



budgiti

ANNUAL
REPORT

2025

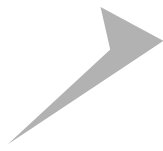
*Adhuc
Quaerimus:*

We are
still asking



Public Accountability
in Plain Sight and
Across Borders

2025



ANNUAL
REPORT

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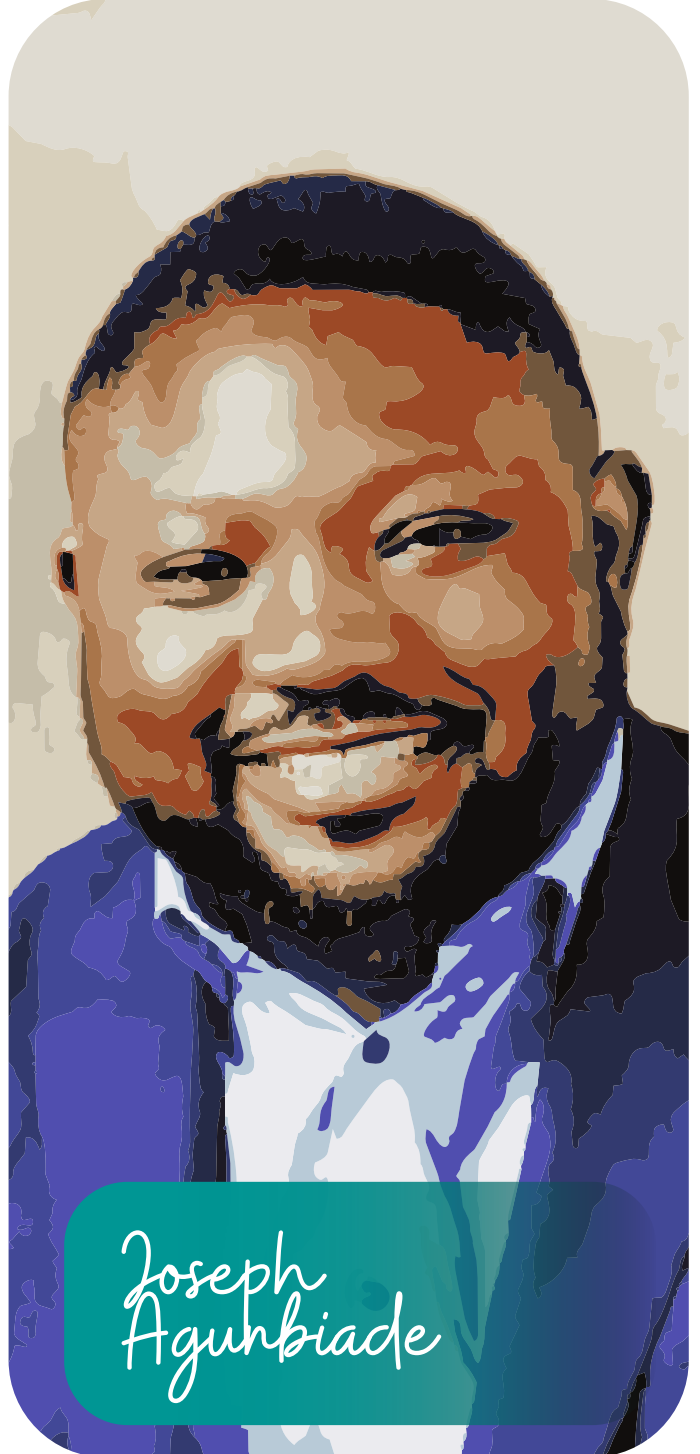


Our Founders



*Oluseun
Onigbinde*

Co-Founder/Global Director



*Joseph
Agunbiade*

Co-Founder/Chief Technology Officer





BudgIT Advisory Board



Nehemiah Attigah
Board Chair



Nkemdilim Uwaje Begho
Advisor



Jamie Drummond
Advisor



Ayisha Osori
Advisor



Alexandra Gillies
Advisor



Nelson Olanipekun
Advisor



Bukola Oladapo
Advisor



Hauwa'u Evelyn Yusuf
Advisor



Ashanut Okille
Advisor





Adhuc
Quaerimus:
We are still
asking

**Oluseun
Onigbinde**

Global Director

Oluseun Onigbinde

From the Office of the Global Director

Turning forty in 2025 prompted deep reflection on how much of my adult life has been devoted to building BudgIT and sustaining its mission. Aside from three and a half formative years at First Bank, my professional journey has been anchored in advancing civic accountability, fiscal transparency, and institutional efficiency across Africa. As BudgIT approaches its 15th anniversary in 2026, this milestone offers an important opportunity to pause and reflect on our direction of travel.

There is no question that our work has had a significant impact. Over the years, we have delivered projects in underserved and often forgotten communities, institutionalised access to subnational budget data, activated a public-spending pipeline for the media through GovSpend, and brought Nigeria's budget closer to the citizens by exposing inefficiencies at a retail level. We have also remained at the forefront of civic technology innovation. Yet impact alone is not enough. We still have much to do in expanding our reach and deepening public understanding of how the government works. At the heart of our approach is a relentless cycle of inquiry, distilled into a simple but powerful question: and so what?* If a school infrastructure is delivered, and so what? If a budget is passed, and so what? If funds are released, and so what?

This disciplined questioning defines our brand. It pushes us beyond outputs to outcomes, beyond announcements to accountability, and beyond data to meaning. It is this constant interrogation — this refusal to stop at surface-level success — that must continue to energise us and sustain our commitment to the work ahead. I want our “gospel” to be heard more widely, ensuring that everyone who needs to know how public funds are spent is informed and empowered. A part of me is often startled when a middle-class citizen in the very communities we serve tells me they have never heard of BudgIT. It reminds me that impact without intense visibility is incomplete. This conviction reinforces the importance of sustained investment in digital platforms and mass media in the years ahead. Delivering data-driven content is no longer sufficient; we must also lead the conversation, shape narratives, and set



the agenda in ways that resonate with diverse audiences.

Recent global developments, including the shutdown of USAID operations, call for sober reflection on how we deliver our work. These shifts have triggered structural changes in the development ecosystem, placing additional pressure on private philanthropies to fill urgent funding gaps. In an increasingly resource-constrained environment, BudgIT must double down on operational excellence. This has been my charge to the team in these extraordinary times. Leveraging artificial intelligence and new technologies is no longer optional; it is essential to delivering high-quality work efficiently and at scale. I recall a time when our team manually designed visuals for media houses after the national budget was read. Today, media organisations feed content into algorithms that generate illustrations in minutes. AI is reshaping how we design, communicate, and engage, and we must be willing to learn from these evolving practices rather than resist them.

We must also acknowledge that BudgIT emerged as a millennial brand, rising to prominence in the 2010s, but we now operate firmly in a Gen-Z republic. Engaging this new audience requires humility—the willingness to listen, observe, and rethink how we speak to the public. It raises important questions about tone: how our conversations may have shifted over time from combative to more explanatory, and what those shifts mean for

trust, relevance, and impact. These are among the questions our new Head of Communications must navigate as she charts a clear and coherent path forward for the organisation.

Internally, we are confronting challenges around talent retention, particularly at the senior management level, highlighted by the departure of our former Nigeria Country Director - Gabriel Okeowo to an international philanthropic institution and a few senior staff to other civil society organisations. While we are seldom referred to as the "KPMG of the civil society," we must be grounded in reality, which reminds us that talent is increasingly competitive and costly. If we are to sustain top-tier capacity, we must rethink how we attract, support, and retain exceptional people. Mission-driven individuals, adequately motivated and supported, remain at the heart of our work.

As we prepare for our next strategy cycle (2027–2030), we must accept that continuity alone will not carry us forward. We need to explore new frontiers: asserting leadership in AI and data-driven research, shaping fresh economic thinking, and designing more inclusive approaches that centre communities across the country. At the same time, we must strengthen our continental footprint, developing pan-African offerings that reflect the next phase of our ambition and impact. On a personal level, my ongoing doctoral work at the prestigious Johns Hopkins University School of Advanced International Studies

has deepened my thinking around governance, institutions, and long-term organisational performance. This learning continues to shape how I approach leadership at BudgIT, reinforcing the importance of evidence, reflection, and institutional discipline as we navigate an increasingly complex civic and policy environment. We are also entering a period of institutional renewal. As BudgIT grows in ambition and scope, we have begun rebuilding our Board to reflect the next frontier of our work for the next strategy cycle. This process focuses on strengthening strategic oversight, unburdening my influence, expanding expertise across technology, finance, and pan-African engagement, and ensuring that our governance structures remain fit for the future. Financial sustainability has been another critical area of reflection.

The traditional model of continuous, project-based fundraising is increasingly misaligned with the depth and consistency required for long-term civic impact. While we remain deeply grateful for the support of our partners and donors, we recognise the need to prioritise endowments and large, flexible gifts that can sustain the mission over time. Slowing the treadmill of relentless fundraising - I really wish - will allow us to invest more intentionally in people, systems, and innovation, while preserving our independence and focus. This also requires exploring new funding pathways, including private sector partnerships and domestic philanthropy willing to support bold, systemic solutions to Nigeria's challenges.





Our work remains vital in a democratic context that is under strain and often underfunded. Yet we continue, sustained by a simple but enduring belief: that public resources must serve the people. As we refine our next strategy, we will examine expansion opportunities more carefully, particularly in countries such as Liberia and Sierra Leone, where recent global funding shifts have had significant implications. Above all, I remain grateful to the staff, partners, board members, and supporters who make this work possible. Together, we stay focused on our core mission—building better tools, generating clearer insights, and creating meaningful experiences that enable citizens to hold governments accountable, in service of a stronger, fairer, and more equitable society.



***I borrowed this line of questioning from Katja Schiller-Nwator, our inimitable former Program Officer at the Gates Foundation. It reflects the Foundation’s culture of rigorous internal inquiry — a discipline of probing for impact at the most granular level.**





The work continues...

Vahyala Kwaga

Country Director, Nigeria

Country Director's Opening Remarks

As I reflect on our work in 2025, I am reminded that accountability is most powerful when it is visible, accessible, and driven by citizens themselves.

Across Nigeria and beyond, public accountability often feels distant from everyday realities. Yet, throughout the year, we witnessed countless examples of what becomes possible when citizens are equipped with information, supported by evidence and empowered to demand better governance. Across our programmes, we witnessed encouraging progress. Through Tracka, communities across Nigeria continued to monitor public projects and demand better service delivery. Through our Open Government and Institutional Partnerships work, we strengthened fiscal transparency, supported public institutions, and expanded citizen access to critical public finance information. From advancing legislative engagement and supporting transparency reforms to strengthening state-level fiscal monitoring through the State Fiscal Transparency League, our efforts reinforced the importance of institutions that work in the open and remain responsive to the people they serve. Our Research and Policy engagements generated evidence to shape public discourse and inform reforms, while our Natural resource governance initiatives continued to advocate for transparency and accountability in the management of extractive resources.

Beyond Nigeria, BudgIT's influence continued to grow across Africa. Through our regional engagements and partnerships, we contributed to strengthening civic participation, promoting open governance, and supporting locally led development conversations across multiple countries.

Equally important was our commitment to ecosystem strengthening. Through Civic Hive and other capacity-building initiatives, we continued to support civic actors, social innovators, community champions, and organisations working to deepen accountability and democratic governance. We recognise that sustainable change requires strong institutions, informed citizens and a vibrant civic ecosystem.



The year also demonstrated the value of collaboration. None of these achievements would have been possible without the dedication of our staff, the resilience of community champions, the support of development partners, the responsiveness of public institutions and the courage of citizens who continue to demand transparency and accountability despite numerous challenges.

At BudgIT, we believe that public accountability must not be confined to policy documents, meeting rooms, or annual reports. It must be visible in functioning schools, accessible healthcare facilities, reliable water systems, responsive public institutions and improved quality of life for citizens. Every project completed, every community empowered, every institution strengthened and every reform advanced represents a step toward that vision.

As you read this report, I invite you to reflect not only on the numbers and milestones, but also on the collective effort behind them. The progress we celebrate today is a reminder that accountability is not the responsibility of a single institution; it is a shared commitment that requires active citizens, transparent governments, strong institutions, and sustained partnerships.

While much work remains ahead, our experience in 2025 reinforces our belief that meaningful change is possible when public accountability is placed in plain sight. As we look ahead, we remain committed to building on these gains, deepening our impact and working alongside partners and communities to advance a more transparent, accountable and inclusive future.

Thank you for your continued partnership and commitment to building a more transparent, accountable, and inclusive society.



While much work remains ahead, our experience in 2025 reinforces our belief that meaningful change is possible when public accountability is placed in plain sight. As we look ahead, we remain committed to building on these gains, deepening our impact and working alongside partners and communities to advance a more transparent, accountable and inclusive future.



