

Learning Lessons:

Monitoring and evaluating Nigeria's MDG expenditures

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List of Acronyms

BMPIU	Budget Monitoring and Price Intelligent Unit
CAPP	Community Action for Popular Participation
CBO	Community Based Organisations
CDD	Centre for Democracy and Development
CiSHAN	Civil Society for HIV/AIDS in Nigeria
CMI	Change Managers International Network
CSACEFA	Civil Society Action Coalition on Education for All
CSO	Civil Society Organisation
DoZ	Daughter of Zion Foundation
DRGs	Debt Relief Gains
FACE-PAM	Forward in Action for Education, Poverty and Malnutrition
FADE	Fight Against Desert Encroachment
FCOE	Federal College of Education
FGN	Federal Government of Nigeria
FMCs	Federal Medical Centres
LGA	Local Government Authority
M & E	Monitoring & Evaluation
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MOUs	Memorandum of Understanding
MTSS	Medium Term Sector Strategy
NEEDS	National Economic Empowerment and Development Strategy
NNNGOs	Nigeria network of NGOs
OPEN	Overview of Public Expenditure in NEEDS
OSSAP/MDGs	Office of the Senior Special Assistant to the President on the Millennium Development Goals
PHC	Primary Health Care
SERI	Socio Economic Rights Initiative
WIDE	Women in Development and Environment
YARAC	Youth Adolescent Reflection & Action Centre

Acknowledgement

The Federal Government of Nigeria has over the last four years shown a clear commitment to achieving the Millennium Development Goals (MDGs). In so doing, Government has fast tracked the process by using the Debt Relief Gains (DRG) as an additional resource base. Mrs Amina Ibrahim, Senior Special Assistant to the President on the Millennium Development Goals (OSSAP/MDGs) has demonstrated over the period that it is possible to conduct government business in a transparent and accountable manner. Without Mrs Ibrahim's daring initiative, arising from her patriotic commitment and professional versatility, the process of monitoring and evaluating the DRG expenditure might not have taken place. She conceived and nurtured the innovative monitoring and evaluation framework comprising multi-disciplinary consultants from the private professional companies, social sector and activist civil society organisations.

It is rewarding for Nigeria that these different groups were able to work together in the Monitoring and Evaluation (M&E) process. They all showed commitment and resolve in bringing their diverse competence and experience in carrying out a successful M&E process. Even the anticipated problem between profit and non-profit organizations did not arise during the work. All were committed to making sure Nigerians get value from their investments in MDG projects.

We also acknowledge the managerial savvy of Engr. Nuruddeen A. Rafindadi, National Monitoring and Evaluation Team leader, for providing excellent professional leadership and providing an atmosphere of conducive human and working relations.

Dr. Ibrahim J. Daudu and Mallam Lawal Aboki of the MDG office also deserve to be specially mentioned for always being there to provide direction and official support as representatives of the client.

Of course mention must be made of the Chief Executive Officers of the Consulting Firms and Civil Society Organizations as well as the staff who participated in this innovative national assignment.

We acknowledge the encouragement of the Director of Centre for Democracy and Development Dr Jibrin Ibrahim who literally midwifed this publication and wrote the preface.

Finally but most importantly, we acknowledge the resilience of our country men, women and children who have been living under abject and dehumanizing conditions, from which they can be freed, with greater commitment from duty bearers especially the states.

Preface

Since the MDGs were adopted in September 2000, civil society activists globally, have continued to influence programmes that would make their governments live up to their commitments. The viewpoints arising from the civil society actors and their programmes have varied, while some have expressed fear in the ability of the government to achieve the targets in 2015, others have decried the lack of political commitment on the part of Government.

On the other hand, some have remained optimistic about the achievement of the Goals by 2015. This is captured in a recent CDD book entitled *Can Nigeria Meet the MDGs in the Year 2015? Whether critical or optimistic, it is evident that the nature of Civil Society Organisation's (CSO) engagement has served to enrich the dialogue and debates surrounding the attainment of the Millennium Development Goals.*

When Nigeria secured the debt cancellation in 2005, the government made a pledge to work with the civil society and ensure that an independent assessment is carried out on the Debt Relief Gains Spend. The pledge is in furtherance of the commitment to use the debt relief gains to implement projects and programmes that would lead to the attainment of the MDGs in Nigeria.

