



ON NIGERIA 2.0

CASE STUDIES: CITIZEN ENGAGEMENT AND ACTION

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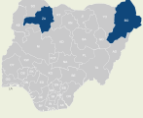
Executive Summary

Background and Methods

The MacArthur Foundation's Big Bet On Nigeria program aims to combat corruption through various pathways, including by boosting citizen engagement and transparency. This report explores three Joinbodi grantees' work to enhance community-focused accountability efforts and presents cross-case findings and conclusions. To develop this learning product, the EnCompass team identified 12 Joinbodi grantee partners that reported working with civil society organizations and/or citizens to engage anticorruption agencies and other accountability bodies. The Program Team and EnCompass then selected three cases for further analysis. EnCompass reviewed grantee partners' proposals and reports and conducted a total of 12 key informant interviews with 15 respondents across the selected cases, then analyzed and synthesized the collected data to develop the case snapshots, findings, and conclusions summarized below.

Overview of Cases

Snapshot of sampled citizen engagement initiatives

Case and Grantee	States	Partner organizations	Activities by grantees and partners
Case 1: Community-led Monitoring and Litigation Activities <i>Social Action</i>	 Delta, Edo, Abia, Bayelsa, Imo, Ondo	Social Action with Socio-Economic Rights and Accountability Project (SERAP) Delta State Anti-Corruption Network (ACN) Edo State ACN	Supports community-led monitoring and litigation activities around constituency projects through training and sensitization workshops, research and monitoring, town halls and discussions with government actors, advocacy via social and traditional media, protests, petitions, and lawsuits.
Case 2: Civic Hive Fellowship & Civic Champions <i>BudgIT</i>	 Abia, Ebonyi, Enugu Ekiti, Ogun, Oyo	Policy Shapers Hope Behind Bars Africa PROMAD Foundation	Promotes citizen awareness, education, and engagement with government through Civic Hive Fellowship and Civic Champions programs. Activities include mentorships, training, financial support, and advocacy efforts.
Case 3: Zamfara and Borno State Budget Monitoring Activities <i>Arewa Research and Development Project (ARDP)</i>	 Borno, Zamfara	ZamTraka Traka Development Foundation (TDF)	Partners with community-level civil society groups to amplify corruption-related issues, conduct civic education, and monitor government constituency projects. Activities include training, awareness-raising through local language translations, and support to civic tech platforms.

Findings

Table 1 summarizes cross-case findings from this study.

Table 1. Summary of cross-case findings

Use of Grievance and Accountability Mechanisms	
#1	Joinbodi grantees and partners raised awareness around civic processes and anticorruption efforts; developed tools and skillsets to track constituency projects; built citizens' and civil society groups' capacity to advocate for transparent and accountable governance; and engaged government officials through petitions and litigation in collaboration with diverse groups and individuals.
Progress and Gaps against the On Nigeria Theory of Change	
#2	Targeted stakeholders enjoy improved knowledge, awareness, and skillsets on accountability and anticorruption issues.
#3	Project participants use knowledge gained to engage in collective monitoring and, in some cases, advocate for government action .
#4	Grantees' and partners' initiatives contributed to government responsiveness and engagement as well as modest accountability improvements .
Factors that Facilitate and Challenge Citizen Engagement	
#5	Instability , a lack of political will by elected officials and local leaders , and entrenched community norms around political engagement consistently challenged efforts to promote citizen engagement.
#6	Grantees and partners facilitated buy-in, enhanced cross-sectoral collaboration, and contributed to action in target geographies through investments in relationships with local-level actors, and leveraged growing social media use to accelerate progress.
Sustainability Considerations	
#7	Efforts by civil society organizations and citizens in Joinbodi grantees' target geographies are contributing to emerging accountability results , but further investment in partnerships, scaling strategies, and consistent funding are important to sustain changes.

Conclusions

Two key conclusions emerge from these cases (Table 2).

Table 2. Cross-case conclusions

#1	Grantees are improving the capacity of civil society partners and some community members to monitor and advocate for government compliance with anticorruption policies, programs, and promises, especially in targeted state and local level geographies. In some cases, these efforts appear to have heightened targeted communities' expectations regarding government accountability and improved government responsiveness .
#2	Despite significant challenges, citizen engagement efforts developed and implemented in close partnership with local organizations and community members may be well-positioned to foster community-driven efforts that can be sustained in the longer term.

Introduction

The MacArthur Foundation’s Big Bet On Nigeria program supports Nigerian-led efforts to reduce corruption by strengthening accountability, transparency, and participation. Citizen engagement in efforts to demand transparency and hold corrupt actors accountable is essential to the success and legacy of On Nigeria.

This case study report explores four Learning Questions from On Nigeria’s Evaluation and Learning (EL) Framework, as well as Learning Priority 1 (see box).¹ This study analyzes how grantees in the Joinbodi² cohort: a) support communities and citizens to use accountability mechanisms to achieve change, b) apply and adapt their support to meet the needs of communities, including across ethnic, sociocultural, and regional groups, and c) identify and apply lessons to community-focused accountability efforts.

This report first presents a snapshot of three ‘cases,’ or grantee projects, then explains cross-case findings that emerged across the three projects. The evidence in these cases suggests that, though significant challenges persist, Joinbodi grantees are leveraging relationships with grantee and non-grantee civil society partners to strengthen target populations’ knowledge and capacity to collectively monitor government initiatives and advocate for transparent practices. As a result, some government actors and institutions – especially at state and local levels – are showing signs of becoming more transparent and responsive.

Learning Questions

3.1 *What grievance and/or accountability mechanisms are grantees using? Where are they experiencing success and challenges and why?*

6.2 *To what extent do citizens and communities use grievance and/or accountability mechanisms?*

6.3 *To what extent has On Nigeria 2.0 affected the number of corruption complaints resulting in investigation and contributed to increasing prosecutions?*

Learning Priority

1. *How does the work done under On Nigeria, and with respect to the accountability ecosystem, contribute to outcomes in other areas and sectors?*

¹ In December 2022 and early 2023, the Program Team and EL Partner identified three “learning priorities” to explore throughout the duration of On Nigeria. These priorities complement the EL Framework’s learning questions.

² The ON 2.0 Joinbodi cohort aims to support Nigerian civil society organizations, communities, and social influencers to mobilize together to demand accountability, and advocate for policy changes that make it easier to prevent, detect, and punish corruption.