TIMELINE

2025

Impact by numbers

 **39**
publications

13 articles
/ blogpost 

 **9** tech
products

 **2,760**
projects
tracked

 **51** million
radio reach

869 
community
letters
delivered

 **49** impact
stories

30m 
impressions
reached

557,154 
followers across
our social media
platforms

59 
videos

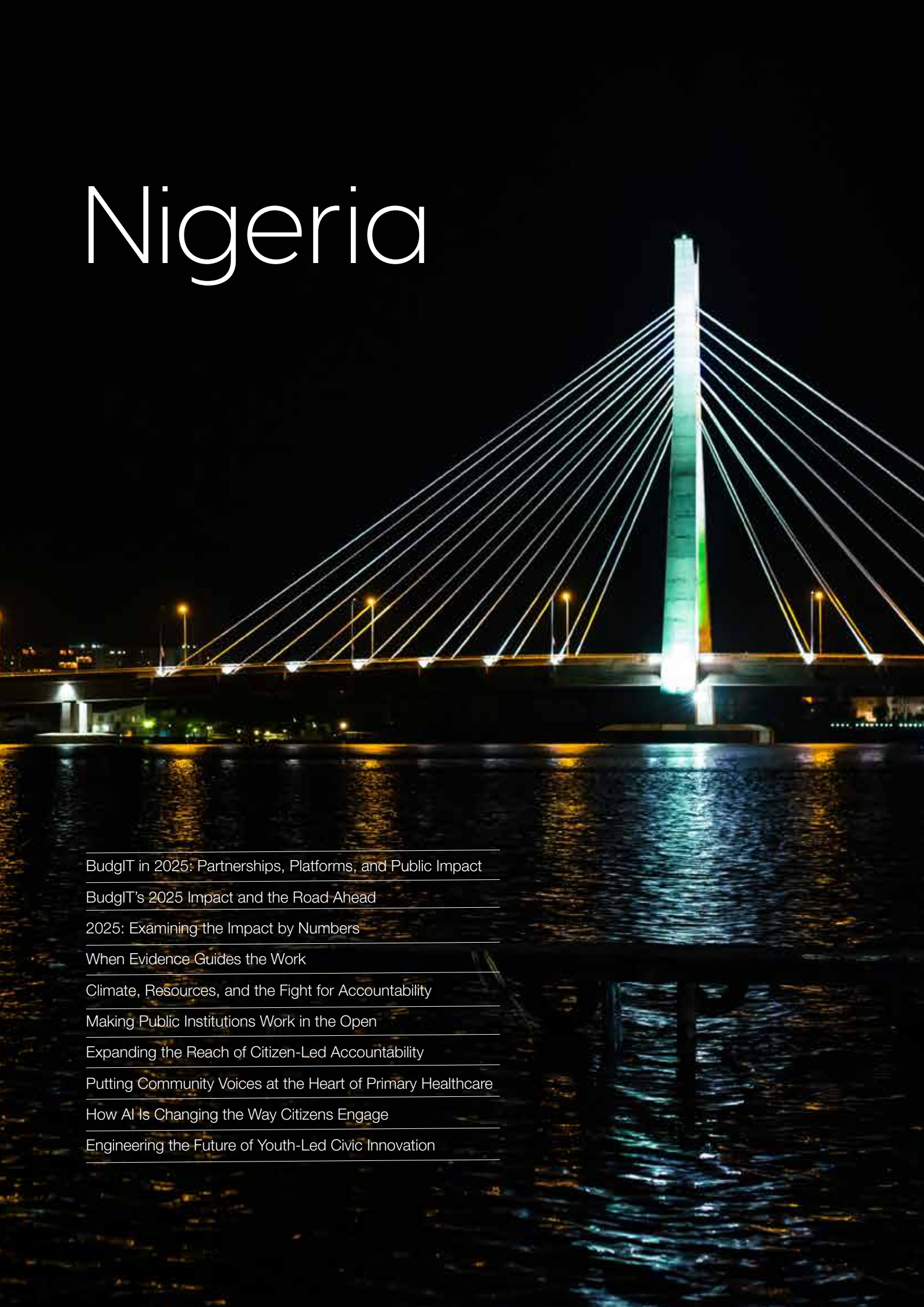
 **6** country
presence

518 
town hall
meetings

386
CSOs and
media
engagement

 **58,860**
feedback on
the PHC Portal

Nigeria



BudgIT in 2025: Partnerships, Platforms, and Public Impact

BudgIT's 2025 Impact and the Road Ahead

2025: Examining the Impact by Numbers

When Evidence Guides the Work

Climate, Resources, and the Fight for Accountability

Making Public Institutions Work in the Open

Expanding the Reach of Citizen-Led Accountability

Putting Community Voices at the Heart of Primary Healthcare

How AI Is Changing the Way Citizens Engage

Engineering the Future of Youth-Led Civic Innovation



At BudgIT, we are guided by two simple yet powerful questions: Are we demystifying public finance so citizens can act on it? Are we empowering underserved communities to demand the accountability and services they deserve?

As we enter our second decade, our country offices have evolved into a sophisticated network of civic hubs combining fiscal transparency and community-led advocacy. Looking back on 2025, I am immensely proud of our progress. Despite significant hurdles in the global development space, the year delivered both consolidation and innovation. We successfully brought governance closer to the people of Senegal, Ghana, Liberia, and Sierra Leone.

2025: Examining the Impact by Numbers

Our collective efforts across the region translated into tangible results:

10+

targeted campaigns across four countries.



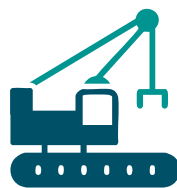
4

Citizen Budgets and



1,000+

copies published to simplify national spending.



over 1,500 new signups



200+ projects tracked and



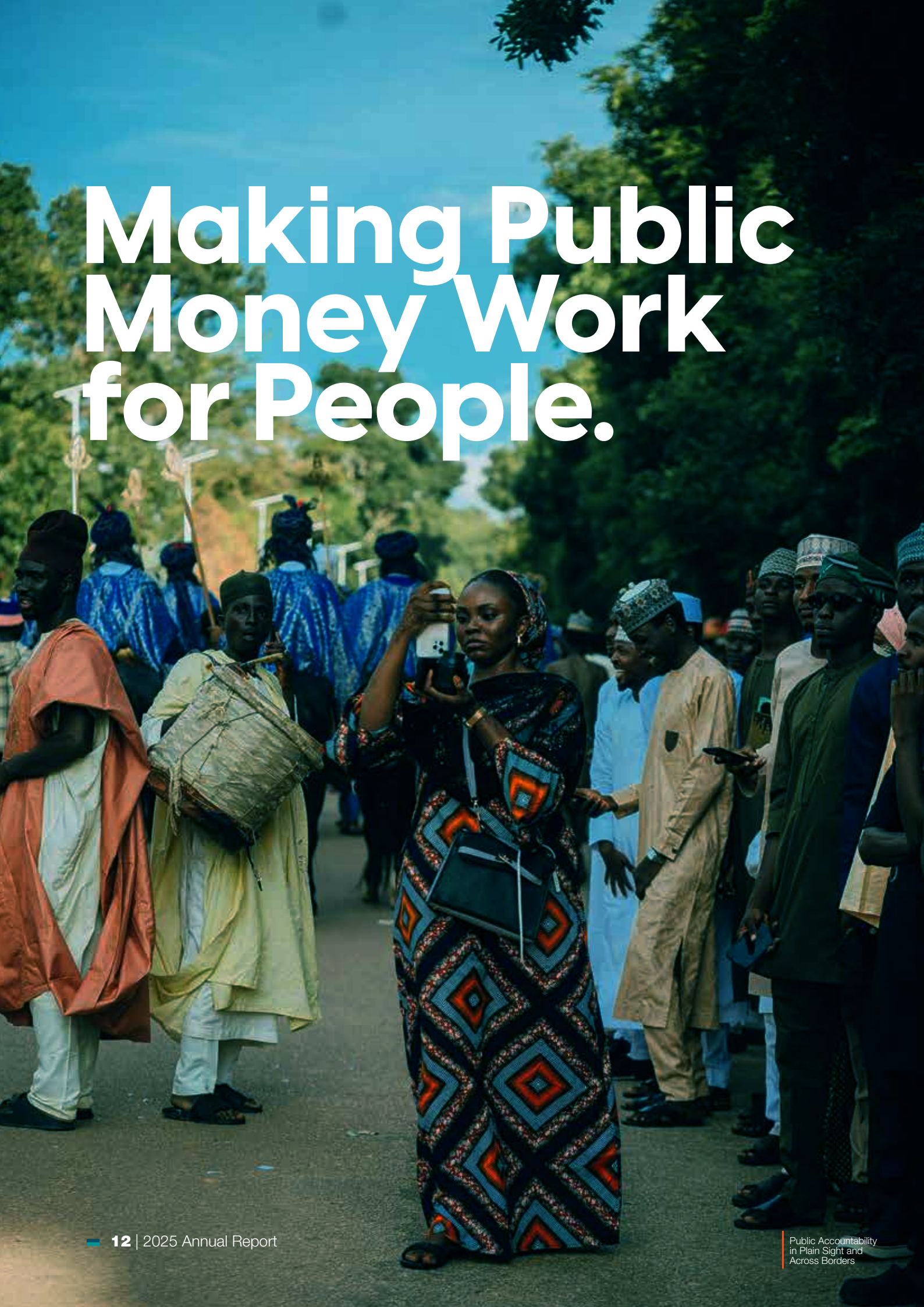
100,000+ citizens reached.



7,000+

citizens trained through workshops and online capacity-building sessions.



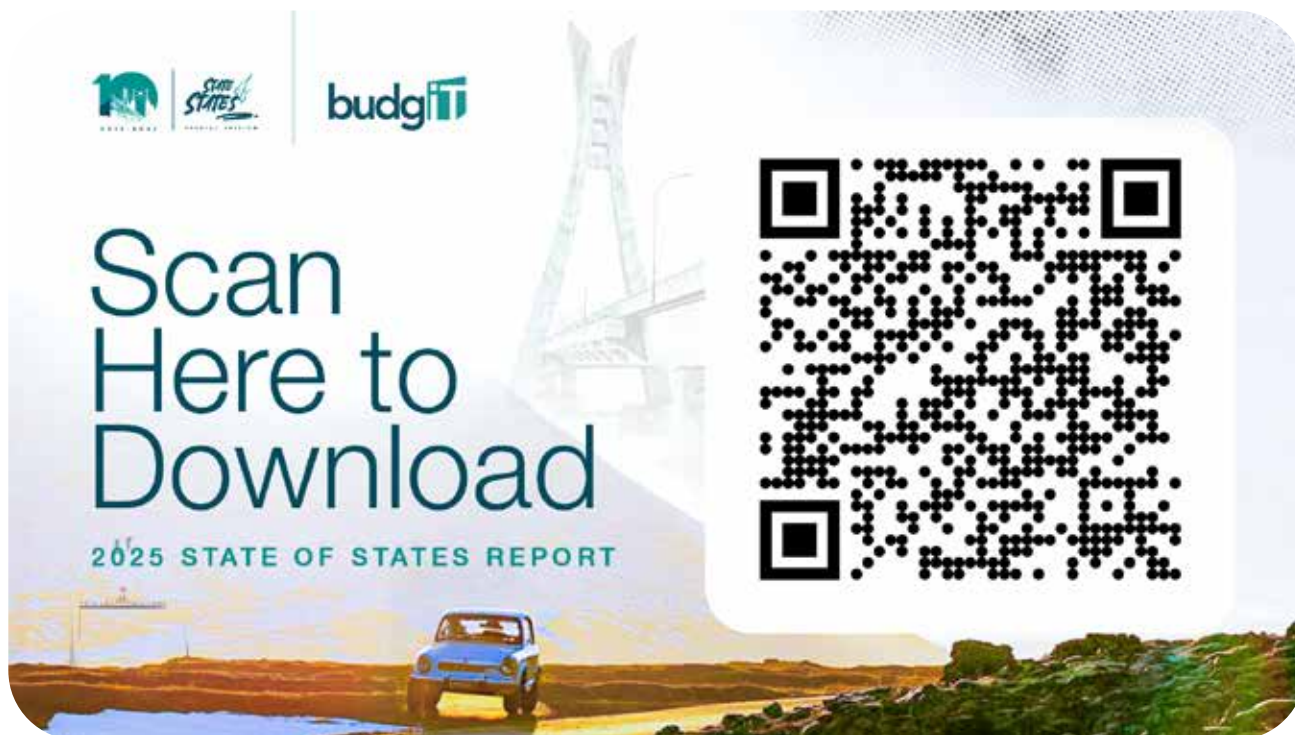


Making Public Money Work for People.

State of States 10th Year Anniversary



Research and Policy Advisory: Where Evidence Guides the Work



Scan to download the latest report

The Research and Policy Advisory Team began the year with a broad and detailed analysis of the 2025 Federal Government Budget. A comprehensive report was developed and disseminated to the public via our social media platforms. The team also analysed the budgets of Lagos, Kano, and Kaduna States, highlighting key figures in each.

A particularly significant collaboration between Oxford Policy Management and the Research Team produced a federal and subnational macroeconomic analysis and forecasting report (yet to be published).

Implementation of the WEE Catalyst Fund Project, which commenced in 2024, deepened in 2025 to increase citizen awareness and socialisation of the National Women's Economic

Empowerment Policy and Action Plan. Through 20 radio episodes across five states (Anambra, Abuja, Borno, Kano, and Lagos), the team highlighted key policy interventions addressing critical gender issues, reaching over 35 million people.

Additionally, 12 community engagements were conducted across 12 states (Akwa Ibom, Anambra, Bauchi, Delta, Ebonyi, Ekiti, Gombe, Kaduna, Kano, Lagos, Niger, and Plateau), sensitising over 700 citizens on the policy. Further outreach included television appearances, dissemination of simplified policy versions and pamphlets (over 5,000 copies), and distribution of explainer videos across multiple platforms, reaching over 800,000 viewers.



