

ABRIDGED CASE STUDY

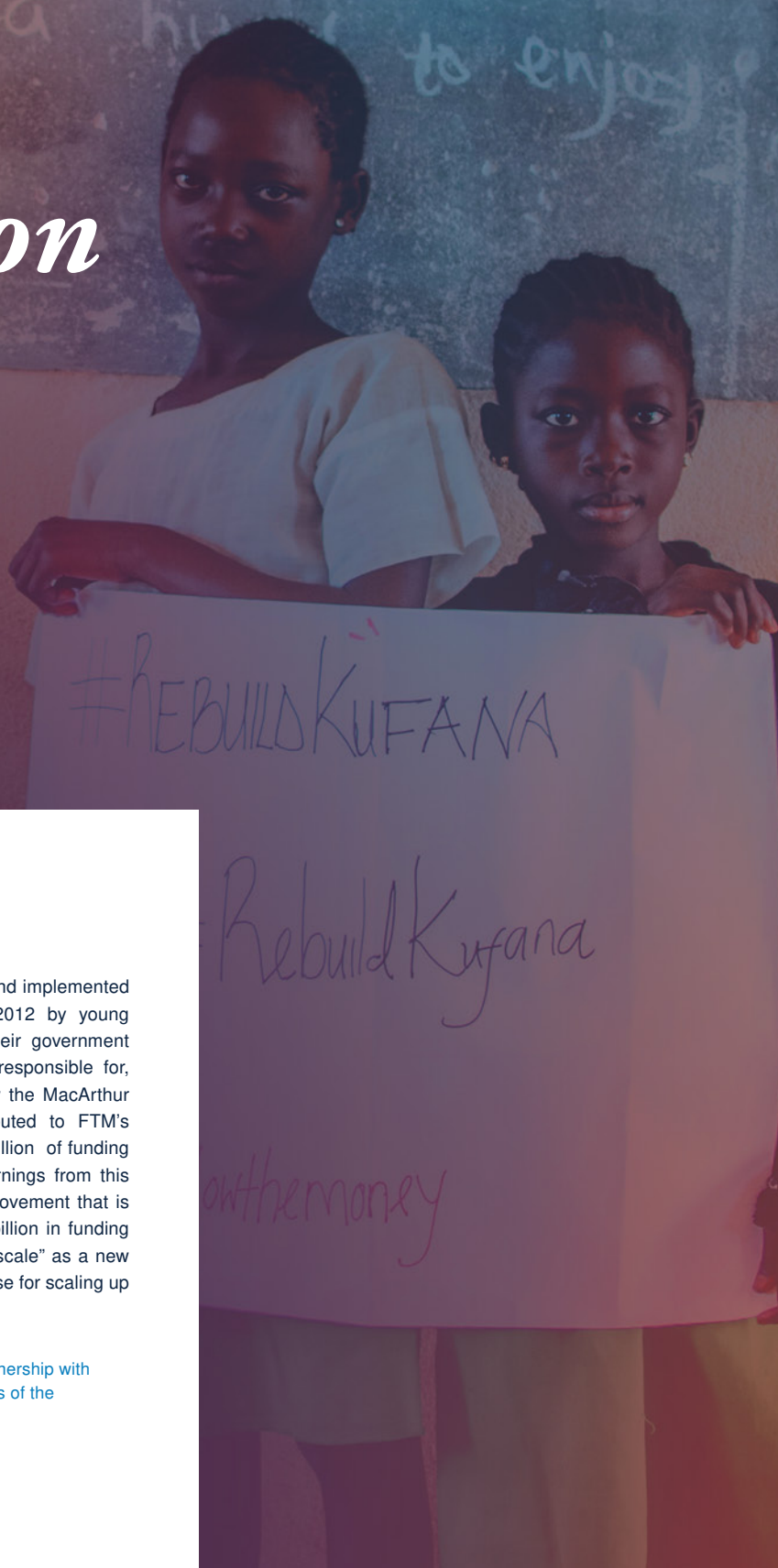
Localization At Scale

CODE Nigeria's
Follow The Money Movement

Introduction

The Follow The Money (FTM) movement, spearheaded and implemented by Connected Development (CODE) was started in 2012 by young grassroots activists in Nigeria with a desire to hold their government accountable to delivering the goods and services it's responsible for, especially in rural areas. This case study illustrates how the MacArthur Foundation's investment of USD 350,000 has contributed to FTM's ability to successfully monitor the delivery of USD 13.5 million of funding across Nigeria. Further, this case study distills how learnings from this work have informed the development of a global FTM movement that is currently monitoring the distribution of over USD 62.04 billion in funding globally. Last, this case study introduces "localization at scale" as a new approach adapted from the private sector that holds promise for scaling up development accountability initiatives.

This case study was researched and written by Reboot in partnership with CODE. It is part of a series of case studies that shares impacts of the MacArthur Foundation's *On Nigeria* program.