Methodology

To identify the three projects analyzed in this study, the EnCompass team started from a sample of 12 Joinbodi grantees who reported (through a survey administered for *Learning Brief: Anticorruption Agencies, Accountability Bodies, & Citizen Engagement*) that they were working with CSOs or citizens to engage anticorruption agencies and other accountability bodies. EnCompass reviewed proposals and reports from these 12 grantees and assessed them against various criteria (see box on right). In consultation with the Program Team, EnCompass selected three citizen engagement initiatives led by three different grantees for further analysis. The selected cases, in line with the selection criteria, address a range of different issues, engage various stakeholders, and take place across several geographies.

Criteria for Case Selection

- Type and level of **actions** taken and reported results achieved due to citizen engagement efforts
- Extent of collaboration among grantees or with other non-grantees
- Levels of participation by historically **disadvantaged groups**
- Extent of grantee involvement in activities
- Types of issues addressed
- Regional diversity

The team conducted 12 key informant interviews (KIIs) with 15 respondents (Exhibit 1). These respondents included grantees and representatives of partners involved in grantee initiatives. The team then coded, analyzed, integrated, and synthesized the collected data to produce the cases, overarching findings, and conclusions presented in this brief.

Exhibit 1: Respondent sample across cases

Case	# of KIIs	# of grantee respondents*	# of partner respondents*
Case 1: Community-led Monitoring and Litigation Activities	4	3**	2
Case 2: Civic Hive Fellows and Civic Champions	4	2	3
Case 3: Zamfara and Borno State Budget Monitoring Activities	4	3	2

*Some KII sessions were held with two respondents from an organization.

**Two grantee organizations were represented in Case 1, with one of the grantees interviewed in their capacity as a partner organization on the lead grantee’s initiative.

Case 1: Community-led Monitoring and Litigation Activities

Context and Background. The Social Development Integrated Centre (Social Action) and its partners in the southern Niger Delta support community-led monitoring and litigation activities around constituency projects implemented by the Niger Delta Development Commission (NDDC) and state governments in the Niger Delta region (see box). Social Action and its partners aim to amplify corruption issues and encourage civic engagement to influence NDDC officials, state and local government actors, and contractors in the region to prioritize transparent and accountable practices in their implementation of constituency projects (Exhibit 2).

Addressing Corruption in the Niger Delta Development Commission (NDDC)

The NDDC, a federal initiative, aims to implement development projects in the Niger Delta region to improve socioeconomic conditions. Since 2002, the NDDC reports having delivered over 16,000 social and infrastructure projects across the region.³ In 2019, the then-President Muhammadu Buhari ordered a forensic audit of the agency, resulting in subsequent investigations by the National Assembly in 2020. These investigations revealed widespread fraud, misappropriation of funds, and mismanagement.⁴

Exhibit 2: Snapshot: Community-led monitoring and litigation activities

Grantee: Social Action



STATES

Delta, Edo, Abia, Bayelsa, Imo, Ondo



GOALS: Social Action’s public sensitization program and community-driven litigation activities seek to engage partners to raise public awareness and mobilize citizens for accountability around the NDDC. Social Action supports and builds capacity for project and budget monitoring, community-driven legal actions, and Freedom of Information Act (FOIA) requests.



PARTICIPANTS ENGAGED

Citizens, community-based organizations (CBOs), legal professionals, youth groups and associations, women’s groups, Community Development Committees (CDCs), and leaders such as community chiefs, heads of towns, and traditional leaders.

ACTIVITIES (by Social Action and partners)

- Conducting training sessions and sensitization workshops on how to access information related to constituency projects, monitor project implementation, and make Freedom of Information Act (FOIA) requests
- Conducting research and monitoring constituency projects and budgets
- Hosting town halls and discussions with government actors
- Engaging traditional and social media to conduct advocacy
- Organizing and mobilizing actions to challenge inadequate execution of public contracts through protests, petitions, and lawsuits

³ NDDC. 2023. <https://pmis.nddc.gov.ng/>

⁴ PLAC NG. 2020. NDDC Probe Exposes Nigeria’s Corruption Underbelly. <https://placng.org/Legist/nddc-probe-exposes-nigerias-corruption-underbelly/>



PARTNER ORGANIZATIONS REPRESENTED

Socio-Economic Rights and Accountability Project (SERAP): SERAP, another On Nigeria 2.0 Joinbodi grantee, collaborates with Social Action on this initiative by researching corruption issues within the NDDC, conducting awareness-raising and advocacy campaigns, organizing town halls, engaging media, petitioning government actors, and pursuing public interest litigation.

- SERAP places a special focus on engaging women, persons with disabilities (PwDs), and youth.

Delta State Anti-Corruption Network (ACN): This coalition of civil rights groups in Delta state works to empower citizens and civil society to compel state and local governments and contractors to conduct and complete public projects transparently. Its activities include public sensitization, monitoring, advocacy, and litigation to request the release of information and documents related to constituency projects.

- Delta State ACN focuses on women community leaders, youth, and traditional leaders.

Edo State Anti-Corruption Network (ACN): This network of civil rights groups in Edo state trains and mobilizes community and grassroots leaders across localities to conduct advocacy around accountability issues. The network monitors public projects and budgets for instances of misuse, and shares information around constituency projects via social media and grassroots mobilization.

- Edo State ACN has not defined any specific target groups beyond ‘civil society groups’
-

Activity Design and Implementation. Social Action partnered with civil society groups with which it had established relationships prior to On Nigeria programming. These groups had existing civil society networks in the states, and deep familiarity with state- and community-level contexts.

Social Action and its partners provided technical assistance to diverse community-level groups and individuals to: (1) monitor and identify issues in NDCC contract awards and budgets, (2) amplify issues identified through media and grassroots actions to petition government and contractors, (3) make FOIA requests, and (4) bring litigation to demand transparency when necessary. Social Action’s state-level partner respondents especially appreciated the opportunity to participate in activist and community training and receive financial support.

Changes in Behavior. Social Action and its partners reported that citizen-engagement activities improved **public perception of and knowledge** related to civic space and citizens’ rights, and **increased citizen engagement** on accountability issues. Grantee partners noted that because of information sharing through town halls, social media, and traditional media reports, citizens and community groups gained a better understanding of the NDDC, availability of funds, their rights, and relevant legal frameworks. They also noted increased interest in these issues among citizens in targeted communities, citing strong engagement on social media where citizens brought constituency project issues to grantees and civil society partners for amplification.