The team also developed a policy memo on the National Women's Economic Empowerment Policy and Action Plan, advocating for subnational adoption, domestication, and implementation. The memo was disseminated to 35 State Governors, State Houses of Assembly, and Women Affairs Commissions (excluding Rivers State). Following this engagement, 14 state governments expressed interest in adopting the policy and exploring collaboration.

The team further produced a publication on the state of women's economic empowerment at the subnational level. The report provides a novel assessment of the current realities and efforts the 36 states of Nigeria are making to achieve Women's Economic empowerment and further close different gender disparities. The core pillars of the National Women's Economic Empowerment Policy and Action Plan were used as indexes for the assessment. The cross-cutting accelerators, together with certain strategic goals and policy interventions, informed the indicators for assessment under each index.

The team also provided secretarial and human resource support to the Paradigm Leadership Support Initiative's 2025 National Accountability Summit, including participation in the focal panel session titled "Reforming the Economy for Sustained Inclusive Growth." Hosted by the Deputy Country Director, the session featured high-level panelists, including representatives from the Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practices Commission (ICPC), the Anambra State Commissioner for Budget and

Planning, and the Centre for Social Justice.

In 2025, we also midwived (and currently manage) an organisational partnership with BusinessDay Newspapers, through which the BudgIT team writes articles on different thematic topics for publication. Six articles were published in 2025. Some notable events that took place during the year are as follows;

2025 State of States Report Launch

Over the past decade, BudgIT has assessed state performance in fiscal and debt sustainability. The State of States report continues to serve as more than a fiscal health evaluation; it provides evidence for citizens to hold governments accountable.

The theme of the tenth edition of the State of States was "A Decade of Subnational Fiscal Analysis", which examined the revenue performance of subnationals, particularly the execution of their Internally Generated Revenue (IGR) efforts.

While states are expected to protect lives and property, ensure the rule of law, and encourage productivity, they are also responsible for managing their fiscal profiles. Having the consent of the governed, they should be able to manage the affairs of their states with prudence, efficiency and effectiveness.

2025 Womanity Index Report Launch

The third edition of the Womanity Index Report by Invictus Africa (supported by the Ford

Foundation) was launched on 2 December 2025. BudgIT Foundation, as a core partner, provided analytical insights into the budget and spending components of the report.

By evaluating the approved budget documents and budget implementation reports for all 36 states, we made critical reviews of the methodologies for assessment, gathered datasets, conducted the analysis and wrote narratives for the report. All of these played a key role in establishing and re-emphasizing the need for investments in Gender-Based Violence (GBV) prevention and response.

WEE Catalyst Fund Project

A major highlight of our work in 2025 was the launch of The State of Women Economic Empowerment in Nigeria publication on 10th December 2025. The report was a subnational assessment on the efforts and measures taken by the 36 state governments to improve empowerment for women, address gender gaps and domesticate and implement key measurable indicators that align with the policy. The launch of the report was well attended with key government, media and civil society stakeholders providing critical feedback that will certainly be used in subsequent versions of the subnational report.

Inclusive Budget Analysis

Beyond analysing the 2025 Federal Government Budget, BudgIT partnered with Project Enable Africa to ensure accessibility for visually impaired and disability communities through braille translations and simplified multimedia explainer videos. The





partnership with Project Enable was further strengthened through BudgIT's participation in their "AbilityX" Disability Leadership Forum. During this event, BudgIT hosted a panel session titled "Financing the Future: Elevating the Lifestyles of Persons with Disabilities to Nationally Recognised Standards." This critical discussion addressed the vital intersection of inclusive policy, data, and finance concerning Persons with Disabilities (PWDs) in Nigeria.

Data Fest

In 2025, BudgIT convened its flagship Data Fest 2025, bringing together Public Finance enthusiasts, designers, researchers, policy analysts, and civic technologists to reimagine Nigeria's budget using data-driven and citizen-focused approaches.

The event sought to tackle persistent challenges such as ghost projects, inflated contracts, and opaque allocations, while equipping citizens with tools to demand accountability. The fest focused on identifying systemic issues like budget insertions, duplicated line items, and constituency projects that never materialize. The creativity and civic innovation demonstrated by the participants are at the core of BudgIT's focus. With the participants having competed against each other with the best civic-tech tool, BudgIT was not only able to showcase this talent via publication of the winning teams' presentations but also to show citizens that there is a place for their thoughts and input in information dissemination and governance.

Stakeholders Engagement

The team conducted multiple

engagements with state and non-state actors during 2025. In January 2025, the National Bureau of Statistics (NBS) engaged BudgIT to plan and host the Consumer Price Index (CPI) and Gross Domestic Product (GDP) Rebasing Workshop. Additional stakeholder engagements were held with different federal ministries (such as the Ministry of Education and the Ministry of Agriculture) to advance the WEE policy, after which we had a joint stakeholder engagement that brought together relevant MDAs for a focus group discussion for the WEE policy costed plan creation. To this effect, a retreat was conducted for the stakeholders in December 2025 for the creation of the national cost estimation of the policy.

IMF Courtesy Visit

The International Monetary Fund made a courtesy visit twice in the year to the BudgIT office. The first which was in April of 2025 was for us to provide insights and perspectives during the IMF Article IV Consultations and the second visit was to gauge the mood of Civil Society regarding the upcoming fiscal year, budget process and our concerns therein which will inform their January 2026 report.

UNICEF Senior Management Retreat

BudgIT was invited to deliver a presentation on "CSO Engagement in Budget Process in Nigeria – BudgIT experience" at a retreat for their senior management staff on Public Finance Management. Courtesy visit to the Honourable Minister, Budget and Economic Planning: With the internal changes in management, the team decided to pay a courtesy visit to

Senator Abubakar Atiku Bagudu, the Honourable Minister, Federal Ministry of Budget and Economic Planning. This visit served as an introduction to the new management as well as pleading particular prayers of collaboration with the Ministry.

Workshop On Budget Advocacy For Tobacco Control

At CFTK's Budget Advocacy Workshop on Tobacco Control, we were invited to share BudgIT's health budget accountability work, specifically tracking of the Basic Health Care Provision Fund in Nigeria, as well as our experience in conducting the open budget survey for Nigeria.

Impact Snapshot



Did you know? BudgIT's State of States report has become a national benchmark for assessing fiscal sustainability across Nigeria's 36 states. By transforming complex public finance data into accessible insights, the report has influenced state reforms, informed policy discussions, and strengthened accountability. Governors have referenced its rankings to justify fiscal reforms, while development partners, including the IMF and World Bank, have recognised its value in assessing state finances. More importantly, it has empowered citizens, journalists, and civil society to hold state governments accountable for their fiscal decisions.





Key Achievements in the Reporting Period

- 2025 State of States Report
- 2025 FG Approved Budget Analysis
- The 2025 Womanity Index Report
- Policy Memo: The National Women's Economic Empowerment Policy and Action Plan
- National Assembly Insertions in the 2025 FG Budget
- Can the Government See you? Making The Case For Enhanced National Identification and Civil Registration
- FG 2024 Budget Performance Analysis
- The State of Women's Economic Empowerment in Nigeria
- BudgIT Data Fest 2025: Designing for Civic Impact in Nigeria
- Nigeria's Debt Crisis: How did we get here?
- Beyond the Federal Lens: BudgIT's Journey to Open State Finances
- From Access to Accuracy: The Next Level in Nigeria's Subnational Budget Transparency Journey
- State of States: Revenue Windfall, Rising Expenditure and Debt Overhang
- Budget Surge, Security Plunge: Nigeria's Costly Crisis of Accountability

Communications and Strategic Storytelling

The department featured as resource persons in 15 television programs, 35 radio stations, 5 Twitter spaces, and 4 podcasts focused on public financial management, transparency and accountability, and public policy generally. These engagements were used to educate and inform

the public on government policy and its attendant effects; communicate the impact on financial and fiscal decisions on the lives and livelihoods of Nigerians; and to provide policy recommendations to the government. The platforms also served to mobilise citizens with the information needed to play their role as active participants in governance.

Radio

35 

Newspaper

04 

TV

15 

Print Online

06 

X Spaces

05 

Podcast

02 



Womenity Index



WEE Report Launch



WEE Report Launch



WEE Costed Plan Retreat



WEE Costed Plan Retreat



Inclusive Budget Analysis Event





Inclusive Budget Analysis Event



The Grand prize winners of the 2025 DataFest



IMF Visit



Stakeholders Engagement - WEE Costed Plan



Community Engagement - WEE Catalyst Fund Project



Community Engagement - WEE Catalyst Fund Project



Community Engagement - WEE Catalyst Fund Project





Community Engagement - WEE Catalyst Fund Project



Community Engagement - WEE Catalyst Fund Project



IMF Visit

Impact Snapshot



150 stakeholders

Inclusive governance begins with inclusive conversations. Through the AbilityX Disability Leadership Forum, BudgIT brought together over 150 stakeholders to explore how disability-inclusive policies and financing can improve lives, expand opportunities, and ensure that persons with disabilities have a stronger voice in shaping public policy.



Climate, Resources, and the Fight for Accountability

Natural Resources and Climate Governance Unit



Cross-section of some participants at BudgIT's side event titled "Beyond Extraction: Reshaping Global Finance and Raw Materials Trade for a Just Transition" at the second Africa Climate Summit Addis Ababa Ethiopia

In 2025 through the Natural Resource and Climate Governance Program, BudgIT continued to drive for fairness, justice, inclusion and accountability in Nigeria's extractive and climate governance sectors, equipping citizens with knowledge and skill to demand accountability and participate effectively in governance processes. Radio campaigns reaching listeners across more than four states (Abuja, Bayelsa, Delta and Rivers) empowered at least 5 million Nigerians with knowledge on host community development trust (HCDT) establishment and operations, energy transition, methane emission and gas flare reduction. Complimented by digital campaigns including 6 x-spaces, information dissemination through social media campaigns using explainer videos, documentaries and infographics, the pool of demand side actors have not only been

expanded but also strengthened to engage more effectively with state side actors.

Supported with more than at least 10 reports, policy briefs and advocacy briefs from the NRCG team addressing issues related to climate finance, emissions, service delivery and extractive transparency, stakeholder engagements with policy makers and regulators in the environment, public finance, oil and gas sectors strengthened advocacy and collaboration with supply side actors to take action. These publications have also provided support for media and civil society actors demanding accountability from oil & gas companies and regulators including increased emissions disclosure, reduced emissions and reduced gas flaring by 2030.

Furthermore, eight fellows were trained through a climate fellowship that equipped beneficiaries with the information and skill to demand justice and accountability for impacted and vulnerable groups in their communities. Training covered topics in just energy transition, host community beneficiation, inclusion, fund raising, media & communication as well as NGO management. Our fellows were able to sensitize and educate community members and informal sector workers on energy transition, effective waste management process and circular economy. In addition, recognizing the crucial part of youth engagement in nation building, ten secondary schools and ten universities across the six geopolitical zones in the country

were also sensitized on the same topics. More than 600 individuals including students, market women, drivers, farmers, traditional leaders, food vendors and other small business owners were engaged, securing several commitments, pledges and environmental clubs for sustainable environmental and waste management practices.

The NRCG's influencing activities extended to international fora influencing regional and global debates on just energy transition as well as amplifying community voices and experiences for stakeholder action.

By amplifying the voices and lived experiences of impacted communities of resource extraction in Nigeria's oil producing region, budgIT galvanized awareness at the building systemic change conference in the Netherlands and the 2025 Publish What You Pay Global Assembly in Indonesia stimulating advocacy. Ensuring that African governments strive for increased decision making autonomy in its energy transition journey was the major conversation at BudgIT's side event at the second Africa Climate Summit in August 2025 in Addis Ababa, Ethiopia.



Stakeholder engagement on renewable energy adoption in Nigeria with CSOs, Government Agencies and the Business community. Participating federal government ministries and agencies include: National Rural Electrification Agency (NREA), Ministry of Budget and Economic Planning, Ministry of Water Resources, Nigeria Customs Service, Nigeria Extractive Industry Transparency Initiative (NEITI), House Committee on Renewable Energy

Impact Snapshot



**over
\$100,000
grants**

Working closely with oil-producing states, the organization provided technical support that strengthened climate budgeting and encouraged investments in alternative sources of revenue. These efforts led to the adoption of green budgeting in Akwa Ibom State's 2026 budget, while Delta, Bayelsa, and Akwa Ibom advanced reforms to reduce their dependence on oil revenues. In Delta State, these reforms contributed to a significant increase in internally generated revenue, which grew to more than 204 billion.