This report is an outcome of the independent monitoring conducted during and after the implementation of the 2006 Budget of the Federal Government of Nigeria (FGN) spread across 10 MDG -related core sectors. It reflects the analysis of the report from 51 CSOs working in every state of Nigeria and from every community where projects are located. It brings to the forefront salient issues that should be addressed in order that Nigeria may maximise the gains of the debt relief; the writers have also included some of the perceptions of community members on the state of the projects and programmes in their domains. The charts and pictures in the report also make it more reader friendly.

It is my hope that this report will further enrich the collaboration between the Office of the Senior Special Assistant to the President on MDGs and the CSOs and more importantly that the ministries, departments and agencies of the government, would implement the recommendations in the report.

The findings and recommendations in this report will be a useful tool for advocacy and strategic engagement to all stakeholders.

Jibrin Ibrahim, PhD
Director, CDD.

1.0 Introduction

Item II of the millennium declaration commits world leaders (Nigeria inclusive) to spare no effort to free country men, women and children from the abject and dehumanizing conditions of extreme poverty; it further commits them to make the right to development a reality for everyone, and to free the entire human race from want.

The above commitment has formed the rubric of civil society's consistent engagement with development intervention in Nigeria.

In order to utilize the Debt Relief Gains in a transparent and accountable manner, the Overview of Public Expenditure in NEEDS (OPEN) was designed and operated as a mechanism for tracking Nigeria's Virtual Poverty Fund. Civil society organizations were appointed to be part of an independent team which also consists of sector experts to provide independent monitoring and evaluation of the expenditure and in a longer term feed the OPEN mechanism.

A tripartite arrangement was put in place by the government with 1 CBO representative at the State level, 2 CSOs at the Zonal and 2 at the National level. 51 civil society organisations participate in the exercise.

CDD and CAPP and all the other civil society organization had the following mandate in the Monitoring and Evaluation exercise:

- a) Develop templates that will be used to evaluate the impact of the spend on the beneficiaries
- b) Collate and analyze data from the zones and
- c) Report to the MDG office in the Presidency together with the sector experts.

2.0 Background

In 2005, the Presidential Committee for the Assessment and Monitoring of the MDGs in Nigeria within the context of the National Economic Empowerment and Development Strategy (NEEDS) was inaugurated. This committee was charged with the responsibility of providing technical input to the Presidential Committee, an MDGs Steering Committee was also inaugurated by the Honourable Minister of Finance chaired by the Senior Special Assistant to the President on MDGs. The OSSAP-MDGs is the secretariat for both the Presidential Committee and the Steering Committee.

The OSSAP-MDGs is responsible for coordinating the work of the Steering Committee. It provides technical support on the needs assessment for an integrated set of human development interventions necessary to achieve the

MDGs. The OSSAP-MDGs is also mandated to develop the Overview for public expenditure in NEEDS (OPEN) initiative as an anchor to the mechanism for the monitoring and evaluation (M&E) of public expenditure on the MDGs.

In 2006 the MDG office set up a monitoring and evaluation framework for projects and programmes funded from the debt relief gains in the 2006 Federal Budget. Under the framework, the country is divided into 6 Zones, each to be overseen by a Zonal Team appointed by the MDG office. Each Zonal Team consist of a Consultant working in collaboration with the CSOs. The Zonal M&E teams also incorporated state M&E Consultants and Community Based Organizations (CBOs) in each of the states constituting their respective zones.

The National M&E Team consists of a National M&E Consultant working in collaboration with (2) National CSOs, assigned with the responsibility of collating, analyzing, harmonizing and reporting on the feedback from the Zonal M&E Teams, and reporting to the MDG office.