Results. According to Social Action and its partners, this greater and deeper citizen engagement contributed to (1) **increased responsiveness and transparency** from state government actors, (2) **improved delivery** of public projects, and (3) some **sanctions of corrupt actors and institutions**. In Akwa-Ibom, Bayelsa, Delta, Edo, Imo, and Rivers states especially, the grantee and partners reported their monitoring and advocacy efforts have influenced state governments to release documents more proactively to civil society organizations and make budget information public (Exhibit 3).

Exhibit 3: Examples of transparent and responsive practices by state governments in Niger Delta

State	Examples of transparent and responsive practices
Akwa-Ibom	The Akwa-Ibom government now invites grantee and network members to review and provide input to the budget process. Social Action reported one instance of state government inviting feedback on project performance.
Edo	Edo State Anti-Corruption Network reported that the state government has responded more quickly to social media posts by civil society organizations that amplify issues around budget or constituency projects.
Rivers	After litigation efforts by Social Action and civil society networks, the state government created an online platform to invite citizen engagement on the budget and released several years of previously secret budget documents from across administrations.

Social Action and its partners believe that they have successfully pressured government actors and contractors to complete constituency projects after monitoring, uncovering, and amplifying budget discrepancies. Respondents noted using a variety of tactics to put pressure on government actors. For example, the Delta State ACN organized rallies where community women could learn about and advocate for abandoned water, solar, and health care projects. After this rally, the contractors responsible reportedly completed some of the projects, and women gained easier access to safe water sources and to electricity for charging phones and lanterns. Edo State Anti-Corruption Network reported that within days of posting information on social media about a poor-quality road construction project, the signpost designating the road as a government project was removed by the state government. The Edo state governor sanctioned the Commissioner for Roads and Bridges, removing them from office.

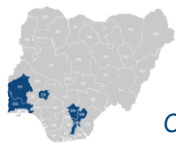
“In Delta State, a health facility [project] . . . had been abandoned for years. When our monitors . . . visited this site, they saw the hospital was there, but there was no equipment . . . immediately after that, the community network engaged the press. . . And barely six months after that, that community health center has been equipped and people now have access to health care services within that facility.” —Grantee

Case 2: Civic Hive Fellowship & Civic Champions

Context and Background. BudgIT developed the **Civic Hive** Fellowship program as part of its work with On Nigeria 2.0. Civic Hive supports young and diverse innovators working on tech solutions in open data and governance, citizen participation, and data transparency. The program’s goal is to encourage citizen awareness, education, and engagement with government. Through Civic Hive’s Fellowship program, BudgIT has engaged 12 start-ups and provided institutional capacity support to over 70 existing civic organizations. In addition to Civic Hive, BudgIT also identified 100 young **Civic Champions** in each of its six target states to participate in training focused on community leadership and civic involvement⁵ (Exhibit 4).

Exhibit 4: Snapshot: Civic Hive fellowship and Civic Champions

Grantee: BudgIT



STATES

Abia, Ebonyi,
Enugu Ekiti,
Ogun, Oyo



GOALS: BudgIT’s Civic Hive program provides technical assistance and funding to emerging civic technology leaders and start-ups. Civic Hive Fellows have focused on engaging citizens through technology, including access to justice,

constituency project tracking, voter education, mental health advocacy, and public policy development. BudgIT also provided training to community **Civic Champions** and existing civil society and media organizations working across six states on governance, social issues, civic engagement, accountability, and transparency.



PARTICIPANTS ENGAGED

Youth (young community champions, social innovators)

ACTIVITIES

- Conducted 20-week bootcamp for Civic Hive Fellows with training and mentorship focused on technical and institutional support for civic tech organizations
 - Provided financial support to Civic Hive Fellows
 - Delivered training sessions and webinars for Civic Champions on community organizing and mobilization, including monitoring constituency projects and budgets
 - Provided technical assistance to Civic Champions to conduct amplification and advocacy efforts after identifying constituency project discrepancies
-

⁵ Though the original focus of this case was only on the Civic Hive Fellowship, the grantee provided additional information about another relevant citizen engagement activity -- Civic Champions. Throughout this case and report, there is some content shared by the grantee related to the Civic Champions program, however, the partners providing information in this case represent only the Civic Fellows program.



PARTICIPATING ORGANIZATIONS REPRESENTED (all Civic Hive Fellows)

Policy Shapers (Lagos and Abuja FCT): This civic tech organization promotes youth civic participation through policy literacy, development, dialogue, and advocacy. Through the fellowship, the organization hosted a Naija Policy Hackathon, drawing over 300 young people to an event to develop policy ideas related to the Nigeria Student Loan Program; the Climate Change Act; Tech, Artificial Intelligence, and the Nigeria Startup Act; agriculture and food security; and taxation and internal revenue generation.

- Policy Shapers focuses on engaging emerging young civic tech leaders.

Hope Behind Bars Africa (Kaduna, Kano, Abuja FCT): This organization aims to close the justice gap in Nigeria by providing legal aid, evidence-based advocacy, and support for incarcerated individuals. Through the fellowship, the organization developed and launched JusticePadi, an application that connects citizens with legal resources and information to navigate the criminal justice system.

- Hope Behind Bars Africa places a special focus on legal aid to disadvantaged incarcerated individuals

PROMAD Foundation (Abuja FCT): PROMAD used Civic Hive assistance to build on its Grassroots Advocacy Project, which supports participatory budgeting processes. Its activities included the design and implementation of community needs assessments to inform government decision making around budgets and encouraging the inclusion of citizen input in public projects related to agriculture and rural development, education, and youth.

- PROMAD focuses on engaging youth in government monitoring and policy development, and works to facilitate community-driven needs assessments in communities outside of urban centers

Activity Design and Implementation. For the **Civic Hive Fellows program**, BudgIT invited young innovators and organizations with civic technology start-up ideas to apply to participate in a 20-week bootcamp. Twelve young people were selected as Fellows, and received support that included mentorship and learning opportunities from experts in various sectors, as well as training on digital tools, website development, financial management, and branding strategies.

In its **Civic Champions program**, BudgIT leveraged previous and existing community-level relationships with youth groups, unions, and associations to identify 600 young people across six states who were willing to participate in community-building activities. The Civic Hive program provided these individuals with grassroots organizing and community leadership training.

Changes in Behavior. BudgIT and the Civic Hive Fellow respondents report that participation in the fellowship program helped to **build knowledge** and **improve the skill sets** of the participants, who were then able to more effectively deliver awareness-raising activities and promote greater understanding of civic processes among the young people they reached in their activities (Exhibit 5).

