku, ES/CEO, Nigerian Investment Promotion Commission; Ugo Obi-Chukwu, Publisher, Nairametrics; and Oluseun Onigbinde, Director, BudgIT as moderator.

Within this period, we published a research paper titled **“Fiscal Policy Options in COVID-19 Environment”** to shed light on the present state of Nigeria’s fiscal environment with the crash in oil prices and the effects it has on the economy. In this research document, we explored 10 Policy Options in the COVID-19 environment, including unbundling NNPC, permanent removal of subsidy under the managed framework, a drastic cut in overheads/ administrative capital items and prioritisation of spending, among others.

Our recommendations included that the Nigerian government should expand export opportunities, especially in the non-oil

sector. Recovery in the post-COVID-19 environment will only be sustainable if the government targets the private sector’s growth, with the government providing investment support in social welfare, education, health and security.

Our programmatic impact in 2020 delivered huge successes. Perhaps, a significant landmark in 2020 amidst the COVID-19 pandemic was our analysis of the Open Treasury Portal that revealed large sums paid into personal accounts, including several records with vague descriptions, payment records without descriptions or beneficiary information.

Following this, we released a detailed report titled **“OpenTreasury.gov.ng: Nigeria’s Spending Platform: Review, Gaps & Recommendations”**, and letters were sent to the OAGF on gaps. On August 6 2020, the federal government set up the Transparency Portal and Quality Assurance and Compliance Committee to review these gaps and resolve them. BudgIT and Cislac, two leading civil society organisations leading the advocacy for fiscal transparency and accountability, were nominated as members of the Committee. This Committee also includes other MDAs, ICPC & EFCC. Consequently, both BudgIT and Cislac noticed significant progress in fiscal accountability on the portal.

Likewise, our State of States Report launch in 2020 took a different turn. Adapting to the COVID-19 realities, the launch was a seamless hybrid event with just a few participants in-person due to the state’s



Lagos State Governor, Mr Babajide Sanwo-Olu giving a special address at the 2020 State of States event

COVID-19 protocol whilst others connected virtually.

For the first time in five years, we launched the report in Lagos State where Mr Babajide Sanwo-Olu, Executive Governor of Lagos State, gave a keynote address. This is the first time a sitting Governor attended the State of States report launch live.

Additionally, we signed the Kano, Lagos, Anambra and Kogi States government onto the Open Budget System Portal to join Kaduna State, and we initiated conversations with Niger State though they are yet to sign the MoU.

We climaxed our subnational engagement in 2020 with the Open States' portal launch, a repository website for all the 36 state governments' financials and fiscal documents. For the first time in 2020, 33 states developed and uploaded citizens' budgets on their state websites.

We also set a remarkable trend with the analysis and re-presentation of the data shared by the NNPC and the Nigerian

Extractives Industries and Transparency Initiatives (NEITI) on their Nigerian extractive industry audits, amongst other documentations.

In 2020, our service delivery program - Tracka, also expanded to 32 states from 28 at the start of the year. This leaves just four states where the insurgency is still relatively too high for Tracka's operations.

The quality outcomes from our donor-funded activities earned us the opportunity for renewed grants to scale our impact on donor acquisition and management. We also acquired new grants in the course of the year from OSIWA, Ford Foundation, Global Health Advocacy Innovator - GHAI, Natural Resources Governance Institute, Heinrich Boll, Results for Development - R4D, National Endowment for Democracy, and Vital Strategies.

Speaking of our international expansion project, we made our grand entry into Ghana, Liberia and Sierra Leone whilst completing the legal BudgetIT Foundation's legal documentation in all three countries.

Thankfully to this process, we secure Hilton Conrad Foundation and Skoll Foundation’s support to implement a COVID-19 Transparency & Accountability Project in 7 African countries - Nigeria, Ghana, Liberia, Sierra Leone, Kenya, Malawi and Cameroon. The Pan African funding support was in collaboration with Connected Development and Global Integrity.

In our operational and administrative processes, we onboarded three new core staff members; Head of Finance, Communications Associate and Frontend Developer. On the flip side, there were a few voluntary and involuntary exit of personnel from the organisation in 2020.

Overall, all personnel brought exceptional dynamism into the team, thereby

contributing actively to our success story. Estimated, we reached over a 16million people in the year both online and offline directly and several others indirectly.

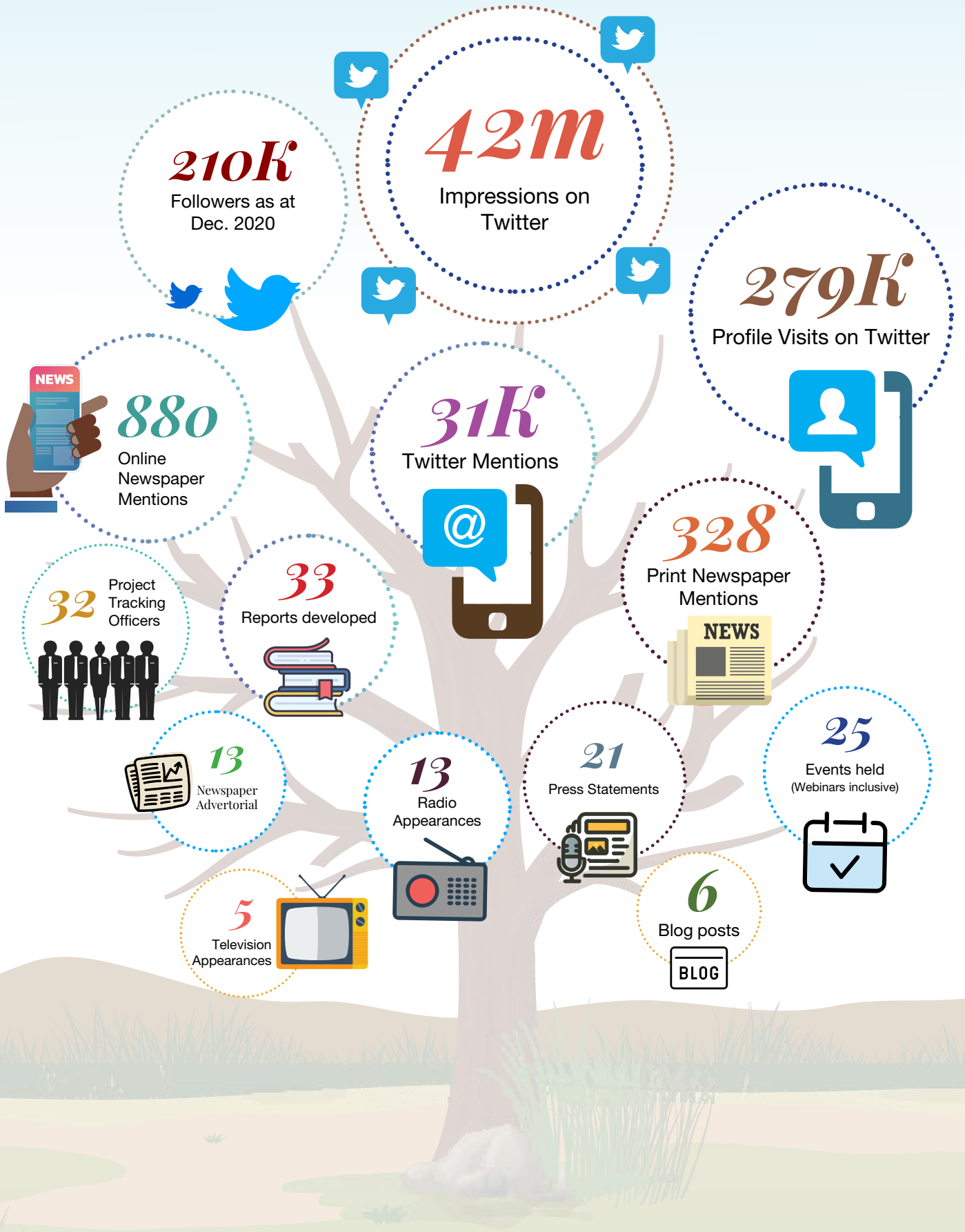
As 2020 comes to an end, we hope to strategically imprint our relevance in Nigerians’ heart irrespective of tribe, location, social class or literacy capacity. Preparations are in top gear as we draw closer to our 10th anniversary in September 2021. There are also earmarked plans and visions to create a clear growth plan and work-life balance for everyone working in and for BudgIT, while adapting to the 21st-century workplace’s global best practices, and creating a self-sustaining pathway for the organisation. ■