3.0 Methodology

3.1 Selection of MDG M&E Team

In compliance with the due process in public procurement, the OSSAP –MDGs advertised the call for expression of interest in the Federal Tenders Journal. In response to the call about 1,000 civil society organizations tendered interest to monitor and evaluate the Debt Relief Gains spend in Nigeria. However only 51 of them were selected in this order: 1 CBO each per state and 1 at FCT (37), 2 CSOs (a lead and support) each per zone (12) and 2 CSOs at the National level (1 lead & 1 support).

The CSOs went about the business of M&E in the following manner:

3.2 Development of Framework

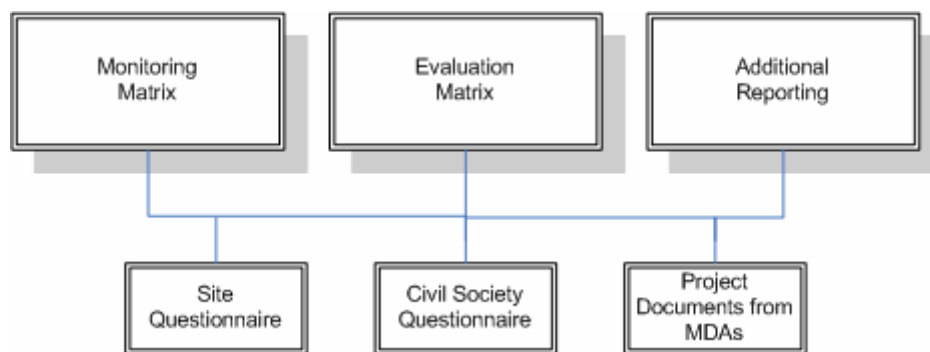
The civil society groups met in September 2006 to agree on modalities for the M&E and communication guidelines; develop tools for the M&E and reporting format and timelines in tandem with the overall purpose, objective and the scope of the M&E framework. The civil society questionnaire highlights and enables the groups to generate beneficiaries' opinions on community participation in project formulation and execution, impact of the project on the community, end users and project maintenance / sustainability plans.

In order to feed the OPEN the teams were supported to develop tools that will be used for the exercise. The aim of the tools outlined below was to enable us

get a comprehensive picture of the outputs, outcomes and beneficiary impact of debt relief gains.

In one of the meetings where tools were developed a participant said this "....I wasn't sure of the specific deliverables, now that we are close to it, I am confident that monitoring can be undertaken..." Timothy CiSHAN, the support CSO for south -south M&E team.

The tools were applied to different projects and programmes at the different locations and were enriched by the feedback generated from implementing bodies and the actual field M&E visits that were consulted in the project sites.



3.2.1 Development of Monitoring Matrix

This matrix was used to collect data on the quality and timeliness of Debt-Relief Gains funded projects and programmes. It enabled state teams to report on each line item, stating the chart of account code, title of the project, objective, output, outcome and the status of each project. By using this tool, we were able to assess whether federal funds had been spent as intended or not. It also contains a column for additional comments which enables the field officer to highlight points that may not have been captured in any of the other boxes.

3.2.2 Development of Evaluation Matrix

This tool was used to collect data and made it possible to ascertain the extent to which programme goals had been achieved, the outcomes and suggestions for way forward.

3.2.3 Development of a Civil Society Questionnaire

Civil society groups involved in the OPEN initiative developed a separate questionnaire that was used to collect additional information regarding project

impact, community participation and its relevance. The significance of the CSO questionnaire is that it introduces the human element of citizens' access and well being to the entire process. It provides feedback which is also relevant in measuring issues of "voice" and "agency".

3.3 Collection of information: The MDG office initiated an interaction between the task teams in the relevant ministries and the National team. This made it possible for the teams to collect the following information from the implementing institutions: project locations, progress reports, work plans, Medium Term Sector Strategy (MTSS), cash flow etc.

3.4 Desk review: The national team reviewed all the documents that were collected from the ministries and the MDG office. These preliminary documents assisted in writing the reports as well as addressed some of the communication challenges that was noticed at the initial monitoring phase.

