

# Interim Final Project Review Report

December 2015

United Nations Development Programme

Federal Republic of Nigeria

Democratic Governance for Development Phase II (2012-2015)

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# PROJECT DESCRIPTION

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| **UNDAF Outcome(s):** | Improvements in the three main pillars of accountable governance (i.e. elections, justice and anti-corruption) in accordance with the rule of law and in response to public demand achieved. |
| **Expected Country**  **Programme Outcome:** | **Outcome 1:** To build national election management bodies’ (INEC, SIEC) capacity and promote sustainable electoral processes, improve public awareness and confidence, and boost civic responsibilities.  **Outcome 2:** To deepen democracy in Nigeria and develop the capacity of National (federal and state) institutions, networks and processes (both government and private) to contribute to the further entrenchment of democratic governance. |
| **Project Goal:** | Key democratic institutions and processes supported to contribute to deepening democracy and fostering credible elections |

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| AA  APC | Affirmative Actions  All Progressives Congress |
| BRIDGE | Building Resources in Democracy Governance and Elections |
| CBO  CDD | Community-based Organizations  Center for Democracy and Development |
| CSO | Civil Society Organisation |
| CVR | Continuous Voter Registration |
| DGD | Democratic Governance for Development Project |
| EADR  EMBs | Electoral Alternative Dispute Resolution  Electoral Management Bodies |
| FCT  FMWASD  FMYD | Federal Capital Territory  Federal Ministry of Women’s Affairs and Social Development  Federal Ministry of Youth Development |
| FOI  FOSIECON  FRCN | Freedom of Information  Forum of State Independent Electoral Commissions of Nigeria  Federal Radio Corporation of Nigeria |
| INEC  IPAC  JONAPWD | Independent National Electoral Commission  Inter-Party Advisory Committee  Joint National Associations of Persons with Disabilities |
| LGA  MDA  MOU  MRA  NASS  NAWOJ | Local Government Area  Ministries, Department and Agencies  Memorandum of Understanding  Media Rights Agenda  National Assembly  National Association of Women Journalists |
| NDR  NICVEP  NILS  NIPSS  NOA | Nigeria Democratic Report  National Inter-Agency Advisory Committee on Voter Education and Publicity  Nigeria Institute for Legislative Studies  National Institu te for Policy and Strategic Studies  National Orientation Agency |
| NPC  NTA  NUJ  NYIPCOF  PDP  PPLPDC  ProDoc  PVC  PWD  RATTAWU | Nigeria Press Council  Nigerian Television Authority  Nigeria Union of Journalists  Nigerian Youth Inter-Party and Civil Society Forum  Peoples Democratic Party  Political Parties Leadership and Policy Development Center  Project Document  Permanent Voter Card  People with Disabilities  Radio, Theatre Arts and Television Workers Union |
| SHA  SIEC  TMG  WADEM  WSR  YACORE  YALF  YIAGA | State House of Assembly  State Independent Electoral Commission  Transition Monitoring Group  Women and Development Movement  Women Situation Room  Youth Alliance on Constitutional and Electoral Reform  Young Aspirants Leadership Fellowship  Youth Initiative for Advocacy, Growth & Advancement |

# ACRONYMS

# EXECUTIVE SUMMARY

The Democratic Governance for Development (DGD II) Project ran from June 2012 to December 2015. It was jointly funded by the European Union, UKAid, the Canadian Department of Foreign Affairs, Trade and Development, and the United Nations Development Programme (UNDP). The DGD II  Project consists of four components, namely: 1) Promoting Credible, Transparent and Sustainable Electoral Processes; 2) Improving the Democratic Quality of Political Engagement; 3) Enhancing Participation by Women, Youth and other Marginalized Groups; and 4)  Strengthening Channels of Civic Engagement.

Over the three year period, DGD II strengthened efforts at continued reform and capacity building for key democratic institutions in the lead-up to the 2015 General Elections. In particular, the project provided technical and financial support to its key partners, including the Independent National Electoral Commission (INEC), the National Assembly (NASS), registered political parties, civil society organizations (CSOs) and the media, as a means of strengthening democracy and consolidating good governance in Nigeria.