State of States 2020

- 1. Chief Economist Officer of ProShare, Mr Teslim Shitta-Bay giving the keynote address.
- 2. Gabriel Okeowo giving the welcome address.
- 3. Gabriel Okeowo welcoming Toyosi Akerele, Chairperson; COVID19 Victim Support Fund
- 4. Mr Sam Egube, Lagos State Commissioner for Budget and Planning during the panel discussion

Program Statistics





Institutions & Partnerships

“...“We” multiplies the power of “I”.”

- Aniekee Tochukwu Ezekiel

Co-creation with the government is a must in ensuring transparency and accountability is achieved. The Open Government Partnership has made this happen, and CSOs like BudgIT will continue to use their platforms to engage the government through capacity building and providing technical support.

For the first time in

22 years

33

states have developed and uploaded their citizens' budget on their state websites

This also includes Civil Society Organisations (CSOs), Community Based Organisations (CBOs), Faith-Based Organisations (FBOs), among others, who have the same objective of ensuring accountability and transparency in governance, and these collaborations have produced results.

To ensure that transparency and accountability remain a norm in Nigeria, BudgIT must co-create with the government and other Civil Society Organisations (CSOs) in Nigeria. The ability to leverage partnerships for a common goal is essential and crucial in the civic space. It is worthy of note that collaborations with other CSOs and government at the state and federal levels through the Open Government Partnerships have yielded positive results.

In January, BudgIT provided technical support to 36 states' finance and budget directors on the use of citizen's budgets through the States Fiscal Transparency, Accountability and Sustainability (SFTAS)

project. For the first time in 22 years of uninterrupted democracy, 33 states have developed and uploaded their citizens' budget on their state websites, making them eligible for the funds attached to meeting the Disbursement Link Indicator (DLI) under SFTAS.

The technical support BudgIT provided to the states presented an excellent opportunity to work with the Finance and Budget Ministry. BudgIT designed citizens' budgets for Enugu, Kogi, Lagos, Delta, Kano, Edo, Anambra, Kaduna states at no cost.

The year 2020 presented an opportunity for civil societies to partner, co-create and embrace technology due to the lockdown. In March, BudgIT partnered with TEPCentre and The Reboot to organise a webinar on Education. The conversation examined project implementation during the lockdown for government accountability and transparency. In attendance were the Kaduna and Lagos state SUBEB coordinators to give a detailed overview of running activities. We hosted over 60 participants via the Webinar.

BudgIT signed a Memorandum of Understanding with Abuja Municipal Area Council (AMAC), Lagos, Kogi, Kano, Anambra, Ebonyi, Delta and Enugu on budget transparency. We held a data

visualisation masterclass with some of the states. For the next phase, we will be handing over the Open States Portal to state governments. We will also facilitate a workshop on budgeting using IPSAS - International Public Sector Accounting Standards.

Still on partnership, BudgIT partnered with Independent Corrupt Practices and Other Related Offences (ICPC) to provide technical support to its communication department, especially data visualisation. For three days, BudgIT trained six staff members who are now certified, graphic designers.

The Next Phase

BudgIT will train at least ten state governments on public sector accounting - IPSAS, to ensure that the budget is detailed and error-free, enabling citizens to track and report projects as implemented using the feedback icon embedded on the Open States portal.

BudgIT will enlist more states to adopt the Open States portal, which will serve as a repository for public finance documents such as budgets and audited reports, among others. ■

Signing of MoU between Lagos State Government and BudgIT on fiscal transparency

L-R
Gabriel Okeowo,
 Principal Lead, BudgIT
Iyanu Fatoba,
 Communications Associate, BudgIT
Sam Egube,
 Commissioner of Budget & Planning, Lagos State
Joseph Agunbiade,
 Co-founder, BudgIT





1. Meeting with Mrs. Ramatu Umar, the Permanent Secretary of Budget and Planning Commission in Niger State and Directors of budget, planning and BudgIT staff.
2. Signing of MoU with Anambra state government on Fiscal Transparency & Accountability, with the Commissioner for Economic Planning, Mr Mark Okoye representing the state government
3. Our Principal Lead, Gabriel Okeowo during the launch of Anambra state's OGP Action Plan and Anti-Corruption Strategy
4. Presentation of certificate to staff of ICPC at the completion of their training on communication design skills.
5. Health Monitoring and Advocacy Meeting in Niger State
6. Cross section of participants at the Anambra state's OGP OGP Action Plan and Anti-Corruption Strategy

Our Human Resources



“People are our greatest assets.”

For us, this is not just a trite statement.

What do you do when you are unexpectedly hit by a global pandemic?

The COVID-19 vividly captured the sudden disruption of businesses and lives in 2020. With massive layoffs and record losses, organisations were thrown into a tailspin trying to grapple with the realities and effects of the COVID-19 pandemic.

BudgIT was not left out as the organisation had to recalibrate to ensure that work continues seamlessly and deliverables are still being met. We also did some talent reshuffling to cope with emerging demands due to the COVID-19 pandemic.

Digital Transformation

BudgIT is big on digitisation and has always sought to incorporate technology in its work, being a tech-driven organisation. However, the COVID-19 pandemic accelerated our action plans for our digitisation objectives. To this end, BudgIT completely went remote during the government-imposed lockdown whilst ensuring that work runs smoothly.

Virtual regular check-ins and team meetings became commonplace whilst we utilised meeting and project tracking tools. After the government-imposed lockdown, our work mode became hybrid. We



1. BudgIT staff at the end of year dinner @ Radisson Blu, Ikeja
 2. BudgIT's 9th year anniversary celebration
 3. Day-out at the Omu resort center.

conducted a remote work survey to further enhance and adapt our work practices to staff needs and productivity.

Firsthand, our work has been effective without issues. We recorded higher productivity, and work-life balance has also improved when you consider the less time spent on a daily commute to and from work.

On days where employees had to report in person, they were sensitised on COVID-19 protocols and precautions to ensure a safe work environment.

Drive for the Future

In 2021, we will consolidate on the gains of 2020 in terms of digitisation. Deliberate efforts and strategy will go into employee retention and growth. Due to our stern

belief in staff development, we would be focusing on learning interventions across the organisation.

In terms of compensation, our corporate philosophy is to lead the industry. This would be a hallmark of our talent strategy in 2021. We are also looking at infusing fresh talents into the team to enhance creativity and innovation, one of our primary core values.