3.5 Site visits: civil society teams paid visits to the project locations and interacted with beneficiaries using the question guides that had been developed. This enabled us to gauge and also document citizens' perceptions and feedback on the DRG projects. Direct observation of physical and non physical projects provided the teams with first hand information on the condition of the project as at the time of visit. Reports were usually accompanied by on site pictures.

3.6 Reporting: the state teams having conducted the site visits submitted their reports to the zonal CSOs who collated and sent to the national team. The national team compressed the reports of all the zonal teams into one report sent to the MDG office in

The reporting process began with the production of zonal reports by the zonal civil society organisations. The national team (CSOs & private sectors) then merged all zonal reports into one national report. The national report also drew from the observations of the national team during field visits. The above reports were sent to the OSSAP-MDGs in 3 batches (Interim report April 2007, Progress report December 2007 and final report was sent in March 2008).

4.0 Lessons Learnt

4.1 Value of the Exercise

The appointment of the M&E teams and their subsequent activities was a strong motivation for the implementing institutions to pay greater attention to internal supervision and monitoring of their projects and programmes. As soon as information went round that monitoring teams had been appointed with

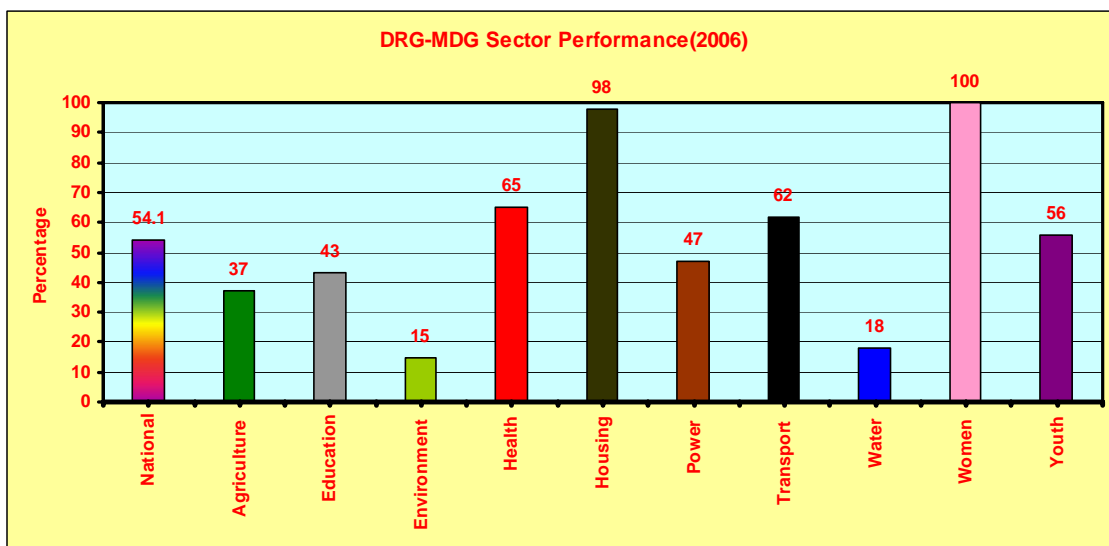
mandate to independently monitor and evaluate projects, many MDAs immediately took steps to ensure that they were prepared to provide up-to-date reports on their programmes. In a sense, the process of external monitoring and evaluation led to an immediate attempt to improve internal monitoring and evaluation. It also engendered a culture of openness and transparency which would have otherwise been lacking.

There were also reports that some contractors that had abandoned their project sites returned and those that had not mobilized to sites quickly did so and commenced work, in anticipation of the M&E visits.

With the commencement of this exercise the MDG office has demonstrated to other government institutions that involving independent organisations to monitor and evaluate government projects and programmes can only be mutually beneficial.

Some of the recommendations made in the interim report that was sent to the office of the Senior Special Assistant to the president, have been implemented especially where some remedial measures needed to be taken. An example is the introduction of the Conditional Grants Scheme (CGS), a mechanism which enables a transfer of funds from the Federal through the State to the Local Government to enable the implementation of projects. The CGS has allowed for better collaboration between the different tiers of government.