BudgIT also recognised that lasting climate action depends on informed and committed leaders. Through the Climate Champions Fellowship, we trained eight fellows and the organisation equipped emerging advocates with the knowledge and skills to drive conversations on climate justice, energy transition, and sustainable development within their communities. Nigeria, while several alumni secured grants worth over \$100,000 to expand their climate initiatives. Together, these efforts are helping to build stronger institutions and a new generation of leaders equipped to shape a more resilient and sustainable future



Nigeria Delegation to the 2025 Publish What You Pay Global Assembly

L-R: Victoria Ibezim, former member PWYP global council and Executive Director Spaces for Change; Enebi Opauwa, Head Natural Resource and Climate Governance Program @ BudgIT; Dr. Erisa Danladi, National Coordinator, PWYP Nigeria and Executive Director Motherhen Development Foundation; Tijah Bolton Akpan, Deputy National Coordinator PWYP and Executive Director, Policy Alert; Monday Osasa, former chairman PWYP global council and Executive Director Centre LSD; Tengi George Ikoli, former member PWYP global council and Country Manager, Nigeria Program, Natural Resource Governance Institute



Stakeholder engagement on renewable energy adoption in Nigeria with CSOs, Government Agencies and the Business community. Participating federal government ministries and agencies include: National Rural Electrification Agency (NREA), Ministry of Budget and Economic Planning, Ministry of Water Resources, Nigeria Customs Service, Nigeria Extractive Industry Transparency Initiative (NEITI), House Committee on Renewable Energy



Climate Secondary School Outreach Ilorin



Climate Outreach Dutse, Jigawa

Making Public Institutions Work in the Open

Open Government and Institutional Partnerships (OGIP)



At the headquarters of the Economic and Financial Crimes Commission (EFCC), for the presentation of the Capital Projects Monitoring Report by BudgIT's Group Head, Research & Policy Advisory, Vahyala Kwaga.

In 2025, the Open Government and Institutional Partnerships (OGIP) team strengthened engagement with subnational governments and key institutions by providing targeted technical support on fiscal transparency, public finance monitoring, and citizen budgeting. These efforts enhanced institutional capacity, improved access to credible fiscal information, and promoted more meaningful citizen engagement in governance and service delivery.

Throughout the year, OGIP advanced transparency and civic participation by auditing, updating, and publishing fiscal documents on the Open States platform. These included Proposed and Approved State Budgets, Budget Implementation Reports (BIRs), Medium-Term Expenditure Frameworks, Accountant General

Reports, and Audited Financial Statements, among others. The team also sustained quarterly updates of the States' Fiscal Transparency League (SFTL), providing comparative insights into state-level compliance, openness, and reporting standards. To deepen institutional awareness, OGIP convened a virtual sensitisation session for subnational Ministries of Budget, Planning, and Finance, with participation from representatives of 14 states.

One notable constraint during the year was the inactivity of the GovSpend platform. Historically a high-traffic public finance tool used by civil society and media organisations, the platform recorded limited activity in 2025 due to the absence of new federal

spending data uploads on the government's Open Treasury portal. Engagements with officials from the Office of the Accountant General of the Federation indicated that this gap was linked to a transition in federal accounting software. Despite this setback, BudgIT maintained readiness to resume full GovSpend operations once data flows are restored.

To sustain fiscal transparency efforts, the team ensured timely monthly uploads of Federal Account Allocation Committee (FAAC) data on me.budgit.org throughout 2025. These datasets supported fiscal trend analysis and evidence-based engagement by civil society actors, journalists, and researchers, reinforcing BudgIT's reputation as a trusted source of



public finance intelligence. Institutional engagement remained a central priority. OGIP deepened collaboration with Ministries, Departments, and Agencies (MDAs) at both federal and subnational levels, improving access to administrative data, policy documents, and implementation insights. A major milestone was the formalisation of a partnership with the Nigerian Conference of Speakers (NCoS) through a Memorandum of Understanding to strengthen accountability mechanisms and foster long-term cooperation. The unit also sustained collaboration with OrderPaper under the Separation of Powers Advocacy Campaign, advancing legislative transparency and democratic governance.

Legislative Engagement

In 2025, OGIP significantly expanded its legislative engagement, particularly with the Nigerian House of Representatives, as a strategic pathway for advancing transparency, accountability, and citizen participation.

A key focus was sustained engagement with the Office of the House Majority Leader, which served as an important entry point for policy dialogue on fiscal openness and legislative oversight. This engagement supported advocacy around the Public Entities Transparency Bill, 2025, a proposed framework designed to institutionalise disclosure requirements across public entities, strengthen access to fiscal and administrative information, and reinforce public sector accountability.

OGIP also worked closely with the Chairman of the Public Accounts

Committee (PAC), providing technical support and follow-up on accountability issues raised through Tracka's petition to the Committee. The PAC's responsiveness underscored the legislature's critical role in safeguarding public resources and addressing accountability concerns.

Engagement with the House Committee on Civil Society Development further laid the groundwork for expanded collaboration in 2026, with discussions focused on strengthening policy oversight and citizen engagement through structured CSO-legislature partnerships.

Collectively, these efforts strengthened legislative understanding of open government principles and reinforced Budget's credibility as a trusted technical partner.

Program Management and Strategic Initiatives

Rule of Law and Anti-Corruption- Strengthening Institutional Partnerships for Anti-Corruption and Service Delivery Project

Under RoLAC II, OGIP delivered practical anti-corruption outcomes across focal states. The team coordinated high-level capacity-building workshops, sustained engagement with anti-corruption agencies, and formalised collaboration with the Bureau of Public Service Reforms through a Memorandum of Understanding. Additional outputs included the development of a Capital Project Tracking Manual, alongside public-facing infographics and explainer content

that strengthened citizen oversight and institutional accountability.

Localization and Locally led Development of Aid Project

Given the significant flow of resources into Africa, there is a growing call to redesign aid structures to give Community-Based Organizations in developing countries greater control by channeling funding and resources directly to them. We focused on generating evidence to support locally led development, coordinating research and focus group discussions in Kenya, Senegal, and Nigeria (Borno, Rivers, and Kano). The department synthesized findings to demonstrate how aid can be more effective when control is shifted to Community-Based Organizations (CBOs). Insights from this project informed advocacy and stakeholder engagement, guiding a redesign of aid structures to ensure resources are locally driven and context-responsive.

Media, Capacity Building, and Ecosystem Strengthening

Media and public engagement amplified OGIP's impact. The team leveraged twenty radio programmes and ten media engagements to simplify complex budget and FAAC data for public understanding by reaching diverse audiences and encouraging informed citizen participation in governance.

A major highlight was the State Fiscal Transparency League (SFTL) Fellowship, in which the team onboarded forty-nine fellows from eighty applicants. We trained them as Budget's state-level representatives,





along the following lines: the fellows audited state websites; analysed budgets, Budget Implementation Reports, and audit reports; providing support to advocacy, data analysis, and media engagement. Their work significantly extended OGIP's reach, improved access to fiscal information, and empowered citizens and policymakers to engage meaningfully with state governance by demonstrating the fellowship's transformative role in advancing transparency, accountability, and civic participation.

In 2025, the team successfully organized a capacity-building training for key anti-corruption agencies, including the Economic and Financial Crimes Commission (EFCC), the Independent Corrupt Practices and Other Related Offences Commission (ICPC), and other relevant bodies. This initiative strengthened the agencies' technical skills in financial transparency, data analysis, and accountability practices, equipping them to

more effectively monitor, investigate, and prevent corruption.

The training also fostered collaboration and knowledge-sharing among participating agencies, enhancing their ability to leverage data-driven insights in decision-making and reinforcing a culture of transparency and good governance across the public sector.

The unit, via the Deputy Country Director, also participated in the Open Government Partnership's Global Summit in October of 2025, Vittoria-Gastiez, Spain. Our participation ranged from engaging in the summit's opening (and closing) ceremony, sideline events and the Macaarthur funded side event-the Joinbodi cohort presentation-that had the attendance of the federal Minister of Justice, the Directors General of the federal Bureau of Public Procurement, the federal Bureau for Public Service Reforms and the Kaduna State Budget and Planning Commission, in addition to representatives from the

MacArthur Foundation and several Nigerian Civil Society Organisations.

In addition, the unit participated extensively in the development and preparation of the Nigerian Open Government Partnership National Action Plan (NAP) IV for the country. Involving numerous physical and virtual meetings (and done in collaboration with other units) the team provided analytical, program and strategic guidance to the development of the NAP IV, meant to serve as OGP Nigeria's guiding document for the 2026 to 2028 period.

Overall, OGIP's institutional and partnership strategy in 2025 enhanced programme delivery, strengthened credibility, and delivered measurable outcomes in transparency, access to data, and civic engagement. These partnerships supported effective implementation and laid a strong foundation for sustained collaboration and deeper impact in future programme cycles.

Key Highlights

30

Radio Programmes & Media Engagements

20 radio programmes,
10 media collaborations



MDAs Collaborations – Strengthened access to data and policy spaces



Public Conversation with the DG, Kaduna State Budget and Planning Commission

49

SFTL Fellowship

fellows trained as state-level BudgIT representatives



Approved Budgets & BIRs – Routine audits and publications



FAAC Data – Timely uploads.



MoU Signing – Partnerships with NCoS and OrderPaper





High-level capacity-building workshops under RoLAC II



Vahyala Kwaga, Mr. Busari and Uko Etuk at the signing of an MOU between BudgIT, Order Paper and the Conference of Speakers of State Legislatures of Nigeria.



Group Head, Research and Policy Advisory, Vahyala Kwaga, Director General of the Bureau of Public Service Reforms, Mr. Dasuki Arabi and Program Officer, Caroline Anintah, signing an MOU between BudgIT and the BPSR



Delegation from BudgIT consisting of the Acting Country Director, Joseph Amenaghawon; Group Head of Research & Policy Advisory, Vahyala Kwaga; OGIP Stakeholder Manager, Andrew Oaikhena; and Senior Researcher, Oludamilola Onemano. In the middle is Senator Atiku Bagudu: Minister for Budget and Economic Planning. The event held at the Headquarters of the Ministry of Budget and Economic Planning.



Vahyala Kwaga at a PLSI Panel Session, with the theme Strengthening Accountability for Inclusive Governance. The panelists include Chiamaka Nnake (Commissioner for Budget and Planning, Anambra State), Eze Onyekpere (Lead Director, Centre for Social Justice) and Senior Officials from the EFCC and ICPC.



At the National Action Plan (NAP) IV – Vahyala Kwaga – BudgIT country Director, Enebi Opaluwa, Lead NRCG & Belinda Edo, Communication officer representing BudgIT at the engagement



At the OGP Global Summit – Vahayla Kwaga – Country Director, BudgIT



OGIP and the Public Accounts Committee (PAC) Chairman collaborating on a public finance petition to strengthen legislative oversight and public accountability.



OGIP and the Chairman of the Code of Conduct Bureau, Dr. Abdullahi U. Bello and his Senior Management Team at a courtesy visit at the headquarters of the Code of Conduct Bureau, at the Federal Secretariat Annex



At the office of the Hon. Victor Igbuzor, Chairman of the House Committee on Civil Society Organizations, during the presentation of the Capital Projects Monitoring Report by BudgIT's Group Head of Research and Policy Advisory, Vahyala Kwaga and Members of the OGIP team and BudgIT's Communications Officer



PLSI Panel Session, with the theme Strengthening Accountability for Inclusive Governance.





At the headquarters of the Economic and Financial Crimes Commission (EFCC), for the presentation of the Capital Projects Monitoring Report by BudgIT's Country Director, Vahayla Kwaga and other team members.



At the OGP Global Summit – Vahayla Kwaga – Country Director, BudgIT

Impact Snapshot



14 state ministries

In 2025, BudgIT moved transparency reform a step closer to becoming law. Through sustained technical support and strategic engagement with the Office of the House Majority Leader, the organisation supported the introduction of the Public Entities Transparency Bill, 2025, in the National Assembly. The Bill, which seeks to institutionalise transparency and disclosure across public entities and strengthen public access to government information, is currently advancing through the legislative process. As deliberations continue, BudgIT remains actively engaged with lawmakers and key partners, including the Nigerian Conference of Speakers, to support its passage and lay the foundation for stronger public sector accountability.

We also expanded its impact at the state level by investing in the people who drive accountability within their communities. Through the State Fiscal Transparency League Fellowship, the organisation trained 49 emerging accountability champions, at the state level, to monitor budget transparency, assess government performance, and promote evidence-based civic engagement. Their work was further strengthened through collaboration with 14 state ministries responsible for budget, planning, and finance, helping to improve oversight and encourage greater transparency in public financial management across participating states.