The strategy of DGD II embraced the Electoral Cycle Approach during its two phases. In the first phase, covering the pre-election period from June 2012 to December 2013, DGD interventions provided broad support to structural and institutional reforms and capacity development activities through training and professional development for key institutions. In the second phase, covering the election period from January 2014 to December 2015, DGD interventions directly focused on key activities and events that contributed to credible, transparent and peaceful general elections in Nigeria. In the last year of DGD II operation, Nigeria held its 2015 General Elections, which were generally acclaimed as credible, peaceful and orderly. DGD II has significantly contributed to the record-setting outcomes of the Elections which marked the first time since independence in 1960 that power transferred democratically and peacefully from the ruling to an opposition political party.

The main achievements over the duration of the project were:

***Support for the Strategic Planning of INEC:*** With DGD II support, INEC developed a Strategic Plan which took effect in February 2013. For the first time, INEC had a guiding blueprint for the general elections. The strategic plan made a difference as INEC had closely monitored its implementation from time to time which resulted in a relatively better organization of the election.

***Support for Improved voter registration through ICT:*** The project supported training for over 800 Electoral Officers from 22 states and the Federal Capital Territory (FCT) ahead of the distribution of Permanent Voter Card (PVC) and conduct of CVR. INEC Guidelines for Continuous Registration of Voters 2014 and INEC Guidelines for Permanent Voter Card Distribution 2014 were produced. Through these activities, DGD disseminated knowledge and shared experience in relation to the Voters Register and PVC among stakeholders. The activities also contributed to the substantial increase in the level of public confidence in the credibility of the Voter Registration and Permanent Voter Card Distribution Process.

***Support for Improved legal and policy framework:*** With DGD II support, INEC recruited five legal experts to form a Committee on the Review of Election Cases (COREC). After reviewing electoral court rulings and judgments over a period of three years, COREC submitted a compendium of recommendations to the Commission on the improvements of electoral justice administration and the organization of the Legal Department, including changes to the electoral legal framework, where necessary. With support from DGD*, two key manuals on Electoral Alternative Dispute Resolution (EADR) guiding the work of INEC electoral officials were produced*, and over 300 INEC legal officers at national and state offices, along with selected legal practitioners in the 36 states and FCT, were trained on EADR process and mechanism in adjudicating non-fraud related post-election appeals and petitions. Finally, with DGD II support, the INEC Gender Policy, the first of its kind issued by an electoral management body (EMB) in Africa, was developed and formally presented to the public.

***Capacity Development of INEC and SIECs:*** During the project implementation, over 20 BRDGE trainings were organized for INEC/SIEC staff on different thematic focus such as boundary delimitation; elections in a global context; elections management; legal frameworks and electoral systems; civic education and voter information; electoral stakeholders’ relationships and co-operation; gender and elections; electoral dispute resolution; media; political parties; Persons With Disabilities (PWDs); and reputation and crisis management. In addition, DGD facilitated a needs assessment of SIECs which identified several organizational, technical and human capacity gaps. Based on this needs assessment, DGD supported engagement between the leadership of the Forum of State Independent Electoral Commissions of Nigeria (FOSIECON) consisting of the 36 Chairpersons of the SIECs, and over 190 SIEC Election Commissioners across the 36 states; as well as supported pilot electoral system in Katsina and Delta States towards the conduct of local government elections in these two states. Through the capacity development support, the project made a significant contribution to strengthening the capacities of INEC which conducted a successful 2015 general elections and the SIECs. Subsequently, 5 SIECs (Katsina, Bauchi, Yobe, Niger, and Delta) were provided with capacity development support for enhanced institutional capacity to conduct credible local government elections.