“People are our greatest assets”. For us, this is not just a trite statement. We believe firmly that people are crucial to our success, and commitment to our people would be a major highlight for us in 2021 ■

Oil and Gas Sector Reform

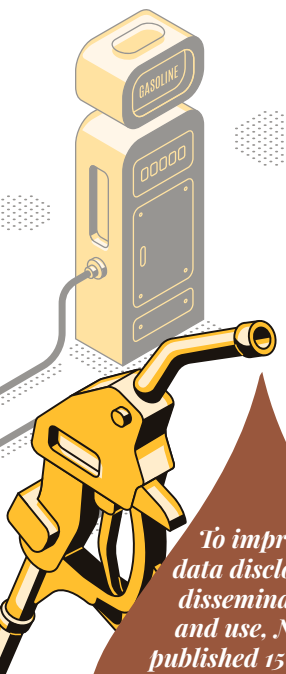
Despite the Federal Government's efforts to diversify the economy from oil to the non-oil sector, receipts from the oil and gas sector still account for a considerable chunk of the country's total exports earnings, an investigation has revealed.

This calls for continued advocacy for transparency and accountability in the oil and gas sector. 63 years after the commencement of crude oil exportation began in Nigeria in 1958, Nigeria is yet to fully benefit from the oil and gas sector's proceeds due to numerous years of mismanaged revenue, poor decisions, weak accountability and transparency in the industry.

During the period, our intervention in this sector included citizens awareness

campaigns through creative data visualisations to improve demand-driven accountability. We also researched topical issues to uncover new insights that would help non-state actors make quality arguments for reforms in the sector.

To improve data disclosure, dissemination, and use, NNPC published 15 reports within this period, after which we analysed, visualised, and disseminated the reports. A total of 123 infographics were produced, showing emerging patterns that prompted citizens to ask data-driven questions and demand accountability. We also reviewed NNPC's operations and financial performance in 2019 to identify potential areas of



To improve data disclosure, dissemination, and use, NNPC published 15 reports within this period, after which we analysed, visualised, and disseminated the reports.

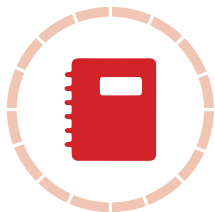
leakages that need to be plugged, and areas of opportunity to be explored by NNPC. Based on the NNPC's 2019 annual report's findings, we invited officials from NNPC, Civil Society Organisations, and private individuals for a virtual meeting to discuss and bring better precision to issues raised in the annual report.

In setting the trend for citizen education and participation, we analysed the data shared by the Nigerian Extractives Industries and Transparency Initiatives (NEITI) on their audits of the Nigerian Extractive Industry, amongst other documentation. We also visualised and disseminated the 2018 audit reports (Solid Minerals and Oil & Gas) via our social media platforms.

To contribute to improved efficiency and innovation in natural resource governance, BudgIT carried out a few fundamental types

of research, after which we recommended solutions to improve efficiency and administration of some critical areas in the oil and gas sector. These recommendations were highlighted in our notable publications, including; **“Dangerous Gaps in Nigeria’s Sovereign Wealth Fund Framework”**, **“NNPC: The Burden of Africa’s Oil and Gas Giant”** and **“Improving Transparency and Accountability of Subnational Transfers in Nigeria”** - among others.

To improve institutional learning, BudgIT held a series of webinars with key non-state actors in the Extractive Sector. This helped us to identify areas for mutual collaboration with the ultimate goal of amplifying impact in the sector. We also held tweet sessions with stakeholders and colleagues working in the extractive sector to share their insights on critical topics. ■



17 Reports
Analysed



123 Infographics
created



1 Radio
Program



9 Webinars
Held



3 Tweet
Chat

Key Links

[Dangerous Gaps in Nigeria’s Sovereign Wealth Fund Framework](#)

[NNPC: The burden of Africa’s oil and Gas Giant](#)

[NNPC’s 2019 Annual Performance Review](#)

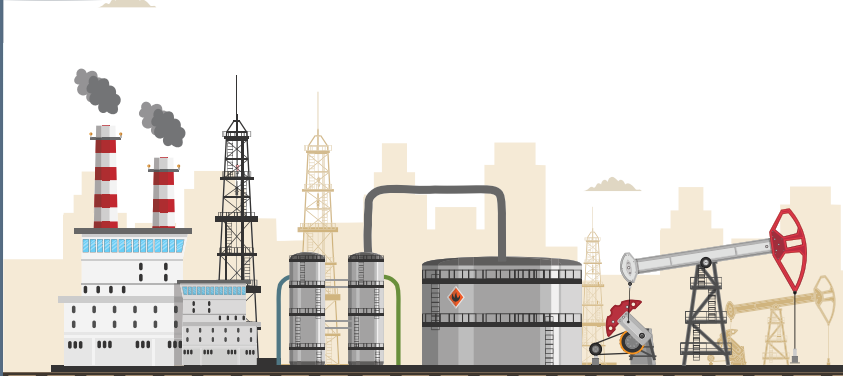
[COVID-19 and the Future of Funding Nigeria’s Health Care System from Oil and Gas Revenue](#)

[Crude Oil: Thinking outside the barrel](#)

[The Challenges of Benefit Transfer to Oil-Producing Communities](#)

POLICY BRIEF


NNPC: The burden of Africa's Oil and Gas Giant




budgiti

#FixOurOil
www.fixouroil.com
POLICY BRIEF

NNPC ANNUAL PERFORMANCE REVIEW 2019



Dangerous Gaps in Nigeria's Sovereign Wealth Fund Framework



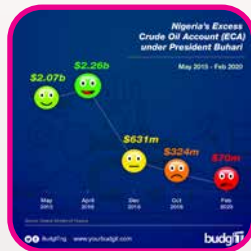
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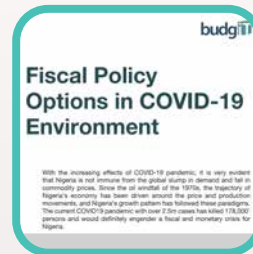
1-3. Citizen engagement research with representatives from Results for Development and EiENigeria.



2020 *Timeline of Notable Events*



Launched the Excess Crude Oil Account Campaign



Released a policy note on "Fiscal Options for Nigeria in a #COVID-19 environment"

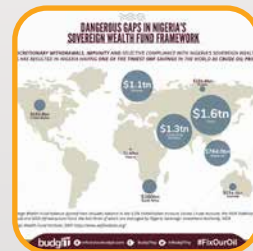


1. Reviewed government spendings on the Open Treasury Portal and raised alarm over loopholes for corruption on the Portal
2. Launched the asset recovery campaign

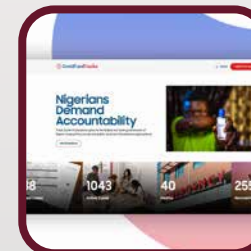
JAN FEB MAR APR MAY JUN



1. Published the 2020 Approved Budget Analysis
2. Our Director, Seun Onigbinde, participated in International Leaders Programme, UK's flagship programme for supporting leaders across the world.



Highlighted Dangerous Gaps in Nigeria's Sovereign Wealth Fund Framework.



Launched the COVID19 Fund Tracking Portal for tracking COVID19 donations and expenditures at both National and Subnational levels in Nigeria

2020 *Timeline of Notable Events*



Launched the Pro Poor vs Pro Elite campaign to spotlight the government's inadequate investment in social sectors



1. Extended our operations to Liberia and Sierra Leone.
2. Launched the Personalised API Portal.
3. Relaunched the Tracking portal with new tools for collaboration and grassroots engagement with active citizens.