FTM in Nigeria

Over 80 million Nigerians live in poverty,¹ often in rural areas where residents have to travel long distances to access essential goods and services like healthcare. When present at all, education facilities are often in need of both repair and expansion. Further, there is often little to no access to clean drinking water or sanitation facilities in these areas. This situation can be attributed to years of corruption, misappropriation of finances, and looting of the national treasury — USD 582 billion is reported to have been stolen from the country since 1960.² It can also be attributed to members of neglected communities typically having little to no access to public office holders.

To advocate for and ensure the effective and complete delivery of essential goods and service delivery to traditionally neglected communities, the FTM team investigates existing government spending projects through data and on-site community visits. FTM engages with communities to teach them about their rights while leading social media campaigns that apply pressure to government officials. These efforts enable communities to gain visibility, making it difficult for the government to continue ignoring them.



\$582billion

is reported to have been stolen from the country since 1960

¹ [https://nigerianstat.gov.ng/elibrary?queries\[search\]=poverty%20and%20in](https://nigerianstat.gov.ng/elibrary?queries[search]=poverty%20and%20in)

² <https://www.economist.com/middle-east-and-africa/2019/10/10/african-kleptocrats-are-finding-it-tougher-to-stash-cash-in-the-west>

Impact to Date

As a result of empowering communities to sustainably advocate for themselves after the initial engagement, a variety of public goods and services are finally reaching the low-income rural communities. Key results achieved by CODE's FTM model include:

- **Improving education in Nigeria's Kaduna State.** As a result of FTM activities, 23 schools have been either built, rehabilitated, or expanded. For many communities, these improvements mean a renewed interest in education and an increase in school enrollment.
- **Achieving accountability across Nigeria.** In 2019 alone, FTM had 69 campaigns running concurrently in 69 rural communities across six states. These campaigns tracked a total of USD 3.5 million in public funds. As a result, public officials are beginning to engage with communities prior to project implementation and are proactively sharing information that communities can use to monitor projects.
- **Expanding across the world.** The FTM network has grown to include groups in seven African countries: Kenya, Cameroon, Gambia, Liberia, Zimbabwe, and Malawi. To date, grassroots-oriented advocacy groups in Uganda, South Sudan, Pakistan, Ethiopia, and Haiti have all expressed interest in joining the network.

FTM's Impact in Nigeria as well as globally

In Nigeria



374

Number of communities FTM has been tracking funds



\$13.5 million

Total amount of money tracked nationally in Nigeria



2,534,481 people

have benefited

In Kenya



\$62 billion

FTM lead in Kenya is tracking over USD62 billion cumulative national budget since 2017 including covid-19 funds

In Cameroon



\$13.8 million

FTM lead in Cameroon tracking over USD13.8 million in covid-19 funds

In Liberia



\$775,000

FTM lead in Liberia is tracking close to USD775,000 on covid-19 funds

In Gambia



\$24.2 million

FTM lead in the Gambia is tracking over USD24.2 million covid-19 funds

In Zimbabwe



\$746,000

FTM lead in Zimbabwe is tracking over USD746,000 of covid-19 funds



The Power of Localization at Scale

Whereas scaling up is typically done by replicating a product or initiative in additional locations, FTM practices localization at scale, empowering communities to drive locally-led accountability initiatives themselves rather than FTM going into each individual community. This creates a model with the potential to scale at a rapid rate.

Learnings from FTM

This case study offers learnings for both donors and civil society actors interested in fostering and increasing government accountability. Those working in Nigeria and other countries with similar socio-economic contexts can consider adopting the following lessons:

- **Demonstrate near-term wins to foster engagement.** FTM focuses on issues that can deliver visible, near-term results. This process creates a short path to accountability and produces better engagement than processes that rely on long-term changes like policy development.
- **Focusing on empowerment can lead to sustainable accountability.** As communities are empowered and begin to see the positive results of increased accountability from their government officials who previously ignored them, their efforts become self-sustaining.
- **Maintaining a hyper-local approach is key to empowering citizens.** The FTM approach relies on respected, local Community Champions who empower and mobilize their community through FTM training.



Looking Ahead: A Call to Action

The FTM model offers a replicable example of how development actors can take these lessons and adapt them to existing or future investments. Preliminary opportunities for collaboration include:

Furthering FTM's impact through enhanced monitoring and evaluation. As communities reap the benefits of the FTM movement, the movement would benefit from enhanced monitoring and evaluation processes that track secondary impacts such as the children's learning outcomes that stem from the rehabilitation and expansion of school facilities, the public health benefits that result from establishing and equipping public health centers, and shifting behaviors and norms like increases in political participation and government officials rebuking corruption.

Strengthening the reach of the FTM movement through upgraded communications. Strategic communication is key to the growth of the FTM movement and its acceptance on the international stage. Investing in the development of a more interactive and user-friendly handbook available in different languages would make it easier to spread the movement and its achievements while mitigating the risk of mis-application of the model. Surfacing and disseminating inspiring stories in an easily digestible way would also help grow the network.