Exhibit 5: Examples of improvements in understanding and skill sets after Civic Hive Fellowships

Advocacy	PROMAD Foundation conducted civic awareness-raising town halls and training sessions with young people across the FCT, collected input from young people, and conducted a needs assessment to produce a policy memo, “Accelerating Youth Civic Participation and Development in the Federal Capital Territory.” It plans to use this memo as an evidence-based advocacy tool to engage government agencies responsible for youth development programs in FCT.
Awareness-raising	The Policy Shapers organization reportedly increased young people’s awareness and understanding of policymaking and citizen involvement in policy processes. The Fellow reported that through their education activities, young people understand that decision making around policies is not solely an issue for government actors, and they have greater knowledge of the mechanisms they can use to inform policy—including media advocacy, research and writing policy briefs, and dialogues with government actors.
Research	Hope Behind Bars Africa reported that its engagement in the Civic Hive Fellowship program helped to strengthen its skills in research, data analysis, data use, and evidence-based policy advocacy. The Fellow reported that in a recent judicial engagement activity, they felt confident that they were able to present rigorous research results and compelling evidence to the police, Nigerian Bar Association, and other judicial actors in attendance.

The Civic Hive Fellows also appreciated the program’s contributions to improving their institutional processes. Thanks to mentorship from BudgIT staff, Hope Behind Bars Africa noted considerable improvement in its strategic planning and collaboration, media, fundraising capabilities, and impact measurement and evaluation. The Policy Shapers respondent reported that its participation in the Fellows program helped to “professionalize” the volunteer-run group, and strengthen its organizational structure.

“It was during the Civic Hive Fellowship that we got a deeper understanding into the need for stakeholders mapping [and] engagement . . . we have been doing this work for five years, but we had our first stakeholders’ engagement this year . . . we are working more with the government than we used to [and] seeing the need for collaboration.” —Hope Behind Bars Africa

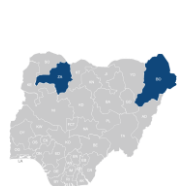
Results. All three Civic Hive Fellow respondents believed that it is too early to report significant changes resulting from the work they have undertaken, but there is evidence of “emerging wins.” Hope Behind Bars reported that its knowledge and capacity gains helped it represent more clients—increasing from 300 clients prior to Civic Hive’s involvement to 427 in mid-2023. PROMAD Foundation published its youth civic participation policy memo in April 2023 and anticipates that this tool, along with young people’s increased awareness gained through its civic education initiatives, will be influential in informing government budgets for youth development programs.

Case 3: Zamfara and Borno State Budget Monitoring Activities

Context and Background. Arewa Research and Development Project's (ARDP) On Nigeria 2.0 work focuses on two states in northern Nigeria: Borno and Zamfara. In recent history, Nigerians in these states have experienced insecurity, conflict, underdevelopment, and poor public service delivery. ARDP partnered with community-level civil society groups to build their capacity to amplify corruption-related issues, raise awareness of civic education and citizens' rights, and monitor government constituency projects in their communities. As part of this initiative, ARDP and its partners supported the use of two civic tech platforms—ZamTraka and BornoTraka—through which communities can monitor public projects and state government budgets (Exhibit 6).

Exhibit 6: Case 3 Snapshot: State budget monitoring activities

Grantee: Arewa Research and Development Project (ARDP)



STATES

Borno, Zamfara



GOALS: In its budget monitoring activities in Borno and Zamfara states, ARDP and its partners mobilize citizens to combat corruption in service delivery from government-funded constituency projects. In collaboration with its partners, the organization aims to foster citizen empowerment and encourage active engagement in governance and community development issues.



PARTICIPANTS ENGAGED

Community leaders (including traditional and religious leaders), community members, women's groups, youth groups, PwDs, occupational associations

ACTIVITIES

- Supported civic tech platforms in Borno and Zamfara states to monitor constituency projects, collect citizen feedback, and publish accessible government project and budget information.
- Trained local-level civil society organizations to engage citizens, monitor constituency projects, and conduct advocacy.
- Increased community awareness through translation of government documents to local languages (Kanuri and Hausa).



PARTNER ORGANIZATIONS REPRESENTED

ZamTraka: This organization was in operation prior to ARDP support and publishes accessible data and data visualizations on an online platform called 'ZamTraka' to share information on constituency projects and the performance of lawmakers in Zamfara state. ZamTraka conducts assessments in collaboration with input from community groups.

- Special focus: All 14 local government areas in Zamfara state

Traka Development Foundation (TDF): This newer organization established the BornoTraka platform, which was modeled on ZamTraka's platform, and aims to identify, monitor, and evaluate the implementation of constituency projects and track budget allocation in Borno state. It also engages local communities in monitoring efforts and provides civic education to communities on citizens' rights and civic responsibilities, focusing on constituency projects, government funding, and budget allocation.

- Special focus: 7 local government areas in Borno state (out of 27 total)

Activity Design and Implementation. ARDP provides support in the form of mentoring, training, and local language translation. It also helps ZamTraka and TDF to engage community-level civil society organizations in constituency project monitoring, educate communities and government actors, and enlist these groups in advocating for transparent, accountable governance. When selecting organizations to work with, ARDP and the partner organizations engaged existing community-level organizations, including women’s groups, youth associations, and emergency relief organizations.

Changes in Behavior. All grantee and partner respondents noted that before this project, citizens, and in some cases religious leaders, in targeted communities widely believed that elected officials used personal funds to implement public projects and were not aware that the funding had been distributed by the federal government. Respondents reported that advocacy, education, awareness-raising, and constituency-monitoring activities conducted at the community level have contributed to a shift in public understanding of elected officials’ responsibilities and citizens’ rights (Exhibit 7). ARDP and partners reported that activities have empowered marginalized groups in both states, especially women, youth, and people in rural areas.

Exhibit 7: Examples of shifts in citizen and civil society perceptions and behavior around the roles and responsibilities of government officials

Holding government actors accountable	<i>“[Citizens] have the courage to talk to. . .their representatives and ask them about the project. ‘Okay we know that on so and so date, you have passed a bill to do this and that, now we want to know why the project is not being implemented or why the project has stopped.’” —BornoTraka representative</i>
Citizen-led monitoring	<i>“It is the people in the villages particularly. . .they now feel they have a stake in government. . .I went to a community in a very remote area. I was pleasantly surprised. . .that they have developed what they call promise pledge cards. They sit with their counselors at the end of the year. . .and do a checklist of, ‘Have you done this, have you done that?’” —ARDP respondent</i>
Social media and online engagement	<i>“Even on social media, you see. . .people using our data to ask the right questions, to engage their lawmakers. . .on our website, we have created this feedback mechanism that people can interact with on [constituency projects about] how they feel, their grudges, their complaints, their suggestions. . .people are now talking, there is traffic and people are sending feedback regarding what they think about how projects are implemented. . .and how they want projects to be done.” —ZamTraka representative</i>

Results. Respondents believe that the activities implemented have contributed to increased citizen and civil society power, especially in Zamfara state. They reported that this shift has led to changes in government actors’ behavior. ARDP reports that community organizations that historically focused on humanitarian work with nongovernmental organizations (NGOs) are now shifting activities to include an emphasis on good governance. In response to the increase in civil society engagement, the Borno State Assembly has invited civil society groups to public hearings.