The implementing agencies actually affirmed the M&E findings and promised to apply some of the recommendations in future implementation efforts.



The

following yardsticks were used to measure performance of ministries: a)

absorptive capacity / fund utilisation (b) status of project implementation and (c) quality of work done Worthy of mention however, is that MDAs with the highest performance percentage may not necessarily have made the most impact due to the fact that some projects had not been completed as at the time of reporting and so it was impossible to carry out a beneficiary impact survey. The team also did not receive 100% of the documents and information requested from the agencies. That notwithstanding, the full report reflects the gaps and best practices of each of the ministries and the MDG office had earlier shared the reports with the concerned ministries and agencies.

4.2 Performance Assessment

Performance level on the 2006 debt relief interventions on projects and programmes varied. On the positive side, the quick win interventions helped to revive hitherto moribund social service projects and programmes in a number of instances; of particular note was the rehabilitation of some programmes and projects in the Federal Colleges of Education (FCOE) and the additional up to date facilities created in the Federal Medical Centres (FMCs).

Unfortunately however, the overall level of implementation of the various 2006 programmes on the whole, fell below expectation. Several of the 2006 DRG funded projects and programmes remained at different stages of completion as at December, 2007. Many had not started at all. For instance most of the projects under the River Basin Authorities had not commenced. It was therefore not possible to evaluate the impact of most of the projects and programmes on the end users.

The quality of delivery of work on the projects was also, in most cases, unsatisfactory. In spite of all problems associated with the implementation, there was near unanimity among beneficiaries that many of the DRG projects and programmes had great potential in addressing their development challenges even though they were not consulted at the planning stage.

4.3 Capacity of MDAs

The inadequate level and quality of delivery has in most cases been associated with lack of capacity of implementing MDAs to administer the procurement processes, the award and performance of the various contracts under the projects and programmes. The rigorous requirements and often slow procedures of Budget Monitoring and Price Intelligent Unit (BMPIU), and the inability of most of the MDAs to satisfy them on time, delayed the process of certification for award of contracts and release of funds for payment of contractors. This invariably led to the late commencement of projects in all the zones. A case in point was the Federal Rural Water Supply and Sanitation Programme which had provision for 449 schemes amounting to N 4.9 billion. As at June 2007, work was

yet to commence in any location even though the project should have been completed in 2006. Several programmes suffered varying degrees of the same predicament. MDAs must work towards a greater synchronisation of the project budget/financial authorisation cycles.

4.4 Stakeholder Participation and Coordination

Some counterpart MDAs at the states level, and several benefiting communities were either totally unaware of or did not participate in the projects and programmes being implemented or about to be implemented in their domains. This often resulted in unwillingness or reluctance to play the expected roles in the delivery of the projects. For instance, the Primary Health Care (PHC) projects were to be delivered through a collaborative process in which a Member of the National Assembly, the State Ministry of Health and Local Government would select the beneficiary community; the community would donate the land; National Primary Health Care Development Agency would construct the facility; LGA would provide infrastructure (water and electricity supply); and the State Government would provide staff. This was supposed to be backed by a tripartite Memorandum of Understanding. However, field reports showed there were cases where the choice of project sites was made without the participation of the State Government agencies, the Local Government Authority (LGA) or the communities. In some instances this resulted in community members demanding land compensations. Similarly, some primary health centres have been completed, but with neither power nor water supply provided for their use.

Generally, community participation in the selection and execution of the MDG projects/programmes presented challenges in all the zones. In many instances the beneficiary communities became aware of the projects/programmes only after work had commenced. There was no evidence of MOUs from any of the MDA, State, LGAs or communities.

4.5 Delineation of Funding Sources/multiple funding

In many programmes, there was no clear delineation between DRG support to ongoing projects and programmes from other sources of funding. A typical example was the National Rural Electrification programme that had been ongoing with the Ministry of Power and Steel before the intervention. It was difficult for the M&E Teams to obtain information from the relevant sectors MDG funded activities and those from the Ministry's regular budget. Similarly, programmes with multi-sourced funding were not clearly classified or labelled. For instance the roll back malaria programme of the ministry of health which receives additional funding from International Donor Agencies such as the Global Fund to fight AIDS, Tuberculosis and Malaria.