***Confidence building and dialogue:*** DGD supported continuous engagement between INEC and CSOs both at the national and zonal levels. Through these regular dialogue forums, CSOs were able to interrogate the electoral process and provide constructive criticisms on the voter registration and other processes which indeed enabled INEC to take proactive measures to address the issues. The project also supported successive engagements between INEC and Political Parties with a view to nurturing mutual trust and confidence which effectively led to a dependable and trusted relationship conducive to the successful conduct of the election.

***Support to Strengthen Political Party System and Capacities:*** DGD conducted an assessment of political parties with a particular focus on party system and capacity gaps of individual political parties which led to the establishment of a Political Parties Leadership and Policy Development Centre. The Centre trained 18 batches of participants (more than 500 party officials from National and State levels) drawn from the 26 registered political parties on professionalizing the party system in Nigeria; and convened a number of national and international conferences which produced policy briefs for further actions by the NASS and Government. The project also supported INEC and IPAC to revise the 2011 Political Parties Code of Conduct. The revised code redefined the role of IPAC as an inter-party dialogue platform rather than a mere conflict resolution mechanism. Accordingly, IPAC was supported to have regular inter party dialogue which created clarity on critical electoral processes thereby contributing to smooth electoral process.

***Technical Support to NASS*:** The project provided extensive technical and financial support to NASS for its constitution review process which improved local capacity to advocate for sustained legal reform; and ensured the inclusiveness of the process, knowledge driven and a good precedent for future engagements of similar type. In addition, through engaging various NASS committees, the DGD contributed to the following notable results: development of a model oversight guide, review of the NASS Rules and Business; a draft parliamentary ethics and conduct regime; a gender Audit and Gender Mainstreaming manual of the NASS; a new parliamentary information sharing mechanism (including the upgrading of NASS website); a comprehensive induction kit for the 8th National and State Assemblies.

***Support for inclusive political participation:*** The project supported youth, women and PWDs through various capacity development initiatives, dialogues across party lines; and opportunities to actively engage in the electoral process. Despite the disappointing elections outcome on gender, the huge investment in legal reform advocacies, gender-focused voter and civic education initiatives, and capacity development for women-focused CSOs, took the struggle for increased space for women political participation to a higher level. The visibly increased attention for PWDs and youth participation, and the astronomical increase in representation of youth in the national and state assemblies could be directly related to the sturdy achievement of this project.

***Support for strengthening of channels of civic engagement:*** DGD II assessed the capacity of 628 CSOs in the field of democracy and governance, leading to the placement of 387 organizations on the updated CSO Roster. The project also developed a capacity development manual and supported a number of Capacity Development Trainings for over 180 CSOs. Through conferences, training and other technical support to Nigerian government agencies responsible for the implementation of the Freedom of Information (FOI) Act on the one hand and the CSOs who serve as voice of the citizen in demanding public information on the other hand, DGD promoted knowledge transfer, skills development and awareness of citizens at the grassroots level on the use of the FOI Act as a tool for deepening democratic governance in Nigeria. As a result, CSOs remained proactively engaged in informing, critiquing and providing alternative visions of the legal, policy and regulatory reforms ahead of the 2015 elections; zonal and state-based CSOs were provided with the opportunity to network and collaborate amongst themselves thereby enhancing their capacity to promote, implement and monitor democratic governance processes and to support the implementation of national programmes in their respective states and zones. As a result of the voter education and election observation activities, the electorates were more aware of and better placed to advocate for their rights.

***Support for the media:*** The DGD project provided extensive support to media networks and associations to build their capacities for an effective reporting on democracy and governance issues. The capacity development opportunities offered in the form of multiple zonal, national and international level trainings and conferences enabled the journalists to examine issues of media engagement with EMBs, voter education, conflict reduction and prevention, ethical and conflict sensitive reporting, equitable access of electoral actors to the broadcast media and the use of new media technologies in elections. DGD supported the development of Election Code of Conduct along with a media toolkit for the elections. The Code also visibly guided the conduct of journalists during the elections and addressed issued related to ethical journalism and responsible reporting. The Project also partnered with the Nigeria Press Council and the International Press Center that conducted the media monitoring project.