STATES FISCAL TRANSPARENCY LEAGUE TABLE Q3 2025 SCORES

RANK	NAME OF STATE	QUARTERLY BIR (10)	E-PROCUREMENT PORTAL (11)	STATE WEBSITE WITH FISCAL DATA REPOSITORY (12)	SCORE/39	%	SCORE/100%
1	ADAMAWA	10	11	12	39	100	100
1	ANAMBRA	10	11	12	39	100	100
1	BENUE	10	11	12	39	100	100
1	EBONYI	10	11	12	39	100	100
1	EXITI	10	5	12	39	100	100
1	GOMBE	10	11	12	39	100	100
1	IGAWA	10	11	12	39	100	100
1	KADUNA	10	11	12	39	100	100
1	KERRI	10	11	12	39	100	100
1	OSUN	10	11	12	39	100	100
1	PLATEAU	10	11	12	39	100	100
12	AKWA IBOM	10	5	12	33	84.62	85
12	BAYELSA	10	5	12	33	84.62	85
12	CROSS RIVER	10	5	12	33	84.62	85
12	EDO	10	5	12	33	84.62	85
12	INU	10	5	12	33	84.62	85
12	KATSINA	10	5	12	33	84.62	85
12	KUOI	10	5	12	33	84.62	85
12	KWARA	10	5	12	33	84.62	85
12	LADOS	10	5	12	33	84.62	85
12	NASARAWA	10	5	12	33	84.62	85
12	OYO	10	5	12	33	84.62	85
12	SOKOTO	10	5	12	33	84.62	85
12	TARABA	10	5	12	33	84.62	85
12	YOBE	10	5	12	33	84.62	85
26	AGBER	10	5	10	31	79.49	79
26	ODUN	14	5	12	31	79.49	79
28	ABIA	10	0	12	28	71.79	72
28	BORNO	10	0	12	28	71.79	72
28	DELTA	10	0	12	28	71.79	72
28	ENUGU	10	0	12	28	71.79	72
28	ONDO	10	0	12	28	71.79	72
28	ZAMFARA	10	0	12	28	71.79	72
34	AKUCHI	0	0	10	10	25.77	31
36	AKRO	0	0	0	0	0.00	0
38	AKVED	0	0	0	0	0.00	0

SCORE ANALYSIS

DESCRIPTION
SCORE
COLOUR

PROGRESSIVE

AVERAGE

POOR

71 - 100

41 - 70

0 - 40



Fiscal Transparency League (FTL) Score & Ranking

Expanding the Reach of Citizen-Led Accountability

2025 Year Wrapped

tracka

Overview of Projects Tracked

Total projects tracked with an allocation of

2,760/N2.77tn

Overview of States

States covered

30/36

CSOs worked with

24

Overview of Impact

Impact stories

35

Community champion trainings

10

Overview of Social Media



17.2m

Social media impressions



182.2k

Total followers across

Milestones Achieved

518

Townhall Meetings done

50,763

Direct Reach (persons) 

Media and Advocacy

17

TV appearances 

15

Newspaper mentions 

82

Radio shows 

1250

Letters submitted 

www.tracka.ng

 TrackaNG

tracka

Impact Snapshot



In 2025, Tracka strengthened government responsiveness by turning evidence from project monitoring and community feedback into meaningful action. Through sustained engagement with public institutions, the team secured more than 26 formal responses from government agencies, a significant increase from just five responses recorded in 2024. These engagements prompted contractors to return to abandoned project sites, accelerated action on community concerns, and strengthened collaboration between citizens and public institutions. More importantly, they demonstrated that when citizens are equipped with credible evidence and remain actively engaged, public institutions are more likely to respond and deliver results.

518

town hall meetings held

50,000+

citizens engaged

2,760

public projects tracked

1,438

projects completed through citizen-led accountability efforts

In 2025, Tracka significantly scaled its footprint and impact, expanding operations from 25 states which were covered in 2024 to 30 states across Nigeria. This expansion strengthened citizen-led monitoring of public projects and deepened accountability in budget implementation nationwide. Tracka tracked a total of 2,760 public projects valued at N2.77 trillion, spanning education, health, water, infrastructure, and regional development. Through persistent advocacy and community engagement, we recorded 35 success stories, demonstrating the power of transparency and citizen action.

Notable outcomes include the delivery of potable water to Paiko Bassa community in Abuja after over 50 years of neglect, the rescue of Nawairudeen Primary School, Katato in Plateau State from total collapse, justice secured for Adedeji Ikirun community in Osun State, and the completion of a long-abandoned health centre after Tracka uncovered an N88 million disbursement with no implementation for over two years.

To drive institutional accountability, Tracka issued 1,250 formal letters to Ministries, Departments, and Agencies (MDAs) requesting public information, and to elected representatives demanding improved representation and responsiveness to community needs. This resulted in 17 official responses and 4 concrete interventions. **We further escalated findings on 71 projects worth N3.79 billion with partial or non-implementation to the EFCC, ICPC, and National Assembly Public Accounts Committees, notably, this attracted the attention of the antigraft agencies and the specifically the House Committee on Public Accounts to invite some of the contractors for interrogations.**

Citizen engagement remained central to our work. Tracka directly engaged 50,763 Nigerians through 518 town hall meetings, empowering communities to demand accountability. Media advocacy amplified our findings, with 114 media engagements, including 15 newspaper features, 17 television interviews, and 82 radio appearances.

Our thematic focus for the year included tracking 16 dam projects across 13 states, monitoring 47 revitalised Primary Health Care Centres, assessing 48 Niger Delta projects, advancing WASH projects in Cross River and Kano, and profiling 5,000 PHCs nationwide for our PHC Tracka platform.

Capacity building remained a priority. We worked with 24 CSOs and government agencies and conducted 10 Community Champions training, onboarding 872 new champions, bringing the total to 4,216 Champions nationwide.

Tracka's website and mobile app were fully redesigned and are now functional, featuring enhanced project tracking, citizen reporting tools, and structured government feedback mechanisms to improve transparency, responsiveness, and accountability.

Digital advocacy continued to drive reach and impact. Across all social media platforms, Tracka recorded 17.2 million impressions and grew its audience to 182,200 followers, reinforcing its position as a leading civic accountability platform in Nigeria.



Adedeji Ikirun Community PHC, Osun State



Community sensitization in Kwara state



School sensitization in Taraba State



Community sensitization in Kwara state



Media session in Akwa Ibom State



CSO engagement in Rivers



Anticorruption workshop training with ICPC at Benue State

Putting Community Voices at the Heart of Primary Healthcare

Strengthening Health Systems



A Royal Council member addressed other Emirate Council members regarding the letter's content, Ikara

Community ownership forms the bedrock for effective service delivery in the primary healthcare system and requires participation and engagement with the right stakeholders. Engagements championed by community-based or community-centred organisations have consistently proven to be key drivers of change at the community level.

Community engagement is no longer just a "nice-to-have" in healthcare; it is the engine that drives quality in Primary Healthcare (PHC). When local populations are treated as passive recipients of care, systems often fail to meet actual needs. However, when communities are positioned as active partners,

PHCs transform into responsive, sustainable, and trusted institutions.

When engagements are structured to include key government bodies, the NPHCDA, members of the State Primary Healthcare Boards, and key community focal persons, inclusion is prioritised.

Representation across the gender groups, persons living with disabilities (PLWDS), and other vulnerable populations ensures the discussions reflect community realities.

Under BudgIT Foundation's health systems strengthening work, the Strengthening Community Engagement and

Accountability for PHC (SCEAP) project reached 10,151 community members through 439 town hall meetings over its two-year lifecycle. The project recorded 56 institutional engagements and 59 formal government responses, while community members championed 268 community actions, resulting in 204 verified impact actions.

The ongoing Social and Citizen Accountability for PHC Project (SCAPP), a community-driven initiative across 200 PHCs in Kaduna State, recorded 695 community engagements in its first year (388 town halls and 307 advocacy visits), reaching 17,779 people directly. These engagements produced 19 verified impact actions, including institutional responses driven by community advocacy.

BudgIT applied a three-pillar engagement model to strengthen healthcare delivery across implementing facilities:



1

Community ownership, moving beyond information dissemination to intentional citizen inclusion

Trust and social accountability, driven by Ward Development Committees (WDCs) and Village Health Committees (VHCs) holding stakeholders accountable



2

Cultural responsiveness, amplifying community voices and aligning interventions with local values and languages



3

This model has strengthened trust, resilience, and collaboration across participating communities. BudgIT's implementation approach has evolved beyond suggestion boxes and donor-driven interventions. Through bottom-up partnership models, multi-stakeholder participatory planning, community assessment, and responsive feedback mechanisms via PHC Tracka, the organisation has developed a digital platform that supports accountable and people-centred health systems.

Community engagement continues to demonstrate strong potential as a cost-effective pathway toward achieving Universal Health Coverage.



Training of SCAPP CBOs by BudgIT Team



Group Picture with Participants at the end of the training



Advocacy Visit with key Stakeholders (Health Secretary, WDC and Community members) at the Zangon Kataf LGA



WDC meeting @PHC Kwata

Impact Snapshot



BudgIT's citizen engagement and sustained advocacy helped secure the revitalisation of Gidan Tagwai Primary Health Care Centre, transforming it into a fully functional facility capable of delivering quality healthcare. Following the intervention, access to essential health services increased significantly, with the number of people seeking general consultations rising from 699 at baseline to 3,300 after the facility was revitalised. The upgraded facility also continued to provide critical maternal and child health services, recording 61 safe deliveries, 56 new antenatal care enrolments, 70 new family planning clients, and 75 children enrolled for immunisation. Overall, the intervention expanded access to reliable primary healthcare for more than 3,300 people while improving health outcomes for mothers, newborns, and families in the Gidan Tagwai community.



Previous Gidan Tagwai PHC (Front View)



Renovated Gidan Tagwai PHC (Front View)



Previous At Sabon Tasha Primary Health Care Centre

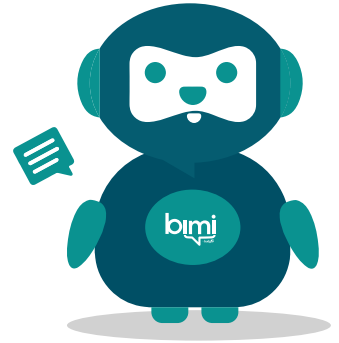


Renovated Sabon Tasha Primary Health Care Centre

At Sabon Tasha Primary Health Care Centre in Kaduna State, the absence of staff accommodation had long affected the facility's ability to provide reliable round-the-clock healthcare. Health workers travelled long distances to report for duty, making emergency response slower, reducing staff retention, and limiting access. BudgIT's advocacy and community-led accountability helped secure staff accommodation for Sabon Tasha Primary Health Care Centre, enabling health workers to provide more reliable round-the-clock services. Following the intervention, the facility served over 2,100 patients in a single month while continuing to provide maternal health, immunisation, family planning, and antenatal services. The project improved emergency response, strengthened staff retention, and expanded access to quality primary healthcare for thousands of people in Chikun Local Government Area.

How AI Is Changing the Way Citizens Engage

AI and Data for Society



AI is also expanding the operational capacity of civic organisations. Analysts who previously spent significant time responding to repetitive queries can now focus on higher-value work such as investigative research, deeper analysis, and institutional engagement.

Artificial Intelligence (AI) is rapidly transforming governance, advocacy, and civic engagement worldwide. For Nigeria's civil society, AI offers new opportunities to strengthen transparency, enhance citizen participation, and improve accountability in public institutions. Governments and public agencies are also increasingly deploying AI-driven tools for decision-making, law enforcement, predictive analytics, and policy implementation. Civil society organisations (CSOs), particularly within the civic tech community, are now leveraging AI to strengthen democratic participation, transparency, and citizen engagement after years of operating with limited data access, slow feedback loops, and weak accountability mechanisms.

Historically, one of the sector's biggest constraints was data access. For years, Nigeria's

public finance information existed in fragmented PDFs—hundreds of pages of unsearchable text, conflicting figures, and inconsistent formats.

Civic actors such as BudgIT often spent weeks manually extracting, cleaning, and restructuring these documents before citizens could meaningfully use the data. Routine queries from journalists, students, and community leaders—“How much was allocated to health?” “Is this project duplicated?”—frequently required hours of manual verification. AI is changing that equation.

In 2025, BudgIT took a major step forward in reimagining how citizens interact with public data through the launch of Bimi, the first indigenous AI chatbot dedicated to Nigeria's public



BudgIT participating at the DRIF 2025

financial information. **Designed to surface fiscal, economic, and demographic data on demand, Bimi enables citizens, journalists, and civil society actors to ask direct questions about government budgets and spending and receive clear, reliable answers in real time. Its launch reflects BudgIT's commitment to deploying responsible AI to deepen fiscal transparency, strengthen accountability, and lower the barriers that have historically limited access to complex public data.**

Internally, the establishment of BudgIT's AI and Data for Society Unit has further strengthened the organisation's data infrastructure. The unit led the rebuilding and optimisation of the Federal Government Budget Dashboards, improving usability and accessibility for both internal teams and the public.

The most significant opportunity still lies ahead. Nigeria, like many countries, stands at a crossroads where AI could either entrench inequality or deepen democratic accountability. When deployed responsibly, AI can significantly improve budget tracking, payroll integrity, procurement oversight, service delivery monitoring, and citizen feedback systems at a scale previously unattainable.

In 2025, BudgIT took an important step forward in reimagining how citizens interact with public data by launching Bimi, the first indigenous AI chatbot dedicated to Nigeria's public financial information. Built to spotlight fiscal, economic, and demographic data, Bimi was introduced to make it

easier and faster for citizens, journalists, and civil society actors to ask direct questions about government budgets and spending and receive clear, reliable answers in real time. Its launch earlier in the year reflected BudgIT's commitment to using responsible AI to deepen fiscal transparency, strengthen accountability, and lower the barriers that have traditionally kept complex data out of citizens' hands.



Open Data day and BudgIT's AI chatbot launch



The AI team in a brainstorming session with BudgIT's Co-Founder/CTO Joseph Agunbiade

Engineering the Future of Youth-Led Civic Innovation

Civic Hive

Despite notable progress, we continue to navigate challenges including misinformation and the misuse of AI among young people, constrained funding, difficult operating environments for regional network members, and sustained citizen uptake.



Global Director Oluseun Onigbinde speaking at the West Africa CivicTech Conference



Regional convening Abidjan: West Africa CivicTech Network



Close-out: CivicTech Fellowship

The year 2025 has marked a period of strong momentum and strategic consolidation for us at Civic Hive. During this period, we advanced our core mission of strengthening democratic governance through creative and civic technology by deepening research, building youth-led capacity, convening regional actors, and expanding our footprint across Nigeria and West Africa.

Key milestones include the successful close-out of our Civic Tech Fellowship, the hosting of the West Africa Civic Tech Conference in Lagos, the establishment of the West Africa Civic Tech Network, and the publishing of policy-relevant research on elections, civic space, and development financing.

