

# *Follow the Money in Kaduna State*

A Case Study of Accountability in Neglected Communities

## *Summary*

This case study illustrates how the MacArthur Foundation's investment of USD 350,000 has contributed to Connected Development (CODE)'s Follow The Money (FTM) initiative and its successful delivery of USD 1.5 million in education funds across Nigeria's Kaduna State. By dissecting FTM's processes and successes, this case study highlights learnings for actors in civil society and government as well as funders working to make public service delivery in neglected communities more accountable.

This case study was researched and written by Reboot in partnership with CODE. It is part of a series of case studies on the impact and lessons learned from the MacArthur Foundation's *On Nigeria* program.

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# Introduction

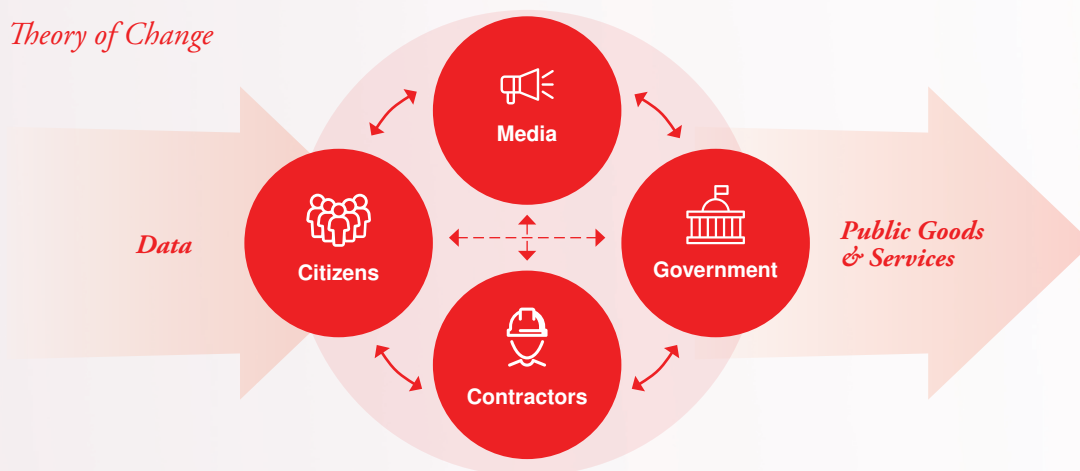
One of the most daunting challenges in Nigeria is the accountable delivery of public goods and services in neglected communities. Communities that are more accessible, visible, and networked often get goods and services that neglected communities—often rural, poor, and in dire need of government funding—are also entitled to but don't receive because they have little to no access to their public officials or to information more generally. Instead, the money that is earmarked for these communities is often routed elsewhere and community members are none the wiser.

FTM's theory of change is simple yet powerful: If the government commits resources to neglected communities, empowering those communities to be informed of the projects those resources are intended to fund, then the government will better provide public goods and services—especially if community residents use the media to publicly hold their governments and contractors accountable. This theory of change is realized through an accountability campaign with four key steps:

1. **Data mining.** The FTM model begins with analysis of government data on spending for neglected communities and puts their findings into languages and formats that community members can understand.



2. **Community engagement.** This includes an initial visit with community leaders and stakeholders to compare government data to project progress and quality on the ground while offering hands-on training in project monitoring and government engagement.
3. **Government engagement.** FTM organizes town halls between the community, contractors, and the government so all parties can discuss the issues and agree on how they will be addressed.
4. **Media advocacy.** FTM sustains media coverage to amplify citizen voices and increase public pressure on government agencies and departments to respond to community demands.



# FTM in Kaduna State

FTM in Kaduna was originally focused on monitoring the delivery of funding for primary education infrastructure, which was a priority for state government, a subject that civil society organizations and the media were interested in, and a tangible issue citizens could relate to. As of January 2020, FTM's interventions in Kaduna have tracked the construction and rehabilitation of 23 primary schools, amounting to USD 1.58 million in public funds impacting over 200,000 children. As a result, school enrollment has increased. FTM has since expanded to monitor healthcare projects in Kaduna and has spread to other communities, states, and countries. While FTM has yet to conduct a comprehensive evaluation of the results, preliminary findings suggest that key impacts include:

#### **An increase in access to decent basic education for children.**

Improved school infrastructure has led to increased school enrollment. This is especially critical in Northern Nigeria where negative perceptions of education coupled with population growth has contributed to an estimated 8 million children out of school.<sup>1</sup>

#### **An increase in the number of neglected communities receiving higher quality public goods across sectors.**

After FTM engagements led to the delivery of improved school infrastructures, several communities applied the FTM structure to other government projects, such as healthcare centers.