1. Raised concerns over critical issues for reform in the proposed 2021 Budget.
2. Tasked the Federal Government to increase funding for social sectors in the 2021 Budget.

JUL AUG SEPT OCT NOV DEC



1. Launched OpenStates.ng Data Portal where states' financial documents will be easily accessible by the citizens.
2. Nominated as a member of the Quality Assurance and Compliance Committee on the Transparency Portal.



1. Launched the 2020 State of States report.
2. Celebrated 9 years of raising the standards of fiscal transparency and accountability in Nigeria.



Launched the COVID19 Fund Tracking Portal for tracking COVID19 donations and expenditures at both National and Subnational levels in Nigeria

Research and Policy Advisory



In 2020, we enhanced our work on budget advocacy by simplifying and providing citizens with the details of national and sub-national budgets.

On Budget Access and tracking, the research department published a detailed report titled **2020 Budget: Analysis and Opportunities**. The report provided a contextual overview of Nigeria's current economic indicators using 2020's revenue projections and sectoral allocation trends. In the analysis, we identified opaque items in the 2020 budget - these are items that we cannot precisely track due to inadequate information and data. We believed this is a potential avenue for corruption, and as

such, makes it difficult for the citizens to hold the government accountable.

We concluded the report with recommendations on the budget process, including formulation, approval, implementation and oversight, to improve citizen trust, decrease unnecessary spending while aggressively growing revenue with a conscientiously executed plan. We produced 500 copies of this publication. During this period, we also released the Frivolous and Suspicious Items document. Over 1500 copies of this report were shared offline and sent to the National Assembly to engage the lawmakers during budget public hearings.

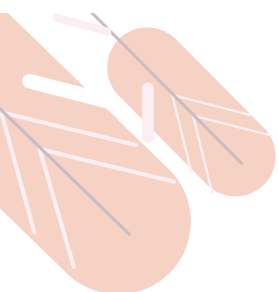
We spent over 5 months analyzing over

100,000 datasets

&

600

Excel sheets of government daily payments & implementation reports





Dignitaries at the presentation of the 2020 State of States Report

After the 2020 Budget approval, the team produced a citizen budget in infographics format. This was shared on various social media platforms and was also used in engaging citizens on different digital media and including radio and television.

With the effects of COVID-19 and its impact on Nigeria at the national and sub-national levels, the research department conducted a Public Health Finance Analysis and Advocacy in 3 states – Enugu, Kano and Kebbi. This program was conducted in partnership with Resolve to Save Lives (RTSL), an initiative by the Vital Strategies International NGO. The program's fundamental goal is to attain improved budgetary allocation for public health and disease control through the budget and financing analysis and advocacy. We conducted a series of webinars with Civil Society Organisations in these 3 states. The goal was to share and review BudgIT's research findings on Health and Epidemic-

focused allocation and disbursements in the states and create a data-backed advocacy path for state-level advocacy. 40 Civil Society Organisations attended the webinars across those states.

Sequel to the Open Treasury Portal's launch by the Federal Government, the Research Department released a detailed report titled: **OpenTreasury.gov.ng: Nigeria's Spending Platform: Review, Gaps and Recommendations**, where we analysed data uploaded on the portal from September 2018 to May 2020. To conduct our analysis, we spent over 5 months analyzing over 100,000 datasets and over 600 Excel sheets of government daily payments & implementation reports and also tested the site's usability, features, functionality, shortcomings and improvement opportunities. We discovered large sums paid into personal accounts, payments with vague descriptions, and over 2,900 payments into individual

accounts from our analysis. Consequently, we conducted a Press conference with media and Civil society Organisations. To promote transparency and accountability in public spending, the Research department doubled its effort to raise public awareness on the Open Treasury Portal by ensuring that public resources work for everyone's advantage. We also issued a press release to draw the public and the Federal Government's attention to gaps on the portal. The publication reached a total of 997,186 Nigerians online. Consequently, we sent a memo to the Ministry of Finance and the Accountant General of the Federation, detailing our recommendations on improving the transparency of the platform's data and engaging citizen and stakeholders beyond the platform.

State of States

The 2020 State of States report took a deep dive into the fiscal performance of the 36

states in Nigeria, highlighting states with strong fiscal fundamentals and their areas of strength. The Keynote address for the Launch of this year's edition was delivered by His Excellency, Babajide Sanwo-Olu, the Executive Governor of Lagos State. Rivers State emerged as #1 on the 2020 States Fiscal Sustainability Index while Bayelsa State emerged #36th on the index. Areas for improvement for the poorly performing states were also discussed. The report explored the ability of states to meet their recurrent expenditure obligation with their total revenue defined as the sum of their internally generated revenue and Gross FAAC amongst other things. This year's sub theme focused on epidemic preparedness financing, highlighting the disease burden of different states and the risks disease burden posed to the revenue base of States.



■ *BudgIT hosted the Minister of State for Budget and National Planning, Mr Clem Agba, Federal Ministry of Finance, Gates Africa representative, OGP Nigeria, Budget Office of the Federation and Heads of CSOs in a budget reform engagement.*

Federal Public Spending Reforms

Our “Open Treasury Policy Brief” reviewed public spending data published in the federal government’s open treasury platform (www.opentreasury.gov.ng) to highlight gaps and potential incidents of corruption. Resultantly, BudgIT has been nominated to be on the Federal Government’s OpenTreasury Quality Assurance/ Compliance Committee Committee - giving BudgIT the opportunity to share insights and recommendations directly with the government for remedial action.

2020 Budget Reforms Advocacy

We delivered a publication to policymakers on the 2020 approved budget with core analysis of issues and opportunities for reforms; we also had a deep dive on allocations to sectors. This was well-received by government institutions and private sector organisations. We also held a Budget reform stakeholder engagement held on March 16, 2020 drew attendees which includes the Minister of State for Finance, Budget and National Planning, Mr. Clement Agba, with other dignitaries from the ministry, the representatives of

the Budget Office of the Federation led by the Technical Adviser to the Director of the Budget Office, Mr. Alfred, Bill and Melinda Gates Foundation, OGP secretariat, International Budget Partnership (IBP) and 20 other budgets technical Civil Society Organizations. The Research department reached more audience through media outlets for continued advocacy on budget access, sub-national transparency, current public finance issues and states’ fiscal information. Our media partners include ChannelsTV, Television Continental (TVC), NTA, Office of the Citizen and Public Square (on Naija Info, 99.3, Cool FM (96.9), Radio Lagos (107.5), reaching approximately a combined figure of over one million Nigerians.

The research department has also responded to about 1,000 data requests during this period through direct emails, our social media handles and the organisation chatbox to make public documents available to the citizens and respond to inquiries on fiscal issues. ■



1. Group picture of BudgIT staff at the 2020 State of States
2. Citizen engagement research with representatives from Results for Development and EiENigeria.
3. Budget reform engagement with the Federal Ministry of Finance, Gates Africa representative, OGP Nigeria, Budget Office of the Federation and Heads of CSOs.
4. Data Analysis Masterclass for BudgIT staff.