Collectively, these efforts reaffirm CivicHive's growing role as a convener, ecosystem builder, and thought leader within the civic tech

and civil society space in Nigeria and West Africa.

Youth leadership remained central to our approach. Through fellowships, research networks, civic education programming, and regional convenings, we enabled youth-led organisations and innovators to collaborate, experiment, and scale solutions addressing governance, accountability, justice, climate action, and public participation. This focus reflects both the demographic realities and the democratic opportunities shaping West Africa's future.

Institutionally, Civic Hive strengthened its governance and sustainability foundations. During the reporting period, we initiated governance reforms that culminated in the establishment of an Advisory Board composed of experienced leaders to support strategic implementation. We also deepened donor engagement

and partnership development, positioning the organisation for more stable financial and technical support in the medium term. Looking ahead, Civic Hive is advancing new funding opportunities, including the Reinforcing Youth Power for Transformative Action Project, designed to equip young people with the tools, networks, and strategies required for sustained civic engagement. The initiative prioritises advocacy, civic tech innovation, activism, and transnational solidarity as pathways to durable democratic impact. We are also expanding support for the West Africa Civic Tech Network and advancing youth-led climate governance initiatives across the region.

In preparation for Nigeria's 2027 general elections, we are deepening our work with our community champions and leading a citizen-led election observation

solution designed to address vulnerabilities in ward-level result collation. By deploying trained monitors across all wards nationwide, the project aims to strengthen transparency, deter manipulation, and build public trust in electoral outcomes, building on lessons from the LiveResult Platform deployed during the 2023 general elections.

Despite notable progress, we continue to navigate challenges including misinformation and the misuse of AI among young people, constrained funding, difficult operating environments for

regional network members, and sustained citizen uptake.. In response, we are refining our resource allocation, strengthening partnerships, supporting fellows in fragile contexts, and maintaining disciplined operational prudence.

As we move into 2026, our team remains energised, adaptive, and optimistic. The foundations laid over the years have positioned us for deeper impact, stronger regional collaboration, and continued leadership in advancing civic technology for inclusive and accountable governance.



Final gathering at the West Africa CivicTech Conference



West Africa CivicTech Conference 2025

International Programs



SHOWCASING

tracka

at the World Bank's Global Forum on
Coalition for Reforms in Washington, DC



Our attendance of the World Bank's Global Forum on Coalition for Reforms.

Senegal



Community Leadership and Green Accountability

We translated complex public fiscal data into engaging infographics and videos, and expanded our social media outreach by over 125,000 ensuring that the next generation is invested in the transparency of their nation.



Green Budgeting Training Session in Fatick under the Accountability Project

In Senegal, we focused on building grassroots leadership and promoting "green accountability." Under the Hewlett-funded Community Leadership and Civic Engagement project, we launched a simplified analysis of the 2025 budget alongside high-level government officials, civil society, and the media. While our journey began in Dakar,

we achieved nationwide reach through 70 community engagement meetings and a strong media presence. In regions like Thies, Kaolack, Diourbel, Ziguinchor, and Saint Louis, we deployed "Community Champions" to monitor public projects and green initiatives via the Tracka platform.

Our youth engagement club now boasts 500 active participants. We believe young people face the greatest potential loss from poor governance; they inherit the debt and the limited economic opportunities resulting from today's fiscal decisions. To reach them, we forged strategic partnerships with the Union of Senegalese



Community Radios and local academic institutions. **We translated complex public fiscal data into engaging infographics and videos, and expanded our social media outreach by over 125,000 ensuring that the next generation is invested in the transparency of their nation.** In 2025, we worked with citizens, civil society groups, and governments to strengthen their capacity to engage in budget decisions and drive nationwide development.

In 2025, BudgIT Senegal strengthened its role as a major actor in budget transparency and citizen participation. Through the dedication of our teams and key partners, our work moved beyond awareness-raising to deliver tangible policy shifts and improved service delivery through a growing network of engaged citizens, helping to transform the relationship between government and the governed. At the structural level, BudgIT Senegal reinforced its leadership by convening civil society organisations focused on public finance. Through this strategic collaboration, we successfully advocated for and contributed to the 2026–2028 Medium-Term Budgetary Program Document (DPEBEP). This marks a significant step in our mission to institutionalise structured citizen participation in national budget planning.

Our flagship initiative, the Hewlett project, drove community-level action across Senegal. Supported by our Regional Officers, we took budget literacy beyond government offices into schools, universities, neighbourhoods, and households. Through training and awareness sessions, a total of 2,000 citizens were directly reached via on-ground community initiatives, contributing

to a more informed and engaged citizenry.

Digital tools also played a central role in our impact. The Tracka application reached 160,000 citizens and supported a growing network of 800 registered users and 150 Community Champions. This network enabled the active monitoring of 81 public projects through 12 intensive community engagement and civic education activities.

Beyond the numbers, Tracka proved essential in identifying critical service delivery gaps, highlighting shortcomings in project implementation and reporting realities on the ground. Through Tracka-driven follow-up, we supported the completion of two community projects across the Thies and Dakar regions. By amplifying unheard voices through our impact storytelling series, Tracka Diaries, we turned digital engagement into tangible progress. **This momentum extended to our digital platforms, where we reached a significant milestone of 10,000 followers across all social media channels by the end of December.**

On the environmental front, the Green Accountability Initiative established critical partnerships with local environmental NGOs and authorities in Saint Louis, Ziguinchor, and Fatick. Through targeted training sessions, we raised awareness on the importance of monitoring green initiatives in a climate-constrained world.

A total of nine projects focused on climate adaptation, water security, ecosystem restoration, and agricultural development were monitored through field missions, stakeholder consultations, and

formal information requests to public authorities. As a result, community members are increasingly proactive in tracking local climate fund allocations and environmental commitments. Finally, youth engagement remained a strategic priority through the Youth Budget Club. Its 300 members benefit from a simplified, interactive approach to public finance that strengthens their understanding of budget processes. Many participants have already transitioned from students to community leaders and ambassadors for transparency and accountability.

Reflecting on 2025, our key lessons demonstrated that digital monitoring is most effective when paired with direct community advocacy. We also learned that using localized data helps to reach more people and overcome regional resistance. **Looking ahead, our strategic priorities for 2026 include expanding Tracka to increase the number of monitored local infrastructure projects, securing additional strategic partnerships and seats on national budgetary committees, and scaling the Green Accountability model across all 14 regions of Senegal.**



Board Members Meeting with the Participation of the Global Director, Oluseun Onigbinde





Press Conference Organized by BudgIT Senegal Raising Concerns Over Delays in the Publication of Budget Execution Reports.



Tracka Regional Officer in Saint-Louis conducting a community training session on citizen participation and civic engagement.



Green Budgeting Training Session in Ziguinchor under the Accountability Project.



Grand Finale of the Youth Budget Prize.



Community Outreach Visits in Saint-Louis Neighborhoods to Raise Awareness on the Importance of Tracka and Citizen-Led Project Monitoring.



Dakar School visit



Grand Finale of the Youth Budget Prize.



Training session in the Dakar suburbs on the 2025 National Budget and the use of Tracka.

Ghana



A Leading Voice on Fiscal Transparency

The Tracka platform expanded to six regions, Oti, Eastern, Northern, Central, Volta, and Greater Accra—tracking over 500 projects and registering nearly 1,000 active users. We are now actively championing the implementation of key public projects.



Tracka expands to the Central Region; excerpts from the Nduom School of Business & Technology

BudgIT Ghana solidified its position as a leading voice on fiscal transparency and digital accountability in 2025. We joined the Ghanaian Parliamentary committees on Open Government and Budget Education, taking on the responsibility of developing the institution's official budget infographics.

The Tracka platform expanded to six regions, Oti, Eastern, Northern, Central, Volta, and Greater Accra—tracking over 500 projects and registering nearly 1,000 active users. We are now actively championing the implementation of

key public projects. Through sustained advocacy, we supported the delivery of basic amenities to communities, including two borehole services for Kukuo residents.

Our simplified 2025 budget analyses and videos reached an estimated 7 million people, driving local engagements and civic discourse. Our community engagement meetings ensured that marginalized groups, young people and women remained informed about critical government spending priorities and were better positioned to demand government

accountability. By the end of the year, many had begun writing directly to elected officials demanding that public funds translate into real services—schools, roads, healthcare, and jobs.

Furthermore, our collaboration with the International Budget Partnership produced the “Untapped Economy Analytical Report,” which catalyzed important discussions with the Ghana Revenue Authority on informal-sector revenue and VAT reform. Looking ahead, our Ghana office is preparing to expand its Youth Club civic



education program into more academic institutions. Across Ghana, BudgIT continues to nurture civic leadership and promote a culture of government responsibility and accountability.

In 2025, our work at BudgIT Ghana delivered impact at both national and subnational levels, with clear alignment to influence policy, strengthen public financial management, and improve service delivery across the country.

We continued to build a network of engaged citizens who deepen their understanding of public budgets, promote accountability from the ground up, and actively influence national discussions on fiscal transparency and effective public financial management. This year, our efforts reached over 7 million Ghanaians across all online and in-person platforms.

Key interventions included policy advocacy, budget accessibility, civic technology-driven empowerment, tax fairness initiatives, and strategic communications. These efforts came at a critical time for Ghana's economy and democracy following an election year and the swearing-in of a new government.

We were elected to the steering committee of Tax Justice Coalition Ghana and remained active members of the following national working groups, including the Open Parliament, Ghana Parliamentary Monitoring Organisations, and OGP Health Sector Accountability and Infrastructure. Our institutional engagements have successfully enhanced transparency and accountability in budget processes. Through active participation in Parliament via the Citizens Bureau and select committees, we advocated for greater budget transparency and improved fiscal

oversight. Our collaboration with the Ministry of Finance during key deliberations contributed to the development of more inclusive and gender-sensitive fiscal policies. Our research and advocacy, particularly on informal sector tax reform and compliance supported initiatives that promote equity and fair taxation in the informal sector. In partnership with the International Budget Partnership and the Society for Women in Taxation (SWIT Ghana), we initiated a research project on informal-sector taxation, titled "Ghana's Untapped Economy", which has provided policymakers with valuable insights. These efforts strengthened our engagement with the Ghana Revenue Authority's Sustained National Tax Education Campaign, improving public understanding of tax processes. Our engagement in the Ministry of Finance's pre-budget consultations helped advance a more participatory approach to shaping the 2026 National Budget, ensuring the removal of targeted regressive taxes like the COVID-19 Levy, the uncapping of the NHIL & GETFund Funds, and broader inclusion of diverse voices in fiscal decision making. These efforts provided communities across Ghana with real-time tools to demand accountability and improved oversight.

On the communications front, we engaged 318,979 citizens across our social media platforms, including X, LinkedIn, Facebook, Instagram, YouTube, and TikTok, translating complex public finance information into accessible citizen-focused stories.

During the year, we secured 60+ media features and collaborated with prominent media channels, including Channel One TV, Norvan Reports, Citi FM, Asaase Media, Sikaman Times, Woezor Media, Bullet TV, Rainbow Media, and

Accra Media. Through these engagements, we reached approximately 7 million Ghanaians, sparking essential dialogues on budget transparency, taxation, governance, and the importance of citizen accountability. Our online discussions, conducted via X Spaces and Zoom, drew 68,939 listeners. **Across the year, our knowledge products included 12 policy briefs, 45 blog entries, over 300 infographics, 50+ videos, 17 press releases, 10 major formal publications, including the launch of our Simplified Analysis, Citizens Budget, and Untapped Reports. These outputs strengthened civic literacy, increased citizen involvement, and bolstered public oversight.**

Our flagship Tracka platform continued to promote government accountability and drive service delivery. The platform supported:



700+
registered
users



200+
public projects
monitored



200+
Community
Champions



30+
community
engagements
and civic
education
sessions



2,128+
citizens engaged
across Oti,
Central, Northern,
Eastern, Ashanti,
and Bono
regions



07
Tracka Diaries
stories
highlighting
service delivery
gaps



Our Country Manager, Jennifer A. Moffatt at the Tax Justice Coalition Annual General Meeting



Ms. Ethel Coffie, the Board Chairperson, Country Manager, Jennifer A. Moffatt and civil society high-level partners at the launch of the Untapped Economy Report



Engaging marketwomen from the Kaneshie community on tax compliance and the informal economy



Young people at the Ghana Community Technology University signing up onto the Tracka platform after an activation workshop



The Global Director, Oluseun Onigbinde in Accra for the launch of the 2025 Budget Analysis



Expanding our Youth Participatory Forum to KNUST campus in collaboration with the Students' Parliament



Country Manager, Jennifer A. Moffatt on the nation's leading TV station, Channel 1, for a breakdown analysis of the 2026 budget numbers



Sierra Leone



Moving Toward Systemic Reform

In Sierra Leone, we moved from issue-based advocacy to deeper systemic engagement. We strengthened WASH (Water, Sanitation, and Hygiene) governance across six districts through direct collaboration with the Ministries of Water Resources, Health, and Finance. This partnership enabled us to train 120 CSOs, CSOs, community champions, on how to use the M-Water Platform (Tool) for budget tracking and WASH service reporting.