**Government spending decisions are increasingly being informed by communities' voices.** Empowering communities to hold their governments accountable has led FTM engagements to become self-sustaining, ultimately creating shifts in social norms that demand accountability and transparency and reject corruption.

**Stronger accountability at the state level.** As more communities and local governments trained by FTM succeed in working together to deliver higher-quality goods in neglected regions, the government officials can replicate the approach within other communities around the state.



**23 Primary Schools**  
Tracked the construction and rehabilitation of 23 primary schools



**200,000 Children Impacted**



Tracked a total of  
**\$1.58million**

<sup>1</sup> <https://www.premiumtimesng.com/news/headlines/335352-eight-million-out-of-school-children-in-10-nigerian-states-and-abuja-unicef.html#:~:text=The%20United%20Nations%20Children's%20Fund,Gombe%2C%20Adamawa%20and%20Taraba%20states.>



## *Community Spotlight: An Over 50% Increase in School Enrollment*

Community: Unguwan Fadan Kamantan, Zangon Kataf LGA, Kaduna State

Population: 38,000

Distance from City Center: 153.5km

### **Issue:**

Dilapidated community school structures affected not only the quality of education but also enrollment. Parents were forced to send their children to private schools outside the community, which jeopardized their children's safety and placed a financial burden on the families. Previous requests sent by community leaders to public officials for the completion of ongoing school refurbishments went without response.

### **FTM Campaign:**

During the data-gathering process, CODE found out that USD 35 million had been approved and jointly provided by the Kaduna State Universal Basic Education Board and the Universal Basic Education Board (UBEC), so FTM trained the community on project management and how to effectively engage stakeholders.

### **Impact:**

The community school has been refurbished and is now conducive to learning. Potable water is available, and there has been a 70% increase in school enrollment.


# *Localization at Scale*

The FTM movement utilizes "localization at scale" to scale its accountability efforts. Whereas scaling up is typically done by replicating an initiative in additional locations, FTM scales its work by empowering communities to drive local accountability initiatives themselves. Localization at scale relies on communities empowering themselves rather than FTM going into each individual community, leading to a model with the potential to scale at a rapid rate.

Localization at scale has already helped the movement gain considerable traction. FTM now has implementations in 259 communities across seven countries, has been responsible for tracking USD 6.4 billion globally, and has reached an estimated 4 million people. FTM's digital platform now has 7,079 registered members, with membership growing at a rate of 5 percent per day, with 40 percent of its members posting on the platform within the last month

 **259**  
Communities

 **7**  
Countries

 **Tracked globally**  
**\$6.4billion**



## *Lessons from Kaduna and a Call to Action*

Learnings from FTM's work offer valuable lessons for donors and civil society actors interested in increasing government accountability in Nigeria and other countries with similar socio-economic contexts. These lessons include:

**Focus on community needs that the government has prioritized before moving on to issues prioritized by communities.** Because education infrastructure is a unifying issue, it helped FTM build relationships with stakeholders. As communities began to see the results of their efforts, they were then better equipped to tackle issues they care about.

**Help local leaders become effective agents of change in the eyes of the community.** Because people leading FTM locally are often already respected within their communities, FTM builds on their reputations and trains them to empower and mobilize their communities. Early successes help them gain even more community respect, which fuels their future mobilization efforts.

**Focus first on near-term wins before longer-term policy change.** This process quickly creates tangible results, highlighting the value of accountability and improving the government's standing within the community. These near-term wins create relationships that allow FTM to then influence long-term policies on education and the implementation of sustainable development goals.

**Build an organic, self-sustaining network to foster diffusion.** The FTM network, Kaduna FTM Chapter meetings, and iFTM.org platform provide members with the ability to share their successes and inspire the uptake of FTM in other communities.

**Establish a holistic system for monitoring and evaluation.**

In Kaduna, FTM would have benefitted from tracking secondary metrics like children's learning outcomes that stem from the rehabilitation and expansion of school facilities, the shifting behaviors and norms of citizens as a result of improved government service delivery, and increases in political participation like voting attendance or instances of government officials rebuking a culture of corruption.

**For development funders, FTM offers an opportunity to invest in an innovative, scalable, and locally led approach to accountability.** Development funding can help to:

- Strengthen monitoring and evaluation efforts to capture development outcomes such as children's learning, community behavior change, and a reduction in "vote buying" during elections.
- Facilitate the success of the FTM movement by making it more accessible and easier to adopt; this could be accomplished in part by developing and translating a user-friendly handbook into different languages and dialects.