4.6 Uniform Design and Costing for Different Geographic Conditions

Uniform design and costing of projects was often adopted without taking into cognizance the geographic and socio-economic diversities of project locations. This was the case for instance in the construction and rehabilitation of the primary health care centres where the sum of N 33 million was allocated to the construction of each PHC and N 10 million for the renovation of each regardless of the location and scope of renovation across the country. This among other issues contributed to problems relating to quality and timeliness of implementation of the projects.

5.0 Programme Challenges

5.1 "Quick wins" or "Slow wins"

Under the 2006 initiative the MDG office had requested that relevant government ministries and agencies submit programmes and projects that they will be able to implement within a one year period. Quick wins became impossible when the government could not stick to the rules guiding budget preparation, presentation and passage.

The key problem identified in relation to the timely delivery of the MDG projects and programmes was the slow take-off of the implementation of the projects. The key factors responsible for this had to do with the bureaucratic process of budget appropriation, the process of approval of disbursement of funds and the "due process" certification.

5.2 Lack of Proper Planning and Supervision

The problem of quality of implementation has also been associated with inadequate project preparation and pre implementing documentation. As a result, most of the MDAs staff and their appointed consultants did not carry out programme management and technical supervision of their projects during execution. Part of the reason was because they did not plan for it in the first place and where provisions were made in the budget they were not implemented.

Another factor that affected performance and quality of many projects is the often clear non synchronisation, or disconnect, between project or programme components. This was very evident in the PHC programmes due to lack of coordination of the construction and supply schedules, the supply of drugs and reagents preceded the construction or rehabilitation of most of the primary

health care centres. The team therefore suggested in the full report that a team of experts should be engaged to ascertain the efficacy of the drugs and reagents that were supplied before they could be put to use.

There were also instances of disconnect between parent Ministries and subordinate agency (ies) handling different aspects of the same programme, without effective communication or proper coordination.

5.3 Community Involvement

Sustainability issues also present serious challenges in many programmes. Aside from the cases of lack of community participation and buy-in as assurance of sustainability of projects, many programmes were structured to benefit from allocation in one budget cycle only. This is likely to have adverse effects on new projects that require maintenance support at the inception phase. A typical case is the community assisted tree planting programme in the semi-arid areas. Newly planted trees need special care in the first years post-planting in order to assure their sustainability in the long term.

5.4. Communication and Sustainability

Communication policies of some MDAs made sourcing of information from zonal and state officers by the M&E teams practically impossible. Officials were generally reluctant to provide project information and documentation required for the M&E assignment. Also, some personnel of the federal ministries and agencies at state and local levels were unaware of the interventions, and thus were unable to identify the projects and programmes.

During the political transition period April to June 2007, which also coincided with the height of the M&E activities, the government offices that had previously given support to the M&E teams suddenly began to request introduction and authorisation letters that had earlier been sent, and they denied the M&E teams the required project information. Staff at many Zonal offices informed the M&E Teams that they were under instruction not to release any information. These incidences occasioned in considerable delays to the exercise in general.

6.0 Maximizing the Gains of DRGs and Reducing the Loses: Factors to Keep in Mind

6.1 Location of projects

A review in the criteria and mandate for the location or siting of projects is necessary so as to achieve equity in the distribution of government services. In deciding where projects would be located, the intended beneficiaries should be part of identifying their needs and agreeing on the roles they would play in

the implementation process. If this agreement is reached from the onset, the communities will see the project as their own. This ownership would help encourage them take responsibility for maintaining the project and preventing the equipment at site from being vandalized by hoodlums.

6.2 Capacity Building

For an effective utilization of the DRF, ministries must have requisite capacity to conduct research and data analysis and recommendations which should inform planning, develop useful guidelines and policies necessary to actualize the plans. It is therefore necessary for ministries to “think” long term and “plan” strategically. An example would be to provide platforms for strengthening their capacity on how to develop a realistic medium term sector strategy (MTSS), the mid-term expenditure framework (MTEF) and annual Budgets. Technical Support should be given to enable the ministries put in place effective coordination units that would be responsible for overseeing project implementation and close supervision of contracts to ensure “value for money”.