CSO Training on Water, Sanitation and Hygiene(WASH) in Moyamba District



CSO Training on WASH Social Accountability Tool in Kambia District

Institutional trust continued to deepen as we joined national technical working groups and launched the 2025 Citizens' Budget. Our research on the national wage bill and Treasury Bill rates reinforced our fiscal advocacy, while joint work with ActionAid helped uncover "ghost teachers," directly strengthening accountability in the education sector. Through 24 radio and television appearances, we

brought complex fiscal issues to the doorsteps of two million listeners and viewers, equipping them to demand government action.

BudgIT Sierra Leone recorded significant progress in strengthening public finance transparency, Water, Sanitation and Hygiene (WASH) governance,

and civic participation through strategic partnerships, research, advocacy, and capacity-building initiatives. During the reporting period, the organisation deepened its influence at both national and community levels, positioning itself as a credible voice for accountability and citizen engagement.

and civic participation through strategic partnerships, research, advocacy, and capacity-building initiatives. During the reporting period, the organisation deepened its influence at both national and community levels, positioning itself as a credible voice for accountability and citizen engagement.

BudgIT played a pivotal role in strengthening WASH systems and governance reforms through close collaboration with the Ministries of Water Resources and Sanitation and Health, GOAL Sierra Leone, WASH-Net, and other civil society actors. BudgIT Sierra Leone was nominated to the Ministry's Technical Working Group and participated in national WASH coordination platforms, underscoring growing institutional trust.

Through CSO training in Bombali, Kambia, and Moyamba, over 90 CSO representatives gained practical skills in monitoring healthcare WASH services, budget tracking, and evidence-based advocacy. Participatory workshops and district monitoring visits enhanced community-level accountability and informed the refinement of digital and paper-based feedback tools designed

for low-connectivity environments.

BudgIT's public finance and governance work delivered strong national visibility and measurable reach. Sixteen (16) radio and eight (8) television programmes on the 2025 national budget reached an estimated audience of over three million citizens, simplifying complex fiscal issues and amplifying concerns around debt servicing, wage bill growth, and limited capital expenditure.

Complementing this outreach, BudgIT produced multiple analytical reports, including the 2024 Budget Implementation Report, tax exemption analysis, and the half-year 2025 budget performance review, providing data-driven insights that informed public discourse and policy dialogue. Two major research studies on wage bill impacts and Treasury Bill rate trends further strengthened advocacy for fiscal discipline and people-centred budgeting.

The organisation also advanced citizen engagement and youth empowerment by hosting 10 capacity-building trainings on the national budget process and civic

rights and responsibilities, four university lectures, and civic awareness events that equipped young leaders with skills in public speaking, budget literacy, and advocacy.

BudgIT launched the Citizens' Budget and participatory dialogues that attracted over forty (40) participants drawn from CSOs, government and media institutions. We had engagements with the National Audit Institution (Audit Service Sierra Leone) and seven(7) district councils to further promote inclusive governance and shared accountability.

At the policy and institutional level, BudgIT contributed to national reform efforts through participation in the Draft Public Service Policy validation, climate governance convenings, and high-level conferences on financing and development. Its role in uncovering payroll irregularities in the education sector, alongside partner CSOs, demonstrated its commitment to safeguarding public resources and strengthening service delivery integrity.

BudgIT further enhanced its visibility through CSO engagements, strategic partnerships, regional networks, and strengthened communication outputs, including newsletters, blogs, and social media content. Overall, BudgIT Sierra Leone's work



CSO Training in Monitoring WASH services, budget tracking and evidence-based advocacy in Kenema District- Eastern Region Sierra Leone.



CSO Training in Monitoring WASH services, budget tracking and evidence-based advocacy in Kenema District- Eastern Region Sierra Leone.



CSO Training in Monitoring WASH services, budget tracking and evidence-based advocacy in Moyamba District- Southern Region Sierra Leone.



Youths Capacity building Training on the National Budget and Civic Rights and Responsibilities.



National WASH Systems reform engagements and coordination meeting with the Ministry of Water Resources and Sanitation together with NGO/CSO partners.



Citizen's Budget and Participatory Dialogues to engender national reform efforts to enhance Public Finance Transparency and Accountability.



Training and Policy Dialogue: Strengthening Water, Sanitation and Hygiene (WASH) system for Health in Bombali District- North East Region- Sierra Leone.



Youths Capacity building Training on the National Budget and Civic Rights and Responsibilities.



Television engagements on the 2025 National Budget.

The Road Ahead

As BudgIT expands its global footprint, our priority is not only on scale but on depth of impact. We are embedding climate justice, gender-responsive tax reform, and systemic public finance improvements into our core programs, ensuring that transparency translates into equity and measurable development outcomes.

Across our country offices, we remain anchored to one clear goal: making public budgets work for the people they are meant to serve. We will continue to deepen citizen oversight through Tracka, elevate community voices, and build strategic partnerships that drive institutional accountability.

Our work continues until public resources consistently translate into functioning health centers, safe water systems, quality schools, and inclusive economic opportunities within reach of every community.





Empowering West Africa: A Global Narrative of Fiscal Accountability



117

Community
Champions



500+

Active
Projects

Through BudgIT's international programs, we have built a robust ecosystem that fosters civic participation and fiscal accountability across multiple countries through a strategic combination of grassroots organizing, rigorous research, and digital innovation.

In Senegal, 2025 was defined by the successful localization and regional expansion of our tools. We piloted a rebuilt, French-language version of the Tracka platform, specifically designed to meet the needs of Francophone citizens. **BudgIT trained 35 regional officers and community champions to lead the platform's integration efforts in Thies, Kaolack, Diourbel, Ziguinchor, and Saint Louis, ensuring its sustainability. Our Youth Budget Club in Dakar reached its first 200 participants, cultivating a new generation of fiscally literate leaders.** This progress was reinforced by nationwide civic education campaigns in schools and community hubs, equipping residents with the skills to monitor public projects in real time. To demystify complex fiscal data, the team produced a series of infographics and explainer videos, supported by radio shows and television interviews. **By year's end, BudgIT Senegal had facilitated nearly 300 engagements and forged 20 new partnerships, expanding its social reach by over 65,000.**

BudgIT Ghana successfully transitioned from public advocacy to high-level policy influence. Our deepening collaboration with the Parliament of Ghana resulted in key appointments to committees focused on Open Government and Civic Education. Simultaneously, our leadership at the CSO Budget Forum helped set the tone for the national fiscal discourse.

The digital footprint of the Tracka platform grew significantly, expanding across six regions to register almost 1,000 citizens and 117 "Community Champions" overseeing 500+ active projects. Through our "Tracka Diaries" and targeted infographic campaigns, we drew national attention to stalled infrastructure and governance gaps. Our budget literacy efforts reached an unprecedented scale, with media coverage extending our voice to over 7 million citizens and virtual dialogues, including X Spaces, drawing nearly 70,000 listeners. In Sierra Leone, the focus shifted toward systemic engagement to ensure long-term sustainability. By partnering with the Ministries of Water Resources, Health, and Finance, BudgIT supported the design of a comprehensive WASH (Water, Sanitation, and Hygiene) systems-strengthening project across six districts.

To empower the public, we launched the 2025 Citizens' Budget and

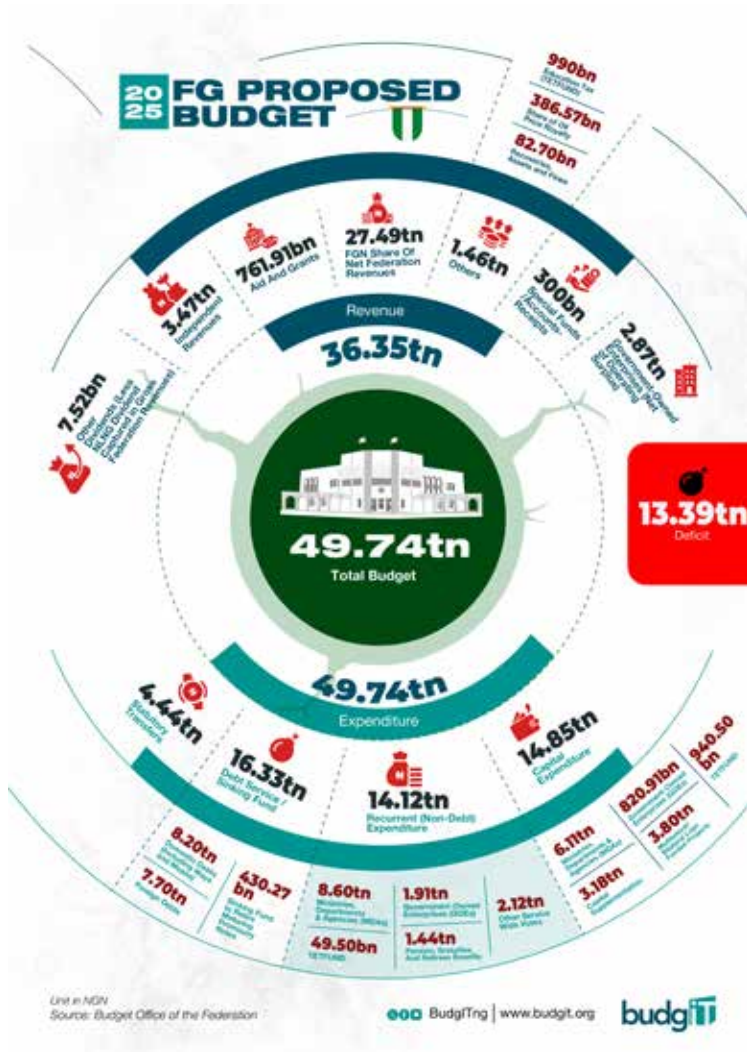
trained over 90 civil society representatives in advanced budget tracking and data collection. Our research on the national wage bill and Treasury Bill rates provided the evidence needed to advocate for meaningful fiscal reform. This work led to direct action: a joint initiative with local CSOs successfully exposed "ghost teachers," strengthening accountability within the education sector. Strong media visibility amplified these efforts, with radio and TV programs reaching an estimated audience of two million people.

In the United States, we developed civic education curricula to engage marginalized youths in Maryland State and the City of Chicago. We believe when young people can lead public budget discussions, they can drive change while growing into more informed citizens and future leaders. We continue to defend the principles of democracy, and civic engagement by simplifying budget analysis in our focus communities and actively participating in key forums.

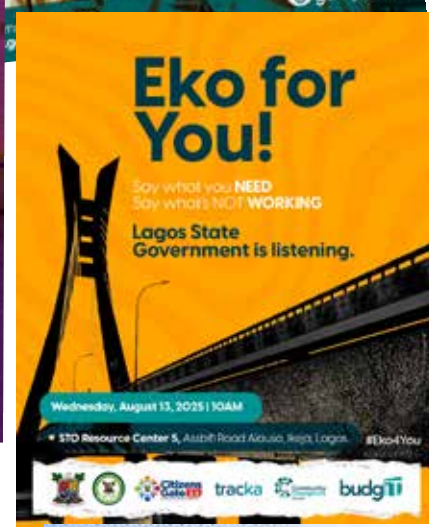
Across our focus countries, BudgIT leverages civic tech, deep policy engagement, and local partnerships. We are transforming boring budget data into a tool for empowerment while enhancing transparency in budgets and ensuring their responsiveness to the citizens' needs.



How Design Carried the Budget Conversation



In 2025, creativity was not an add-on to our work; it powered how we showed up. We reimaged how governance data could look, feel, and travel, ensuring that complex public finance conversations were not only accurate but also visually compelling and accessible.



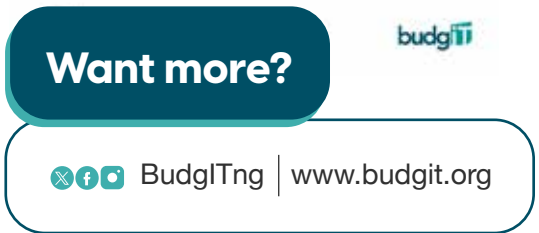
The year opened with strong creative momentum, from the Tracka Report Launch to the unveiling of BudgIT AI – Bimi. Our campaign around the 2025 Federal Government Proposed Budget further demonstrated our ability to turn dense fiscal documents into clear, engaging explainers that sparked public conversation. As the months progressed, visual storytelling moved to the center of our strategy. BudgIT product advertisements introduced a refreshed, modern aesthetic. Following the passage of the 2025 Approved Budget, we rolled out structured, easy-to-digest graphics that travelled widely across digital platforms.

Throughout the year, we translated complex economic issues into compelling visual narratives, from Federal Government revenue performance and international repayment breakdowns to the community-focused Eko4U campaign. Each output pushed us further toward one goal: making public finance easier to see and understand.

A defining milestone was the 10th edition of the State of States Report, where branding, insights, and document design came together to mark a decade of fiscal tracking while signalling forward momentum. Toward the end of the year, our bold campaign, **9 Steps Down the Wrong Path: Nigeria's Budget Chaos**, showed how sharp visual storytelling can drive accountability. By December, our 2026 Proposed Budget materials continued to simplify national fiscal conversations for everyday citizens.

Beyond Nigeria, our international team expanded our cross-country presence through Citizens' Budgets and tailored infographics adapted for multiple contexts. Overall, our creative work in 2025 was defined by innovation, inclusion, and impact. The lesson remains clear: when data meets thoughtful design, governance becomes easier to understand and harder to ignore.





Once Upon A Year, Policy Found Its Voice



Unlike previous years, we needed 2025 to be different. Different in how we showed up. Different in how we explained our work. Different in how people felt when they encountered BudgIT content. So we got to work.