As a result of increased engagement and oversight by civil society and citizens through scorecards, respondents explain that elected government officials in Zamfara have shifted their behavior to improve their citizen engagement and more effectively deliver public projects. The ZamTraka respondent provided an example of one lawmaker who increased their number of town halls from just one in 2019 to five in 2022. This respondent also cited instances of constituency projects completed across Zamfara. ARDP noted that this paradigm shift also likely contributed to the results of Zamfara’s gubernatorial election, where the incumbent was removed.

“What happened in Zamfara in the gubernatorial election was virtually a political revolution because for the first time since the state was created. . .the entire political class in the state was changed in this election. And to some extent, this activity was largely responsible [for] arming the people, particularly the youths, to stand [and say], “Oh, we have a voice” . . . I am not saying that it is uhuru [freedom] yet, but at least for the first time, in the state. . .the citizen can stand up to the political class and say, “This is our feeling, this is our choice.” And that choice they make is informed, largely informed, by some of the activities they have been engaged in over the last two or three years.” —KII, ARDP

Findings

Cross-case findings are presented along several lines of inquiry, each of which explores different aspects of the learning questions and priorities this report sought to interrogate.



How are Joinbodi grantees engaging citizens in the use of grievance and/or accountability mechanisms?




- 1 The Joinbodi grantees reviewed for this case study are working collaboratively with diverse groups and individuals to (1) raise awareness around civic processes, corrupt practices, and accountability mechanisms; (2) develop tools and skillsets for tracking constituency projects and budgets; and (3) build citizens' and civil society groups' capacity to advocate, amplify issues, and engage government officials through petitions and litigation.

Program design, goals, and approaches. When approaching activity design and implementation, all grantees leveraged their existing relationships, networks, and contextual knowledge to ensure that activity participants were diverse and motivated to engage. Grantees adjusted their project design and implementation strategies according to their goals – Social Action and ARDP leveraged previous relationships and partnerships with state and subnational-level groups to expand existing opportunities for civic engagement, while BudgIT aimed to facilitate new opportunities for citizen engagement with government through empowering youth.

Activities. Grantee and partner respondents reported participation in various activities aimed at equipping and encouraging citizens to engage on issues around transparency and accountability (Exhibit 8). *Civic education and awareness-raising activities* included the implementation of mentorships, workshops, training, and provision of resources around topics related to civic processes and citizen rights, especially constituency projects, government budgets, and community engagement. These activities typically targeted community members, leaders, and civil society groups. Tracking, researching, and monitoring activities included capacity building for civil society partners and groups around the development and implementation of constituency project monitoring platforms, as well as training community-level civil society groups and individuals to conduct monitoring activities and effectively use platforms. *Collaboration and network-strengthening activities* focused on connecting with and facilitating connections among various actors to monitor and demand transparent and accountable practices. *Amplification activities* included leveraging traditional and social media to raise awareness about civic rights and to amplify issues identified in constituency projects, as well as grassroots and digital campaigns that could put public pressure on government actors and other decision makers. *Activities classified as petitions and litigation* included initiatives focused on making formal requests to the government through mechanisms such as FOIA requests or litigation brought to challenge government action (or inaction).

Exhibit 8: Examples of initiatives across cases by type of activity

Activity type	Examples across cases		
	Case 1 (Social Action)	Case 2 (BudgIT)	Case 3 (ARDP)
<p>Civic education and sensitization</p> 	<p>Social Action mentors and provides training to partners and community organizations to engage their communities in activities around constituency projects.</p> <p>Partners hold sensitization rallies with the public.</p> <p>Partners meet with community leaders and community members to provide civic education training, especially to sensitize citizens about processes and policies around government budgets and public projects.</p>	<p>BudgIT provided a bootcamp to Civic Hive Fellows to empower young emerging leaders to implement their civic technology projects.</p> <p>BudgIT provided civic education training and workshops to young community leaders.</p>	<p>ARDP translates government budgets, constituency projects, and other policy documents into local languages and disseminates information through community organizations.</p> <p>ARDP mentors and trains ZamTraka and TDF in Borno.</p> <p>ARDP mentors and trains community-level organizations in issues related to constituency projects and accountability mechanisms.</p> <p>ARDP and partners provide civic education to community leaders, groups, and individuals.</p>
<p>Tracking, researching and monitoring government</p> 	<p>Social Action and partners train community leaders and members to track government initiatives, such as constituency projects.</p> <p>Partners monitor state budgets and identify abandoned or substandard projects.</p> <p>SERAP conducts research on corruption in the NDDC.</p>	<p>BudgIT and PROMAD trained young community leaders to access information about constituency projects and budgets.</p> <p>Civic Hive Fellow developed an online platform to conduct needs assessments and collect data related to government budgets and constituency projects.</p>	<p>ZamTraka and TDF identify, monitor, and evaluate the implementation of funded projects in targeted local government areas.</p> <p>ARDP and partners train community-level organizations and individuals to use ZamTraka and BornoTraka platforms for monitoring projects.</p> <p>ARDP and partners train organizations to provide ‘step down’ training on constituency project monitoring to other groups and individuals in their communities.</p> <p>TDF conducts surveys in communities to understand issues and perspectives around constituent projects.</p>