Follow the budget
Track the project

budgIT

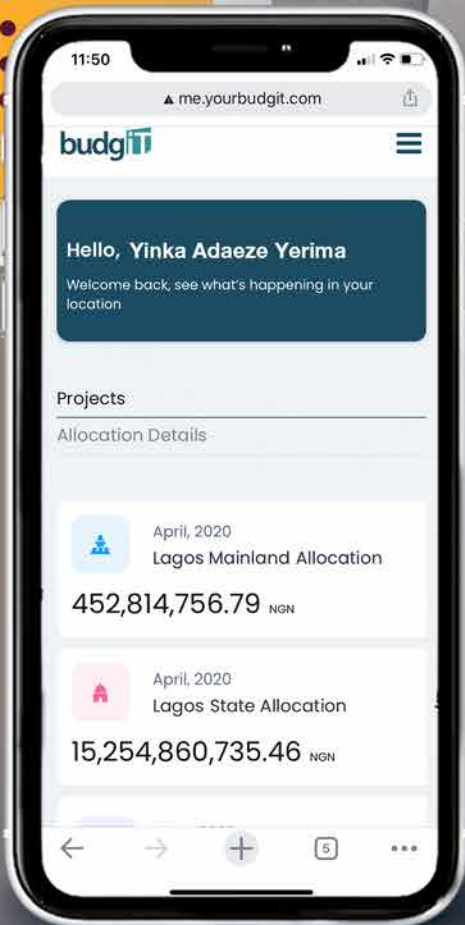


BudgIT Personalized Data Portal

Now, you can access Federal, States and Local Govts allocation and spending in one portal tailored to your preference. You can also track ongoing projects in your area

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AND DESKTOP DEVICES

Telling Our Stories

"Stories of great deeds have to be told or they die, and when they die, we can't remember who we are or why we're here"

- Sue Monk Kidd

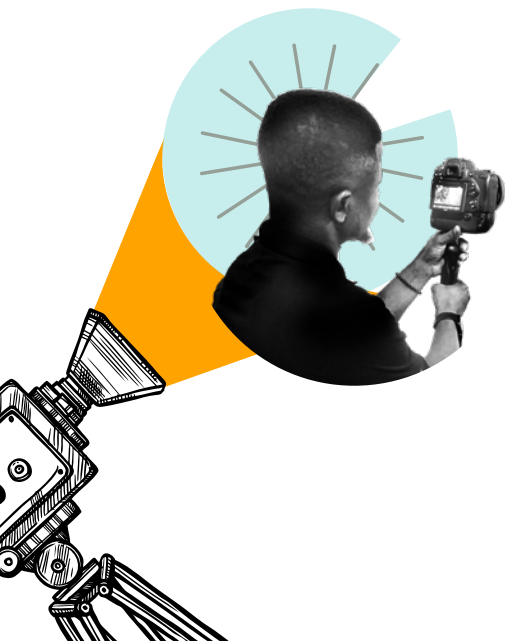


For the year 2020, we had clear plans to explore more targeted strategies for amplifying our activities, engagements and success stories through traditional media and the new media.

*We were **doing a lot**, and we needed to tell more stories through **strategic multimedia tools, visualisations and creative contents.***

This meant improving our processes for engaging the public across all demography. We were doing a lot, and we needed to tell more stories through strategic multimedia tools, visualisations and creative contents. The pandemic was not a setback; instead, it allowed us to leverage an increased virtual audience and online presence. It also improved our virtual connection with the public.

Undoubtedly, we recorded most of our notable milestones when the country was shut from physical, interpersonal activities due to COVID. First on this list is our campaign on the Open Treasury Portal. Our findings were deployed creatively to the public through a series of activities. We first held a press conference to discuss the gaps, reviews and recommendations by BudgIT. We later went on to engage the public on our findings through a series of infographics, press statements and mini docu-series. A few months later, we led another campaign amplifying the federal government's progress on plugging identified loopholes for corruptions on the platform. This sparked public



interests, engagements and accolades for both BudgIT and the government. It further reinforced BudgIT's commitment to ensuring the government does right by its people.

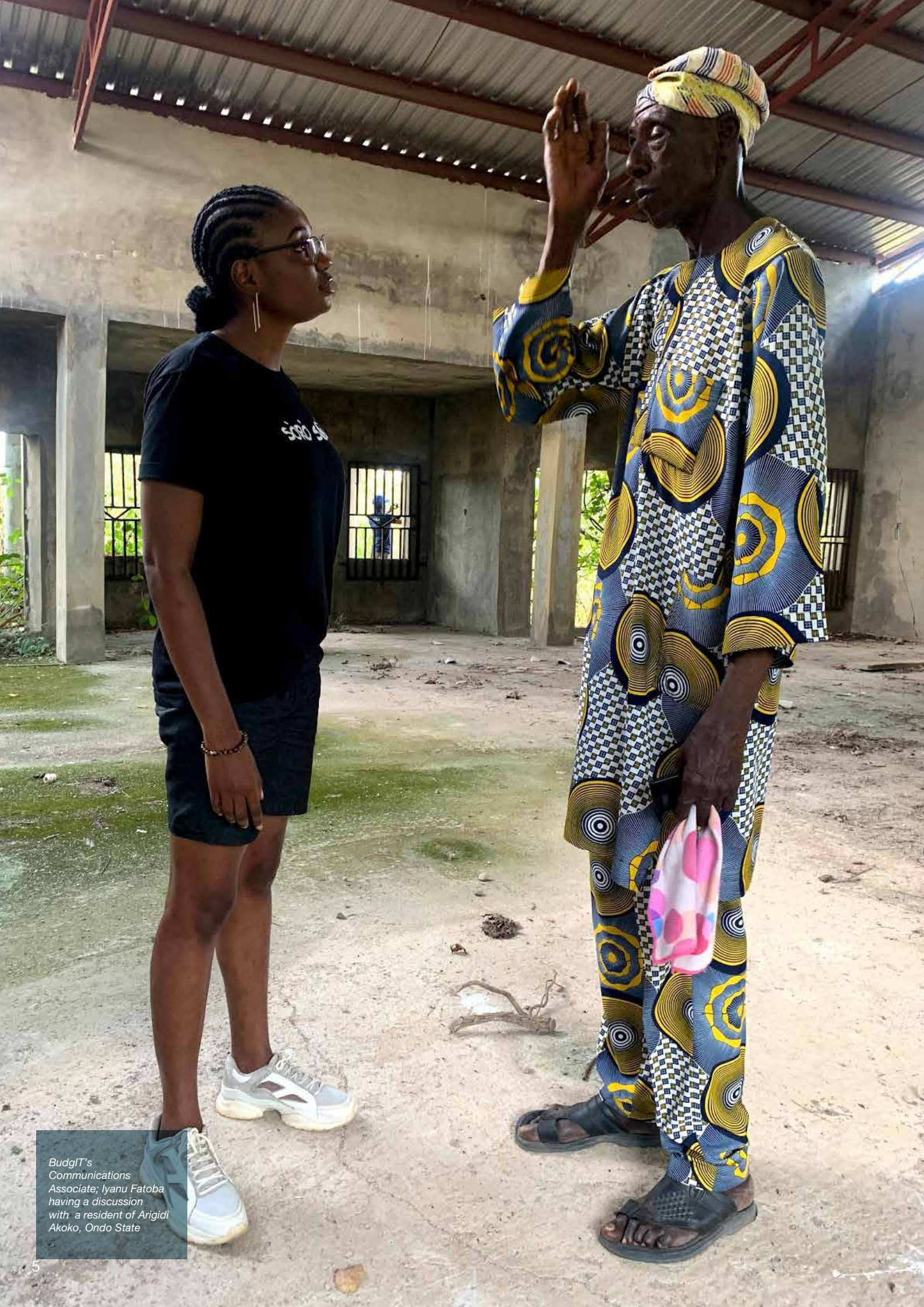
Other notable campaigns include launching our most significant civic-tech products in 2020, including the Personalised Data Portal, COVID-19 fund tracking portal, Open States Portal and the revamped Tracka website. We also amplified some of Tracka's success stories during the year. This includes the installation of a 500KVA

transformer in Orile-Oko and the sinking of boreholes in the Ijebu-Igbo community.