Communications sat at the centre of every major project this year. Beyond that, we were deliberate about relatability and simplification. Government policies, fiscal documents, and reform strategies can easily feel distant from everyday life. Our task was to close that distance. Before every output, we asked a simple question: How does this affect the average person?

That question changed everything. We played with tone. We tried new formats. We found new voices. Through characters like Honourable Konisuru and Kontri Mata, we turned complex fiscal conversations into stories people could actually enjoy. We broke things down without dumbing them down. We added humour where it helped. We kept the facts intact. And suddenly, policy conversations felt human. People didn't just scroll past our content—they paused. They laughed. They shared. They saved. They debated.

The official launch of our Abuja office was one of the year's defining institutional moments. Communications

framed it not simply as an expansion but as strategic positioning, closer to national decision-making and policy conversations. The storytelling emphasised growth with purpose, reinforcing BudgIT's evolving role in governance reform.

We brought that same energy to BudgIT Data Fest, a gathering designed to make data feel less intimidating and more usable. Rather than promote it as a technical event, we positioned it as a meeting point for citizens, creatives, analysts, and reformers. The messaging focused on participation and curiosity. In this context, data became something people could explore—not fear. Our publication on Trends of Insertions by the National Assembly in the Federal Budget required a different approach: firm, clear, and grounded in evidence. We simplified patterns, contextualised implications, and structured the conversation around accountability rather than outrage. The goal was informed engagement, not noise.

The year carried forward with meaningful milestones. The launch of our Lagos office signalled continuity and steady growth. The 10th edition of the State of States Report marked a decade of tracking subnational performance—a powerful reminder of how far we have come. And as the year wrapped up, we asked a question that travelled far and wide: "Where is the 2026 Proposed Budget?" It was simple. Direct. Hard to ignore. Sometimes, accountability begins with one clear question.

And yes, the numbers told their own story. Our creativity was not just felt, it was measurable. Across platforms, our reach grew significantly. Impressions ran into the millions. Engagement rates climbed past previous benchmarks. But beyond the numbers, something deeper shifted. People were not just liking posts, they were leaving thoughtful comments, sharing insights, tagging friends, and carrying the conversation into their own spaces.



In 2025, our work did not just inform. It connected. And that made all the difference.

Caring for The People Driving The Mission



Official launching of the BudgIT Headquarters Office Annex in Abuja.

The year commenced on a strategic note with a management meeting held in Abuja, followed by the official launching of the BudgIT Headquarters Office Annex in Abuja. This milestone further strengthened the organization's operational presence and underscored its commitment to decentralised efficiency. Later in the year, BudgIT recorded another significant achievement with the opening of its new Lagos office. Overall, the year marked steady institutional growth, improved internal systems, and meaningful progress for both the organisation and the Humans of BudgIT.



E-O-Y celebration and final send forth of BudgIT Country Director- Gabriel Okeowo



Official launching of the BudgIT Headquarters Office in Lagos.

Retention and Recruitment

In the face of an increasingly competitive talent landscape, staff retention remained a key focus area. During the year under review, BudgIT recorded a number of staff exits, the most notable being the departure of the former Country Director, Mr. Gabriel Okeowo. In response, and in line with its people-centred culture, the organisation continued to prioritise staff welfare, including the implementation of a salary review. Consistent with established practice, two promotion cycles were conducted following performance appraisal exercises in the first and second halves of the year.

Staff were further supported through performance-based payouts, payment of the 13th-month salary, and the distribution of year-end welfare packages comprising rice, oil, and chicken.

Team Bonding

Team cohesion and collaboration were actively promoted throughout the year. In May 2025, BudgIT hosted a global team bonding exercise with representatives from all countries of operation in attendance. The event, held at Six Fifteen Bar & Event Centre in Lagos State, provided an opportunity for cross-country engagement and strengthened institutional relationships. The year concluded with a two-day budget meeting at Civic Hive and the Marriott Hotel, with the second day also serving as the year-end celebration featuring team activities and engagement sessions.

Annual Break

The annual break for the Humans of BudgIT commenced on Wednesday, December 17, 2025, and ran through January 12, 2026. On-site operations resumed on Monday, January 19, 2026.

The break provided staff with time to rest, spend quality time with family, and recharge for the year ahead.



Financial Report



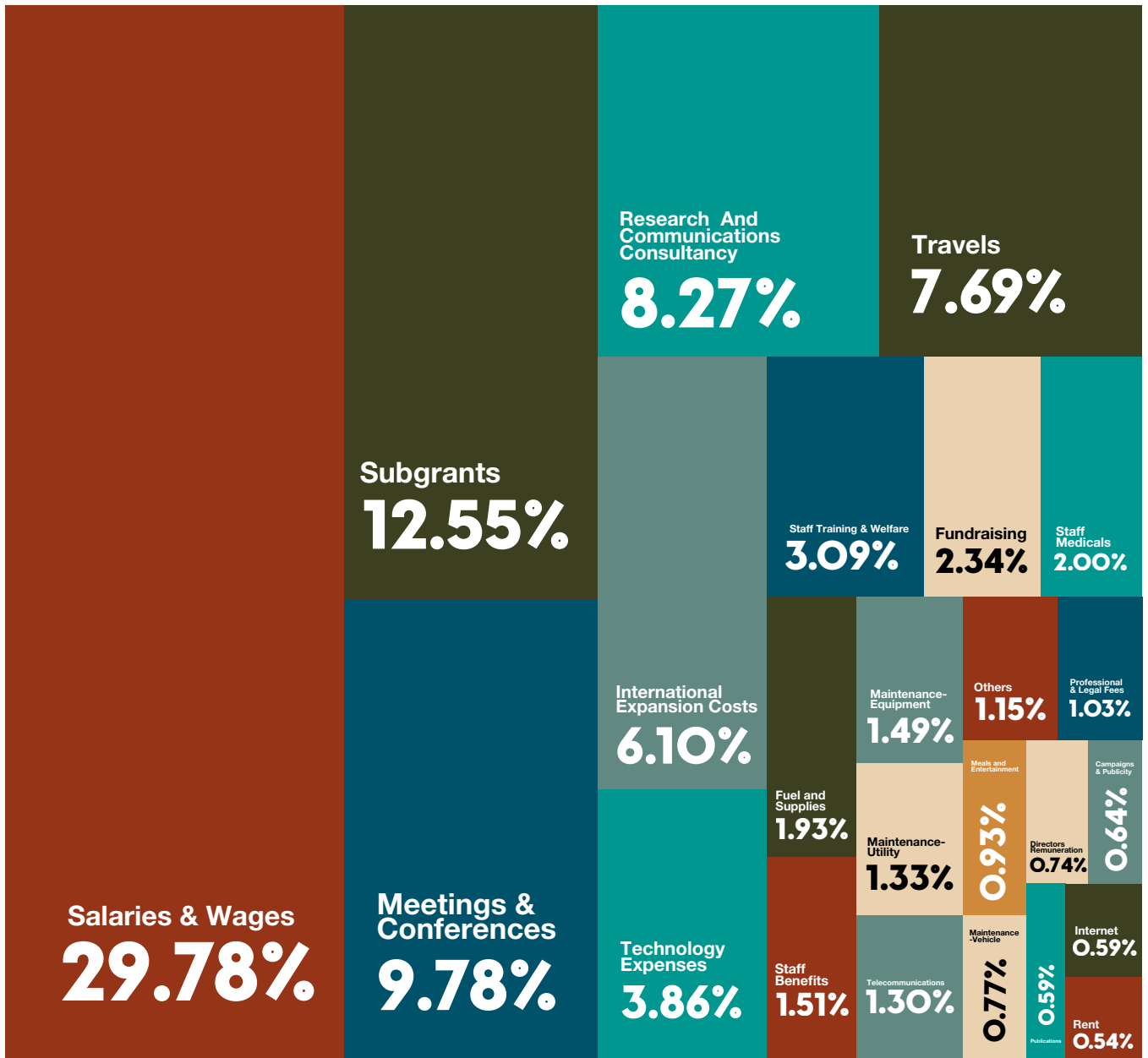
2025 Financials

2025 INFLOWS (ESTIMATES)	AMOUNT (USD)	RECEIVING PARTY	PURPOSE
HEWLETT FOUNDATION	400,000.00	US	FOR BUDGET ACCESS IN GHANA & SENEGAL & OPERATIONS SUPPORT
INTERNATIONAL IDEA	54,843.85	NIGERIA	RULE OF LAW PROJECT IN NIGERIA
GLOBAL METHANE HUB	80,000.00	NIGERIA	METHANE EMISSIONS CAMPAIGN IN NIGERIA
NED	177,500.00	NIGERIA	WEST AFRICA CIVIC TECH CONFERENCE AND FELLOWSHIP
LUMINATE	250,000.00	NIGERIA	GENERAL OPERATIONS SUPPORT
ENERGY TRANSITION FUND	149,975.00	NIGERIA	ENERGY TRANSITION PROJECT IN NIGER DELTA
SELF HELP AFRICA/FCDO	39,425.70	NIGERIA	COMMUNITY CHAMPIONS PROJECT
OXFORD POLICY MANAGEMENT	39,480.93	NIGERIA	CONSULTANCY FOR NIGERIA ECONOMIC OUTLOOK
OXFAM	59,459.00	NIGERIA	NIGER DELTA CLIMATE PROJECT
RESTORATIVE JUSTICE NETWORK	59,970.00	NIGERIA	CLIMATE JUSTICE PROJECT
MALALA FUND	60,000.00	NIGERIA	EDUCATION FINANCING PROJECT
ASG	25,575.00	NIGERIA	WOMEN EMPOWERMENT AND FINANCING PROJECT
FORD FOUNDATION	299,975.00	NIGERIA	Y1 BUILD FUND FOR PROGRAMS & OPERATIONS
MACARTHUR FOUNDATION	35,000.00	US	STAFF MATCHING DONATION
WRI/WORLD BANK	54,000.00	SENEGAL	GREEN ACCOUNTABILITY PROJECT
INTERNATIONAL BUDGET PARTNERSHIP	17,000.00	GHANA	BUDGET ACCESS PROJECT
WASHNET/FCDO	16,315.00	SIERRA LEONE	COMMUNITY CHAMPIONS PROJECT
TOTAL	1,818,519.49		



Expenditure

AMOUNT (USD)



Total Expenses	2,227,527
Reserves	678,205
Inflow	1,818,519
Expenditure	2,227,527
Net Inflows	269,198

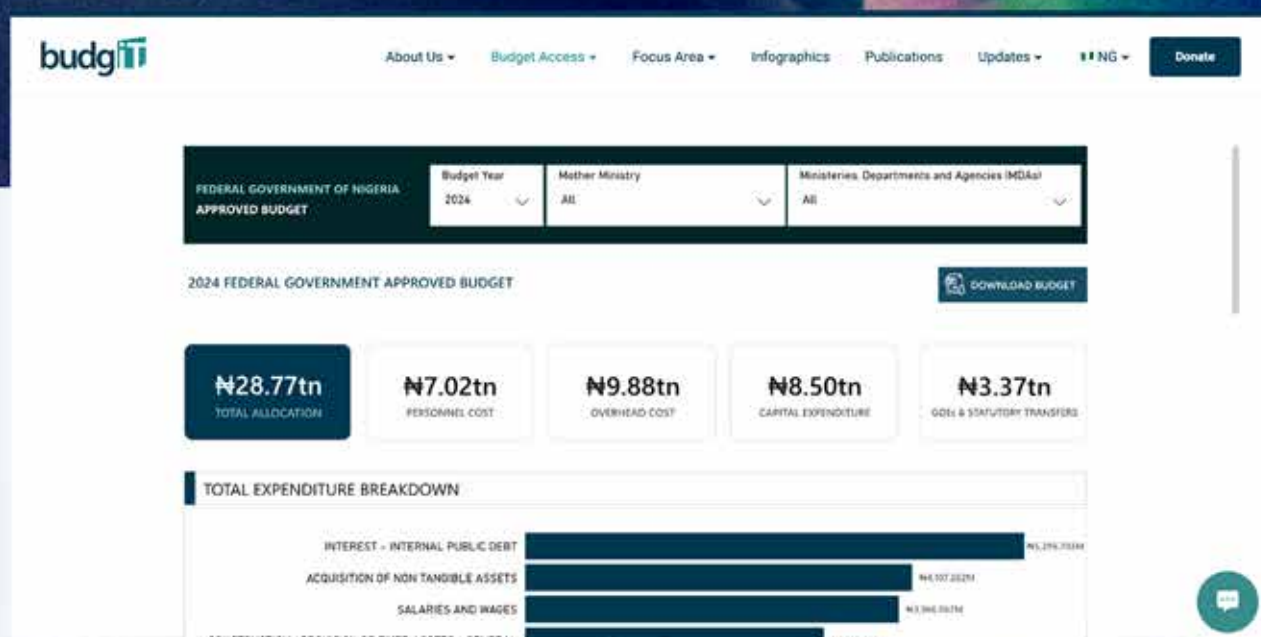
Sub-Grants Beneficiary

20 CBOs, PWYP Nigeria (Resource Justice Network), Fellows, BudgIT Country offices (Ghana, Senegal, Sierra Leone, Liberia)



Access disaggregated data on
federal allocations and capital
projects

all in one place.



A dashboard that provides an interactive view of how
government resources are distributed, spent, and implemented
across ministries, departments, and agencies.

Follow the money on

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