Activity type	Examples across cases		
	Case 1 (Social Action)	Case 2 (BudgIT)	Case 3 (ARDP)
Collaboration and relationship building 	<p>Social Action identifies civil society groups in target states, and facilitates relationship-building activities.</p> <p>SERAP is working to strengthen connections with MDA representatives.</p>	<p>Civic Hive Fellow gathered young people together to brainstorm policy and develop solutions to civic issues.</p>	<p>TDF builds relationships with community leaders and the Borno state Ministry of Budget and Planning.</p>
Amplifying issues to public and decision makers 	<p>SERAP conducts campaigns through social media and open letters.</p> <p>Partners hold press conferences and conduct media advocacy around discrepancies in government projects.</p>	<p>Civic Hive Fellow conducted a digital advocacy campaign.</p> <p>Civic Hive Fellow produced a policy memo related to youth civic participation intended for use in government advocacy.</p> <p>Hope Behind Bars leveraged media to amplify stories related to access to justice.</p>	<p>ZamTraka invites citizens to use their public platform to provide feedback and information about constituency projects.</p> <p>ZamTraka produces and disseminates accessible data visualizations and constituency project information to the public via mediums such as social media.</p> <p>TDF amplifies information through community-level discussions and through an annual radio 'talk show.'</p>
Petitions and litigation 	<p>Partners submit FOIA requests and support community members or groups to submit requests.</p> <p>Partners bring petitions to state government agencies.</p> <p>Partners litigate unresolved complaints at the Federal High Court.</p>	<p>Hope Behind Bars conducted strategic litigation for clients who are victims of judicial mismanagement or have not had access to speedy trials.</p>	<p>No evidence of litigation or related activities.</p>

Where are grantees contributing to progress toward outcomes in the On Nigeria strategy-level and Joinbodi cohort-level theory of change? Where do gaps remain?

2 In these three cases, respondents report that their work has strengthened the knowledge, awareness, and skillset of civil society partners and targeted stakeholders, including subnational civil society groups, citizens, and community leaders, on accountability and anticorruption issues (Roots).

Grantees’ efforts reportedly contributed to improvements in partners’ and communities’ knowledge of civic processes, and strengthened their capacity to monitor and engage in advocacy around public budgets and constituency projects. The specifics of these improvements varied depending on the context and targeted populations (Exhibit 9).

Exhibit 9: Summary of progress toward On Nigeria 2.0 Joinbodi roots outcomes

Level of Theory of Change	Joinbodi progress and outcomes
Root – Skill Building	<p>Citizens gained better understanding of civic processes. (JB1, JB2)</p> <p>Citizens gained more awareness of constituency projects and any issues arising during project execution. (JB2)</p> <p>Civil society groups and citizens gained improved knowledge in monitoring constituency projects and budgets. (JB1, JB2)</p>
Root – Collaboration	<p>Civil society groups gained understanding and skills in connecting with new and existing stakeholders at subnational levels through performing ‘step-down’ training to share knowledge and mobilize action. (JB3)</p> <p>Citizens and civil society groups gained skills and knowledge in organizing advocacy efforts. (JB3)</p> <p>Citizens and civil society groups gained skills in monitoring constituency projects and sharing findings in collaborative datasets. (JB4)</p>
Root – GESI	<p>Marginalized communities, particularly youth, women, and those in states and communities that were historically neglected, gained understanding and skills around civic processes, monitoring constituency projects, and engaging with accountability mechanisms.</p>

Note: Root outcomes are captured in module TOCs only, which feed into the strategy-level TOC.

Improved understanding of civic processes. In states and communities that previously had relatively little exposure to civil society work and limited understanding of civic rights and responsibilities of elected officials, progress often initially took the form of improved understanding of civic processes or greater awareness of the processes and policies around constituency projects. For example, in some Zamfara and Borno communities, ARDP partners recognized that before their projects, many community members believed that elected officials used their own personal resources to fund constituency projects. ARDP partners adjusted their activities accordingly to foster a foundational understanding around these topics for targeted community members and traditional community leaders. ARDP’s dissemination of documents in local languages also helped citizens access information about constituency projects and associated budgets and identify where there may have been misuse of funds.

Improved awareness and skillsets around monitoring budgets and constituency projects. Grantees and partners reported that citizens and civil society groups gained understanding about the potential issues and accountability tools required to effectively monitor government projects and budgets. For example, Social Action and partners reported that their awareness-raising and amplification activities, such as town halls and social and media advocacy initiatives, improved citizen understanding of issues related to availability of funds, accountability mechanisms, and legal frameworks in relation to the NDDC.

Grantees and partners also reported that their capacity-building activities improved skillsets in constituency project monitoring and reporting for targeted individuals and groups, especially for community-level civil society groups and existing and emerging community leaders. For example, Social Action and partners reported that their sensitization and training activities led to improved abilities by civil society groups to initiate and submit FOIA requests. BudgIT reported that the young people selected and trained by BudgIT as Civic Champions gained the skills needed to identify public projects in their communities and monitor and report project progress.

3 There are many instances in which Joinbodi grantees and their partners reportedly facilitated collective monitoring by local actors. In some cases, these actors have engaged in public advocacy and agitated for government action (Trunk).

Across cases, respondents reported that citizens and civil society groups had used the understanding and knowledge gained through grantee and partner activities to monitor government projects, demand transparency, and seek accountability (Exhibit 10).

Exhibit 10: Summary of progress toward On Nigeria 2.0 Joinbodi trunk outcomes

Level of Theory of Change	Joinbodi progress and outcomes
Trunk – accountability ecosystem	<p>Citizens and civil society are using improved understanding and awareness to monitor government constituency projects. (JB5)</p> <p>Citizens and civil society are engaging in amplification and advocacy activities around constituency projects and in response to any issues arising during project execution. (JB6)</p> <p>Citizens and civil society are engaging with accountability mechanisms. (JB7)</p>

Monitoring. Grantees and partners reported that they have witnessed civil society partners and citizens take on monitoring efforts in their communities after participating in grantee or partner activities. For example, BudgIT noted that their Civic Champions monitored projects in their communities and documented information collected into the BudgIT tracker, a public online platform for citizens to reference and record the progression and status of constituency projects. Though training and sensitization activities by ARDP and TDF in Borno state were more nascent, TDF reported that there

“But with more enlightenment comes the capacity to ask questions...the more people are aware of the things they should be aware of, the more they demand for accountability and transparency.”
—KII, BudgIT

were emerging instances of community groups and citizens requesting support for gathering information about and engaging lawmakers in issues related to budget monitoring.

Amplification and advocacy. Grantees and partners observed increased citizen involvement in accountability matters, including by raising issues through social media and grassroots advocacy. Social Action’s Edo State ACN partner cited examples of citizen engagement in the aftermath of its training and sensitization activities in their communities. In one community, citizens raised concerns about road construction projects and amplified the issue on social media. In another instance, Social Action’s Delta State ACN partner facilitated sensitization rallies with community women to call for the completion of abandoned water, solar, and health care projects.

4 Grantee and partner efforts (including litigation) have contributed to some government responses and engagement with citizens, and suggest modest improvements in accountability in specific geographies.