6.3 Branding

A strategy for branding projects and programmes funded from debt relief should be adopted so as to differentiate them from other similar activities being funded by development partners and other government sources like the regular budget of the MDAs. This will also make it easier for project identification; and finally provide information on the contractor handling the project and the Government agency.

6.4 “Naming and shaming”

Non performing MDAs and contractors should be penalized while those that have done well should be commended and encouraged. There is also a need for the institutions to maintain a data base of their project contractors. At the final reporting phase for the 2006 M&E some projects were either still being implemented or had not started at all. Such projects and programmes should be investigated further and where funds had been approved and disbursed the culprits should be tried and punished according to the law to serve as deterrence to other MDAs and contractors.

6.5 Addressing Corruption

It is estimated that for Nigeria to achieve the MDGs a total of \$5-7 billion dollars needs to be allocated annually. Actual releases from the budget have been far less than the allocation. Additionally, effective utilization of the little that gets released is hampered by endemic corruption in our country. There is therefore the need to put in place measures for continuously tracking government expenditure at all levels and also building a crop of community project monitors

who will follow up to ensure that projects in their localities are properly established and also utilized effectively.

We have less than six years and a few months to 2015. The review of our country's poverty reduction strategy and the Vision 20-20-20 of the new administration of president Yar Adua has once again provided us an opportunity to end poverty and achieve the 2015 MDG benchmarks.

7.0 Conclusions – *Our hopes, as we go forward*

As expected, this approach of monitoring of public funded projects and programmes by independent groups has been full of challenges and initial hiccups. It has been gladdening to note however that the gradual consolidation of the exercise is helping to generate greater attention by public officials to increase project accountability.

Secondly the strategy of joint collaboration between professional sector experts on the one hand and the civil society on the other in the evaluation of impact of public sector projects and programmes on the lives of the citizenry has been a stimulating experience, and mutually rewarding to both groups. Both the CSOs and Consultants at all levels find this to be an exciting new partnership which should be encouraged, as it will lead to additional professional skills in delivering real-life development focused projects.

Looking to the future the teams are hopeful that greater dedication, objective and credible reporting will eventually engender a growing culture of public accountability, and lead to more meaningful, beneficial and sustainable projects and programmes, entailing greater involvement at all stages by communities nationwide.

It is also our sincere hope that ongoing efforts by the OSSAP-MDGs to sensitize officials in the MDAs of the needs of the M&E teams will result in greater disclosure and greater cooperation from the government ministries and agencies.

On a more specific note, the teams hope that appropriate action would be taken on the various findings that are reported in the reports submitted so far, as well as those that will be submitted subsequently. In particular it is hoped that the appropriate authorities will resolve the issues of expired drugs, reagents and equipment that are imminent in the yet to be completed health care centres. Action also needs to be taken on buildings of defective quality that may be identified, both by taking remedial repairs to ensure their safety, and by applying sanctions to erring contractors.

The National and Zonal M&E teams also look forward to greater empowerment from the OSSAP-MDGs. This shall be achieved by addressing present logistical constraints, and also allowing a boost to the current level of manpower resources used in the field M&E exercise. The National team is however aware that a lot more hard work and dedication needs to be demonstrated to justify the continuing confidence that has been placed on the entire M&E team structure by the MDG office, the donor community and the Nigeria people.

About CDD

CENTRE FOR DEMOCRACY AND DEVELOPMENT (CDD)

Deepening democracy, promoting human security and people-centred development

History

The Centre for Democracy and Development (CDD) was established in the United Kingdom in 1997 as an independent, not-for-profit, research, training, advocacy and capacity building organisation.

The purpose was to mobilise global opinion and resources for democratic development and provide an independent space to reflect critically on the challenges posed to the democratisation and development processes in West Africa. CDD set out to generate dialogue on alternative pathways that are universally relevant and context sensitive.