We rounded off the year with another milestone campaign on critical issues for reform in the 2021 proposed budget. The campaign goal was simple - educate the public on the federal government's planned expenditure whilst calling state actors' attention, especially members of NASS Nigeria, to the importance of allocating more funds to sectors that directly affect citizens' welfare. ■



1-4. Communications & Tracka team on a documentary shoot in Ero & Bolorunduro communities, Arigidi Akoko & Ondo towns, Ondo state.



*BudgIT's
Communications
Associate, Iyanu Fatoba
having a discussion
with a resident of Arigidi
Akoko, Ondo State*



1-2. Communications & Tracka team on a documentary shoot at the abandoned Accident & Emergency Response Hospital in Bolorunduro community, Ondo state.



Beyond Our Strength & Resources

Civic Hive remained steady in its work to enhance Nigeria's civic-tech space. In 2020, we invested resources and contributed immensely to curating, supporting and nurturing solutions to address gaps created by Nigeria's un-ending social problems.

give them more robust and intensive training through our fellowship. This birthed our 2020 Civic Hive Media Fellowship Program, which hosted six journalists from print, radio, television and online media.

The fellows were tasked with writing human angle stories on Education, Gender Inequality, Health, People with special needs, Agriculture, Education, Social Investment Programs, Civic Issues, and the Extractive Industry. One of our goals is to encourage creative and innovative civic tech ideas to promote good governance and strengthen a network of active citizen participation in government. Notably, the 2020 Civic Hive Media Fellowship also

We achieved this by building institutional efficiency, transparency, accountability and civic education.

Our 2020 Civic Hive Fellowship was different as we focused on Journalists. In times past, we have held training sessions and boot camps with journalists teaching them the nitty-gritty of fusing data with the stories they publish for compelling data journalism. So this time, we wanted to

Notably, the 2020 Civic Hive Media Fellowship has featured

a person living with a disability

for 2 years in a row.



featured one person living with a disability, as it did in the previous year.

For the second year in a row, Civic Hive has maintained a partnership with the Open Gov Hub, Washington DC, on its Global Affiliate Hub programs across 12 countries. The 2020 Global Affiliate Hub retreat was held online due to travel restrictions prompted by the COVID-19 pandemic.

Speaking of the effects of COVID-19, Civic Hive could not host its quarterly in-person training for participating CSOs across Nigeria. However, this did not deter us from hosting the sessions virtually. We hosted Abiola Afolabi, Budget's International Programs Manager, to speak on the importance of storytelling in CSOs. 50 CSOs attended this training, thereby extending our reach to 276 CSOs.

COVID-19 did not deter us as we hosted webinars and hackathons focused on proffering solutions to the imminent health crisis. We also provided support to winners of the #Account4Covid hackathon.

One of the big wins of 2020 was the launch of the CovidTracka Platform (www.civichive.org/covidtracka). This platform aggregates and collates all local and international donations to the federal government and

state governments. We tracked these donations and prepared detailed reports, featured on six national dailies, online media, and radio stations.

The Atupa Fellowship strengthened our goal for the year; supporting financial journalists. The US Embassy supported us in training 25 Journalists who work in print, online media, television and radio with skills in design, data, and storytelling skills across the country. At the end of the rigorous training, we launched the Atupa platform (www.civichive.org/atupa), where stories from the Atupa fellows were published. The icing on the cake was awarded certificates by the Consul General, Claire Pierangelo, to the participants. Consequently, we closed out the golden year 2020.

The drive for combating social ills remains the kernel of the Civic Hive mission. This, we would be unrelenting about in 2021 and beyond. ■

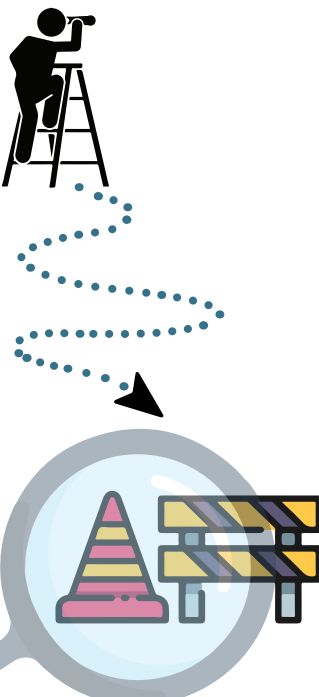
The COVIDTracka portal developed by Civic Hive to track all COVID spending and donations.



1 & 2. Closing ceremony of the Atupa Fellowship with the US Consul General
3. Our Principal Lead, Gabriel Okeowo exercising his civic duty during the #EndSARS protest
4. The chairman of Yaba LCDA and his Vice during one of our Thursday Talks.
5. Presentation of Certificates & Closing ceremony of the 2020 Civic Hive Media Fellowship Program



Fighting for the Communities left behind



Amidst the COVID-19 pandemic and the emergency procurements funding by different government agencies, Tracka has consistently advised the masses on the importance of transparency and accountability.

We do this through community advocacy and project tracking in collaboration with citizens and other Civil Society Organisations to ensure improved service delivery, particularly to Nigeria's underserved communities.

To ensure that the budget works for the people, we encourage inclusive participation by citizens who proactively engage

public officials to demand good governance. Tracka continued to admonish the citizens to hold elected representatives accountable by asking questions and requesting information.

It is a proven fact that citizen participation in budgetary and developmental processes is mandatory. Every Nigerian ought to know about empowerment programs and developmental projects in their communities.

In 2020, we scaled the Tracka model from the initial twenty-six states to thirty-two states, namely- (Kogi, Ogun, Oyo, Kano, Edo, Delta, Sokoto, Kaduna, Niger, Gombe, Lagos, Ondo, Imo, Cross River, Ekiti,

We tracked 3,045 projects. These include 965 completed projects, 526 ongoing projects, 1,486 unexecuted, and 32 abandoned projects.



Osun, Kwara, Akwa Ibom, Kebbi, Bayelsa, Katsina, Nasarawa, FCT, Anambra, Enugu, Adamawa, Plateau, Ebonyi, Rivers, Taraba, Benue and Bauchi). To increase impact and promote inclusive development of the states, especially in the rural communities, we have engaged 36 tracking officers to closely monitor the implementation of the Federal government zonal intervention projects, state government projects, COVID-19 palliative and the Federal consolidated projects outlined in the 2020 budget.

We tracked 3,045 projects. These include 965 completed projects, 526 ongoing projects, 1,486 unexecuted, and 32 abandoned projects. About 102 letters were sent out to representatives of the concerned constituencies and ministries in charge of the abandoned projects. Part of

the feedback we received was that only 50 % of funds were released to the respective ministries; hence the delay in project implementation.