Grantee and partner respondents across cases cited some emerging examples of how citizen engagement efforts spurred shifts in behavior by government actors and institutions toward greater transparency and accountability (Exhibit 11).

Exhibit 11: Summary of progress toward On Nigeria 2.0 outcomes

Level of Theory of Change	Joinbodi progress and outcomes
Branches – specific anti-corruption results	<p>Some civil society groups gained understanding and skills in connecting with new and existing stakeholders at subnational levels through performing ‘step-down’ training to share knowledge and mobilize action. (JB3)</p> <p>Citizens and civil society groups gained skills and knowledge in organizing advocacy efforts. (JB3)</p> <p>Citizens and civil society groups gained skills in monitoring constituency projects and sharing findings in collaborative datasets. (JB4)</p>
Foliage – increased transparency, accountability, and prosecution (TAP)	Government behavior – government responding directly to citizen questions and releasing information about interventions in anticipation of citizen demands.

Change in behavior by government actors. Grantees and partners from Social Action and ARDP cited evidence that in response to oversight and advocacy by citizens and civil society, some government actors are shifting their citizen engagement practices. For example, according to Social Action and partners, some state governments, including Delta, Akwa-Ibom, and Rivers, have been more proactive about releasing budget documents to the public and inviting feedback from citizens and civil society. ARDP’s partner ZamTraka reported that though there is still significant room for improvement, in some cases, lawmakers in Zamfara state have increasingly made citizen engagement a priority due to the civil society and citizen monitoring activities and pressure. The ZamTraka respondent noted that there is now evidence that elected officials are conducting engagement through town halls and leveraging the party structure to gather information about ward-level constituent needs.

Accountability. Some grantee and partner respondents noted that they saw more accountability through improved delivery of constituency projects. ARDP partners observed evidence of constituency projects being resumed or completed after pressure from contractors or local officials. Social Action outlined the actions and results that led to successful service delivery in their target region. Social Action reported that in some cases, they and their partners compelled state governments to release budget information through FOIA requests and advocacy efforts. Social Action and partners then used this public information to identify abandoned and unfinished public works projects. After assessing the budgets, Social Action noted that they and their partners amplified issues through media and grassroots advocacy, and in some cases, they succeeded in pressuring government actors and contractors to finish constituency projects.

Sanctions and litigation. Some grantees and partners reported that their efforts led to some instances of sanctioning of individual government actors, as well as successful litigation. For example, ARDP’s Edo State partner explained that after they amplified poorly constructed roadworks, the governor removed the Commissioner for Roads and Bridges from office.

In the case of Civic Hive Fellow Hope Behind Bars, BudgIT’s support helped legal professionals working with the organization to monitor court systems and identify cases where trials were stalled and take legal action to hold judicial officials accountable for administering justice efficiently and effectively. The respondent reported that the organization was able to cut trial times in half in the cases they took on.

As part of their activities with Social Action, SERAP reported that when public pressure and FOIA requests did not achieve the desired results, they pursued litigation to compel the government to comply with requests for transparency or accountability. Though the success of litigation could vary, SERAP believed that even when they lost cases, the media attention around litigation helped to raise community awareness about these issues and sent a message to government bodies that their actions are being monitored.

What factors and strategies challenge and facilitate citizen engagement efforts?

5 Instability, insecurity, lack of political will and entrenched community norms have consistently challenged grantees' efforts to promote citizen engagement.

“Distrust between the communities and government is a huge problem when it comes to getting citizens to participate in government. But then, if we have the right resources to engage, if we have the right programming, I think that the aspect of building trust should be an advantage to civic organizations to build or to empower communities.” — KII, BudgIT Civic Fellow (PROMAD Foundation)

Grantees and partners reported that political instability and a lack of political will by elected officials and local leaders have posed challenges for their work. Further, in Edo and Borno states, Social Action and ARDP respectively reported that entrenched community norms and perspectives around political engagement sometimes hindered effective project monitoring, especially if community and traditional leaders were biased in favor of or affiliated with contractors. In Borno state especially, ARDP cited a lack of citizen trust in

government and in project implementers as presenting a challenge to effectively conducting

activities. Other hurdles included the prevalence of insecurity in some states, such as in Imo and Abia (as reported by Social Action). Grantees and partners reported that despite the significant challenges, they have made some adaptations to manage expectations, demands, and resistance from stakeholders.

6 Grantees involved in these cases report that investments in relationships and collaborative initiatives with local-level actors facilitated buy-in, enhanced cross-sectoral collaboration, and contributed to action in target geographies. Grantees and their partners also leveraged growing social media use and the success of recent social movements to accelerate progress towards intended outcomes.

Investments in relationships and collaborative

efforts. In order to overcome challenges and gain communities' support of project activities, grantees pursued deep engagement with networks of subnational civil society groups and with community and traditional leaders. For instance, Social Action engaged a civil society organization coalition with a deep grassroots network that had been in operation for approximately 15 years, allowing them to reach leaders and residents from various districts in their initiatives. Collaboration with other organizations, both grantee and non-grantee, and media actors further facilitated their efforts. Initial community engagement was identified as a key factor in securing community buy-in, and maintaining project momentum relied on continued collaboration, technical support, capacity building, and motivation to sustain community initiatives beyond the project's timeline. These approaches underscore the importance of community engagement and collaboration in achieving meaningful impact in community development and social change efforts.

"When we started, a lot of people actually resisted [the project] because when you are bringing something new to the table, firstly there will be a resistance to change...[since] we are disrupting the status quo...but we stuck to our core values, and they guided us, and we weathered the storm. Now, we have built bridges, built on trust, and we have gotten the trust of the people. So now we have actually overcome that particular challenge." —KII, ARDP partner (ZamTraka)

In more challenging contexts with little history of civic engagement work such as in Borno state, mobilizing existing social groups that had previously engaged primarily in humanitarian relief efforts proved useful. Training these groups on constituency project monitoring helped them to recognize the importance of good governance in maintaining peace and prosperity and facilitated their engagement in Borno state public budget hearings. In Borno and Zamfara, translating documents into local languages reportedly strengthened communities' understanding of, and participation in, community projects.