The first activity of the Centre was a round table organised in London in 1997 on the democratic future of Nigeria (then under military dictatorship). CDD activities have since grown, not only in Nigeria but in the entire West African sub-region and the rest of the continent. The Centre remains focused on capacity building work, policy advocacy, and as a research reference point on democratic governance, human security, people-centred development and human rights.

The CDD's mission *is to be the prime catalyst and facilitator for strategic analysis and capacity building for sustainable democracy and development in the West African sub-region.*

CDD programmes are conceptualised to develop the organisation's regional vocation and are aimed at:

- I. Developing a capacity building strategy to increase its impact on democracy and development in all countries in the West African Sub-region.
- II. Developing partnerships and building synergy with civil society organisations, regional institutions and development partners in West Africa and beyond.

Core thematic areas of work

- i. Promoting Peace and Human Security in West Africa in concert with regional institutions and civil society.*
- ii. Deepening democratic governance through strengthening political parties and promoting free and fair elections.*
- iii. Advancing people-centred development through raising capacity for MDGs and Gender Sensitive Performance Budgeting.*
- iv. Improving the Environment and Resource Governance through advancing capacity to promote Transparency, Accountability and Anti-Corruption Strategies at the local, national, regional and international levels.*
- v. Developing Women's Rights and Prioritising Gender as a Cross-Cutting Theme in all Programmes.*

About Community Action for Popular Participation (CAPP)

CAPP was established in 1993 with a **VISION** for "A just and Democratic Nigeria where the will of the people is the basis of the authority of government" and a **MISSION** "To empower communities to participate in affairs that affect their lives and livelihoods".

CAPP's objectives and methodology include:

OBJECTIVES

- i. Promotion and defence of democratic norms and human rights at the community level to ensure that the will of the people shall be the basis of the authority of government.

- ii. Encouragement of the poor and powerless to take part in the governance of their communities and country.
- iii. Empower Nigerians through Education on critical national issues, rights, responsibilities and policies.
- iv. Promotion of equitable access of communities to national institutions and resources.
- v. Promotion of community and grassroots perspective in national development policies.
- vi. Promotion of dialogue, understanding and collaboration across communities to eliminate inter-communal violence and hatred.
- vii. Promotion of women participation in public affairs.
- viii. Campaign against corruption and abuse of office, especially at the community and local government levels.
- ix. Monitor implementation of peoples projects especially at the grassroots.
- x. Provision of legal aid to the needy.
- xi. Campaign against degradation of community environment.

METHODOLOGY

- i. Participatory research, M&E and documentation
- ii. Experiential /capacity building workshops and seminars
- iii. Educational trainings
- iv. Advocacy , Campaigns and Media outreach
- v. Networking and coalitions building
- vi. Participatory Drama for sensitization

STRUCTURE

CAPP has a three-tier structure with a National Secretariat, State Branches and Local Government Chapters.

GOVERNANCE

Congress

The Congress is the highest decision-making body of the organization. It meets every four years to elect the governing council.

Governing Council

The Governing Council formulates general policy guidelines and supervises the management of the organization.

Management Committee

The Management Committee chaired by the Vice President is responsible for the day-to-day running of the organization and implements the decisions of the Council.

SECRETARIAT:

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List of Zonal CSOs Participating in the M&E

South East

1. Women in Development and Environment (WIDE)
2. Socio Economic Rights Initiative (SERI)

North East

1. Forward in Action for Education, Poverty and Malnutrition (FACE-PAM)
2. Ribadu Education Development Centre

South South

1. Civil Society Action Coalition on Education for All (CSACEFA)
2. Civil Society For HIV/AIDS in Nigeria (CiSHAN)

North Central

1. Youth Adolescent Reflection & Action Centre (YARAC)
2. Daughter of Zion Foundation (DoZ)

South West

1. Nigeria Network of NGOs (NNNGOs)
2. Change Managers International Network (CMI)

North West

1. Fight Against Desert Encroachment (FADE)
2. Murna Foundation