Within this period, the Tracka team held 2,302 town hall meetings across the focus states to sensitise residents on the 2020 budgetary provisions and encourage residents to ask the right questions about government projects in their communities. This has enhanced the inclusive participation of citizens in demanding projects implementation from their elected representatives. Though the pandemic affected public gatherings in 2020, we reached over 183,000 citizens through our town hall meetings and engagements. ■

Engagement Numbers (Jan-Dec 2020)

 **33,371**
Twitter New Followers

 **26.19m**
Twitter Impression

 **43,701**
Twitter Mention

 **183K**
Offline Engagement



1. Project Tracking and documentary shoot at Ondo, Ondo state,
2. Town hall meeting with the residents of Itapa Ekiti community, Oye LGA, Ekiti State.
3. Community sensitisation at Opokuma Clan, oil-producing community in Bayelsa State.
4. Community engagement at Okoroete an oil-producing community, Eastern Obolo LGA, Akwa Ibom State.
- 5-6. Community sensitisation at Okegbodo community in Ikorodu, Lagos



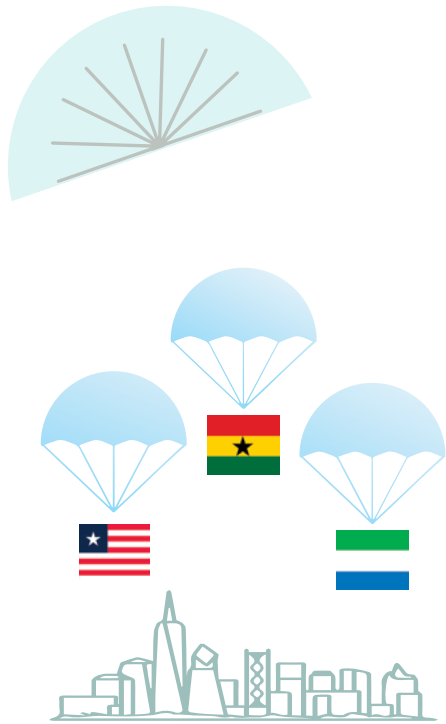
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1. Townhall meeting & community engagement at Ekiti state.
2. Tracka & Communications Team during a documentary shoot in Arigidi Akoko, Ondo State.

International Programs



In August 2020, we launched BudgIT Liberia and BudgIT Sierra Leone and by September, we had BudgIT registered as a non-governmental entity in the three new countries.

In September 2019, we took the first step towards our expansion strategy with the launch of BudgIT Ghana.

In August 2020, we launched BudgIT Liberia and BudgIT Sierra Leone and by September, we had BudgIT registered as a non-governmental entity in the three new countries - to drive citizen participation in governance and promote development through efficient service delivery. We believe that it is important to examine where we are as we expand beyond Nigeria. Let us bring you updates on countries in our regional network:

Ghana

2020 is an election year in Ghana, as such, we turned our gaze on the different ways we can improve voters' knowledge of presidential candidates and the voting process. To do this, we analysed past and current election data, including the presidential candidates' background information, the total number of registered voters, and voters' registration by age, gender, and region. We presented this information in exciting visualisations and shared it on our social media platforms.

Liberia

We started the BudgIT Hour, a one-hour talk show that holds twice a week (Wednesday & Saturday)

to engage citizens on the details of the proposed 2020/2021 national budget. Here, we share knowledge of the budget process and encourage citizens to participate in governance activities. The radio program has created a platform for government actors to share updates on budget implementation; answer citizens' questions and provide feedback to them. Consequently, the radio show has become a bridge between the government and its citizens. The 99.5FM covers 10 of the 15 counties in Liberia, and we have received about 56 phone calls from six of the ten counties. Montserrado County, with a population of about 2 million people, has the highest number of listeners and call-ins.

Sierra Leone

We did an extensive data analysis of the 2020 supplementary budget developed to minimise the effects of the COVID-19 pandemic on the populace. The data was

formed into a set of infographics to reflect the budget summary while highlighting revenue sources and expenditures. We found that the government of Sierra Leone plans to fund critical sectors such as trade, mining, manufacturing, transportation, agriculture, and tourism, experiencing the largest decline due to the lockdown and less foreign direct investment. Our analysis of Supplementary Budget 2020: Saving Lives and Livelihoods have since been shared on various platforms to improve citizens' understanding of public finance. ■



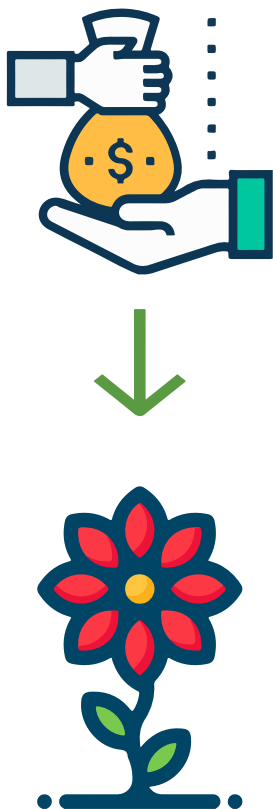
1. BudgIT's Country Lead, Abraham Varney hosting a radio talk show in Liberia



2. A group photograph of staff of BudgIT Sierra Leone

3. A group photograph of staff of BudgIT Liberia

Meet Our Donors



Bill and Melinda Gates Foundation

Project: Subnational Fiscal Data & Investment in Human Capital Advocacy in Nigeria

The Bill and Melinda Gates Foundation is a nonprofit organisation fighting poverty, disease, and inequity worldwide for over 20 years. The foundation has supported and still supports BudgetIT's "Subnational Fiscal Data & Investment in Human Capital Advocacy" project to promote States and Federal fiscal accountability and human capital development across Nigeria with a priority focus on Niger, Kaduna and Kano states. Activities under this

project include support for developing BudgetIT's "State of States Report", an annual assessment of states' macro-fiscal health showing relative state performance and areas needed for improvements. The project also supports activities aimed at tracking selected capital projects in the states budget and zonal intervention programs of the federal government, especially those that impact on human capacity development.

Luminate

Project: Core Funding that support BudgIT's stabilization and Growth

Luminate funds and supports non-profit and for-profit organisations and advocates for policies and actions that can drive change. We prioritise delivering impact in four connected areas that underpin strong societies: Civic Empowerment, Data & Digital Rights, Financial Transparency, and Independent Media.

Luminate (formerly Omidyar Network) has been a strong supporter of BudgIT for many years now. The support from Luminate allows BudgIT to experiment with new ideas for rapid organisational growth, this is particularly evident in our strides on Tracka - our service delivery initial for ensuring that public resources work for the good of all.

MacArthur Foundation.

Project: Scaling Budget Access & Project Tracking Campaigns in Lagos and Kaduna States

The ON Nigeria programme funded by the MacArthur Foundation collaborates with stakeholders from the Civil Society, Donor partners, Government, and Academia to improve the momentum around Nigerian-led efforts to strengthen accountability and reduce corruption in the public sector. MacArthur aims to bolster the momentum around Nigerian-led efforts to enhance accountability and reduce crime through targeted support.

The support from the MacArthur foundation is helping BudgIT to improve access to budget, stimulating civic action towards accountability and enabling institutional stakeholders. Furthermore, BudgIT is one of the CSOs funded/supported by the MacArthur Foundation to strengthen accountability in using education funds through budget access, institutional engagement and increased citizens' participation.

Natural Resource Governance Institute (NRGI)

Project: Moving the Needle on Extractives Sector Reforms

The Natural Resource Governance Institute (NRGI) is an independent, global policy analysis and advocacy institute that works collaboratively to generate and translate knowledge into policy reform in resource-rich countries.

This project focuses on improving coordination of interventions implemented by other non-state actors active in the Extractive space through the Extractive Consultative Forum, which BudgIT coordinates. The objective includes reducing the number of CSOs operating in silos, amplifying voices for extractive reforms and increasing uptake of findings from BudgIT's research work for improved impact. This project also helped sustain the momentum observed in citizens' interest in extractive data through creative storytelling with data and infographics design of critical observations in the oil and gas sector.