"Because of this collaboration [with MDAs], we are yielding more results in our conversation with them. Even when we request for FOI, we get responses. Before, it was not so, sometimes they would not respond at all. But now when we send FOI, at least they will give us a response, even though it may not be positive, but at least we receive a response." —KII, Social Action partner (SERAP)

Grantee and partner respondents especially valued collaborative efforts and relationships with media and some government actors. For example, in their constituency project work, Social Action

and ARDP emphasized the value of building strong relationships with local government officials. In many cases focused outreach helped organizations to identify responsive government champions who could respond to or resolve ongoing issues reported by civil society without resorting to public pressure or litigation efforts.

Leveraging social media and emerging social movements. Grantees and partners working across populations, but especially those working with youth, emphasized the importance of social media and other virtual communication tools for disseminating information, monitoring and tracking

We have used [social media] to engage the Edo State government... We have responded, like in the issue of the shabby road construction, and an unkempt environment, and other issues... But as it happens, we react and the government actually takes action over it. And before you know it, something is being done concerning [the issue]. A commissioner has been sacked because we raised the issue of unproductivity about him, using a social media platform. These are part of the tools that we were exposed to by Social Action, social media as a tool of engaging government. –KII, Social Action partner (Edo State ACN)

projects, conducting advocacy and amplifying issues to decision makers, and connecting with other citizens. For example, Social Action’s partner in Edo State reported that the rise of social media as a tool for its organization and for citizens to amplify issues has been effective in eliciting government response and holding it accountable.

Grantees and their partners also reported that they capitalized on other opportunities within operational environments to strengthen their civic engagement activities. Civic Hive Fellow Policy Shapers said that they learned from and were inspired by social movements like EndSARS and Bring Back Our Girls.

To what extent are citizen engagement efforts sustainable, and what is needed to further strengthen sustainability?

- 7 Civil society organizations and citizens in Joinbodi grantees' target geographies are now monitoring constituency projects, amplifying corruption issues, pressuring state governments, and contributing to emerging accountability results. Further investment in partnerships, strategically seeking scale, and securing consistent funding are important for sustaining these changes.

Emerging results. Grantees and their partners reportedly witnessed a sustained positive impact on citizens' knowledge and awareness of transparency issues, as evidenced by increased citizen engagement related to these issues on social media and in increased complaints to government. Some respondents suggested that there is some culture change in target communities, with respondents noting greater citizen and civil society ownership over monitoring government projects and amplifying issues to government actors. Grantees and their partners also believe there is sustained change in more transparent behavior by state government actors targeted by the citizen engagement efforts. ARDP and Social Action partners also cited the successful completion of constituency projects after citizen and civil society interventions have endured and will sustain into the future.

Questions about sustaining activities. Despite the work done to date, there remains some uncertainty regarding long-term sustainability of activities, particularly by grantee partners such as BudgIT's Civic Hive fellows. Though partners report that those in their organization and their targeted participants are enthusiastic about continuing activities, challenges such as insecurity and inadequate funding may prevent continued engagement. While ARDP's partner ZamTraka reported optimism that their efforts will continue, their partner TDF, which implements BornoTraka, was less confident, explaining that they had not yet been operating long enough to continue the project without ARDP's support.

Factors facilitating sustainability. To ensure sustainability into the future, grantee and partner respondents emphasized the importance of continuing and strengthening collaborative efforts with government and civil society actors, strategically expanding or deepening their work, and maintaining access to funding. Grantees and partners had varying approaches to scaling their work. One approach,

One of the major priorities for us this year is sustainability. When we started out, we did not have different sources of revenue, but over time we have seen the need to have different streams of revenue. And so, we are currently working on some social enterprise model that could help us. -KII, BudgIT Civic Hive Fellow

reported by Social Action and SERAP, involved adding activities that would focus on the transparency and accountability of local government (in addition to state government) institutions and actors. BudgIT considered deepening and continuing their work with younger generations and adapting to evolving demographics to scale their work. They also prioritized continued utilization of technology, including through (a) the development of web portals and mobile applications and (b) leveraging social media platforms to extend their reach and promote participatory governance.

Grantees and partners also included funding considerations among their long-term sustainability priorities. Some strategies that respondents reported pursuing included diversifying revenue streams, providing paid legal and consultancy services, and seeking out new grants.

Conclusions

Conclusion 1: Grantees in these cases are improving the capacity of civil society partners and some community members to monitor and advocate for government compliance with anti-corruption policies, programs, and promises, especially in targeted state and local level geographies. In some cases, these efforts appear to have heightened targeted communities' expectations regarding government accountability and improved government responsiveness.

The Joinbodi grantees and their partners in these cases have been actively promoting citizen involvement in various accountability initiatives across Nigeria, especially in geographic areas where there has previously been limited civil society focus on corruption and accountability. Such areas include Borno state, which has been the site of significant political violence and insecurity, and the oil-rich Niger Delta region, where oil industry negligence has led to significant environmental, social and economic challenges for residents. In some citizen engagement activities, grantees and partners sought to involve specific groups, such as youth, women or others who are historically disadvantaged

in Nigeria. Grantees' awareness-raising and advocacy efforts have had a notable influence on improving civic understanding and shifting some citizen perspectives in targeted communities, such that they have higher expectations regarding government accountability, and are willing to participate in accountability-focused activities.

Grantees provided support to their civil society partners through mechanisms such as technical skills-building trainings, 'step-down' civic education workshops, funding, and operational capacity-building support. This support helped grantee partners to facilitate collective government monitoring and advocacy initiatives by local actors, with some success in prompting responses from public officials. However, the extent to which these changes led to sustained and widespread improvements in accountability remains uncertain.

Conclusion 2: Citizen engagement efforts face a host of challenges in Nigeria, from ongoing insecurity to longstanding apathy and deep citizen mistrust of government. The evidence from these cases, however, suggests that citizen engagement efforts developed and implemented in close partnership with local organizations and community members may be well-positioned to begin overcoming these challenges and foster community-driven efforts that can be sustained in the longer term.

Ongoing security issues and an entrenched sense of mistrust towards the government contribute to citizen apathy and can challenge grantee efforts to engage citizens. To address these challenges, facilitate greater buy-in from communities, and achieve more effective programming, grantees in these cases aimed to develop a comprehensive understanding of target stakeholders' needs and priorities for their communities. This was possible through collaborative design processes and developing or strengthening close partnerships with local organizations and community members.

Establishing a community-driven foundation for engagement with accountability mechanisms is important for sustaining long-term participation that is not dependent on external grantee support. While there is evidence that citizen engagement efforts are sustainable to some extent, continued sustainability will be dependent on local stakeholders' ability to a) engage in continued collaboration and network-strengthening activities, b) strategically scale efforts to deepen community engagement and expand activities to other communities, and c) access consistent funding streams and operational support.