Open Society Initiative for West Africa (OSIWA)

Project: COVID-19 Civic and Institutional Accountability in Nigeria

OSIWA's overarching vision is to promote a culture of openness, accountability and democratic governance in West Africa. This requires that OSIWA constantly appraises its procedures, programs, and projects to reposition itself to meet its own set high standards and serves as a good model of transparency in resource management at the human, financial, and technical levels.

This project's general objective is to raise civic interest in holding the government accountable for COVID-19 related funds, thereby promoting effective and efficient resource management in a manner that fosters accountability and deepens public trust. The project has successfully run for six months out of the fifteen months.

Global Health Advocacy Incubator, GHAI
Project: Epidemic Preparedness and COVID19 Accountability in Lagos and Kano States

The Global Health Advocacy Incubator (GHAI), based in Washington, D.C., United States, supports civil society organisations that advocate for public health policies that reduce death and disease. GHAI supports the Epidemic Preparedness and COVID19 Accountability project in Lagos and Kano States. The purpose of this project is to analyse Lagos and Kano states' epidemic preparedness in terms of budgetary and other resource provisions as well as response to COVID-19. BudgIT will collaborate with other GHAI grantees to develop an Accountability Framework for epidemic funding and spending adaptable for the federal and subnational governments and advocate for improved budgetary provision for epidemic preparedness at state and national levels.

Resolve to Save Lives, RTSL
Project: Advocacy for Improved Epidemic Preparedness Funding at the Subnational Level

Resolve to Save Lives, RTSL is a global public health initiative with a mission to save lives run by Vital Strategies, New York, United States. RTSL helps governments and civil society implement scalable, proven strategies that could prevent millions of deaths from cardiovascular disease and epidemics, focusing on accelerating action through speed, simplicity, and scale in low- and middle-income countries. This project involves advocating for creating clear line items for funding epidemic preparedness at the subnational level in focus states. It supports increased public spending on public health infrastructure in the 2021 budget cycle to prevent, detect, and respond to disease threats at the subnational level. The intervention also advocates for improved disbursement of budgeted amounts to these issues.

International Budget Partnership, IBP
Project: Open Budget Survey, OBS, Nigeria

The International Budget Partnership (IBP) is an independent nonprofit corporation based in the United States that works with civil society partners in over 120 countries. IBP leverages its multi-stakeholder network of international institutions, donors, the private sector and state actors to ensure all people, especially in underserved communities, understand and have the right to influence how public money is raised and spent. BudgIT is implementing the Open Budget Survey in Nigeria as part of IBP's Open Budget Initiative, a global research and advocacy program to promote public access to budget information and adopt inclusive and accountable budget systems. First launched in 2006, the Open Budget Survey is the world's only independent, comparative, and fact-based research instrument to measure essential aspects of governance and accountability: Transparency, Participation, and Oversight. It helps countries highlight areas of strengths that need to be consolidated and weaknesses that need improvement.

Results for Development Institute (R4D)
Project: Assessing the Impact of Oil Prices in the Oil-Producing States (Akwa Ibom, Bayelsa, Delta, Rivers states)

The Results for Development is a non-profit organisation whose mission is to unlock solutions to tough development challenges that prevent people in low- and middle-income countries from realising their full potential.

This project focused on researching the fundamentals of budgetary plans of four of the oil-producing states, analysing the revenue capacity of these states outside 13% derivation and with 13% derivation, identifying unrealistic expenditure, debt, and corruption profile that might have been institutionalised over the years and how

lack of surplus funds in the COVID19 and post-COVID19 era affect service delivery. Recommendations on how the oil-producing states can grow their internally generated revenue more organically and keep reasonable expenditures and debt profile were provided in the developed policy brief.

**National Endowment for Democracy.
Project: Strengthening Open Alliance for Impact & Institutional Engagement**

The National Endowment for Democracy (NED) is an independent, nonprofit foundation dedicated to the growth and strengthening of democratic institutions worldwide. Each year, NED makes more than 1,600 grants to support the projects of non-governmental groups abroad who are working for democratic goals in more than 90 countries.

BudgIT is one of the 1,600 grantees NED is supporting across 90 countries. The project aims to strengthen the co-creation framework in the open government partnership process through capacity building and engagement with non-state actors.

European Union (Rule of Law and Anti-Corruption (RoLAC) Programme Being implemented by the British Council)

Project: Fiscal Transparency and Cost of Corruption Campaign

The ROLAC Project is funded by European Union and is being implemented by British Council in Adamawa, Anambra, Edo, Kano and Lagos state. The four-year project was launched in 2017 to enhance good governance by contributing to strengthening the rule of law, curbing corruption, and reducing impunity in Nigeria.

ROLAC partnered with BudgIT to implement the Fiscal Transparency and Cost of Corruption Campaign implemented in Adamawa, Anambra, Edo, Kano and Lagos

state. The goal of the Campaign is for state governments to have an improved level of transparency and be accountable to the citizens and their needs in a way that improves service delivery, especially to the poor and the vulnerable in the focus states.

**Skoll & Conrad Hilton Foundation
Project: Covid-19 Transparency & Accountability In Africa**

The Skoll Foundation drives large-scale change by investing in, connecting, and celebrating social entrepreneurs and innovators who help them solve the world's most pressing problems.

The Conrad N. Hilton Foundation is a family foundation established in 1944 by the man who started Hilton Hotels. We provide funds to nonprofit organisations working to improve individuals living in poverty and experiencing disadvantage throughout the world.

The two donors partnered to fund the COVID-19 Transparency and Accountability-CTAP project. The Project COVID-19 Transparency and Accountability Project - CTAP is an initiative that seeks to stimulate public conversation around ensuring proper accountability and transparency of funding and finances donated to the fight against Covid-19 during this Public Health Emergency of International Concern (PHEIC). This project seeks to promote accountability and transparency by tracking COVID-19 intervention funds across 7 African countries by adopting follow the money initiative ■

What we received in 2020

2020 Inflows

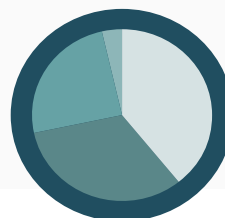
USD

Skoll Foundation	500,000
Conrad N Hilton Foundation	500,000
Luminate	475,000
John D. & Catherine MacArthur Foundation	199,990
Ford Foundation	134,000
British Council/EU (ROLAC Project)	126,832
Partners Global (US State Department)	104,054
Open Society Initiative for West Africa	84,990
Global Health Advocacy Innovator - GHAI	56,886
Google	49,990
Natural Resources Governance Institute	39,970
Results for Development	28,340
OXFAM	27,936
Heinrich Boll Stiftung	26,342
National Endowment for Democracy	25,500
Vital Strategies	19,845
Institute for International Education	10,000
Oxford Policy Management/DFID	6,261
International Budget Partnership	2,983

2,418,919

Our Expenses

- Project Expenses
- Sub-grants
- Operational Expenses
- Fundraising Costs



Notes

Funding from Skoll and Hilton Foundation was received in November 2020 for collaborative work across Africa in partnership with CODE and Global Integrity. A sum \$665,000 will be total provided as subgrants to above-named partners. Approximately \$750,000 received in 2020 was deferred to carry out project activities in 2021. Our financial audit report due for Q2 2021 is expected to provide more information as regards our finances.

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{space} local govt to 34461**





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