***Support for peaceful conduct of the elections:*** DGD supported INEC in conducting National Stakeholders Consultative Forums on peaceful elections, which were attended by all registered political parties and other stakeholders, including women and youth groups, associations of PWDs, media, members of the security forces, traditional rulers and religious leaders, among others. In addition, DGD facilitated a separate summit on peaceful elections for traditional and religious leaders. DGD II collaborated with stakeholders in the public signing of the Abuja Peace Accord as part of its advocacy on violence-free elections.

Through the interventions and corresponding achievements outlined above, and as acknowledged by the main recipient of the support, INEC, in its 2015 general elections report, the project has had a***significant contribution*** *for the successful conduct of the 2015 elections.*

Main contributing factors to the project’s progress were: the project design drew directly on the lessons learned from DGD I and extensive stakeholders consultation at the formulation and implementation phases; comprehensive project coverage of both stakeholders and election phases; Interconnectedness of project components; Adept use of the electoral cycle approach; a strong focus on inclusive political participation; Effective facilitation of partnership and participation; Building Networks and Platforms; project management arrangements, particularly the technical committee provided effective and constructive support without overburdening the project.

The following lessons can be drawn from the DGD Project:

* Election interventions should start as early as possible so as to allow time for institutional processes, effective citizen empowerment, participation; and adequate implementation of activities;
* Generating impact requires a proper balance between support to governmental and non-governmental recipients;
* To build sustainable capacity within the Nigerian electoral system, support should be provided both to INEC and SIECs. Bottom-up program approach is critical to build capacity at the state and local levels. Innovation requires capacity building as INEC effectively executed the new innovations in the 2015 elections due to the capacity development support provided by DGD and other development partners.
* Critical capacity development activities should be continued between elections, particularly: voter and civic education, dialogue between election stakeholders, upgrading of EMBs’ ICT systems, and capacity development of middle and senior EMB staff, political parties and media organizations/professionals.

*How this report is structured:* After a brief description of the project context, this report presents progress against the project’s stated outputs in Section II *Project Results Summary*. In this section, the main activities implemented under each project component are listed and their contribution to the attainment of each output reviewed. Conclusions on overall progress are drawn at the end of each sub-section. Sections III to V comprise a *Performance Review.* The *Progress Review* in Section III assesses the overall progress of the project towards different development outcomes and the overall capacity development process. This includes discussion of overall progress towards the CPAP outcome targeted by the project, gender and human rights mainstreaming in the project, and communication and publicity activities. The *Implementation Strategy Review* in Section IV assesses the quality of the project’s implementation strategy, looking at the quality of the consultative process, the quality of partnerships and the extent to which the project has endeavored to ensure national ownership and sustainability. A *Management Effectiveness Review* in Section V reviews the effectiveness of the project management structure in terms of cost-effectiveness, timeliness, and quality of monitoring. Section VI presents a concise analysis of some of the main implementation issues that are generic to the project and not related to a specific output or activity, and adjustments performed to address these issues. Lessons learned are captured in Section VII, and Section VIII provides both a financial overview report, covering all funding provided to the project, and a financial utilization report, presenting expenditure by project components.

# CONTEXT

The Federal Republic of Nigeria had its 5th General Elections since the return to democracy in 1999 on the 28th of March and 11th of April. In response to a request from the Government of Nigeria and the Independent National Electoral Commission (INEC) for support to the country’s 2015 elections, the United Nations Development Programme in conjunction with the Department of Political Affairs (DPA) and the United Nations Electoral Assistance Division (EAD) deployed a Needs Assessment Mission (NAM) in March 2014. The objective of the NAM was to assess Nigeria’s emerging electoral environment with a view to defining the scope of UN assistance for the 2015 general elections and further reinforce on-going UN support to Nigeria’s electoral process under the Democratic Governance for Development (DGD II) Project.

The DGDII Project was launched in June 2012 with the aim of strengthening the democratic character of Nigerian political processes and outcomes by promoting, consolidating and advancing democratic governance and accountability to achieve the country’s stated development priorities and outcomes specified in the Federal Republic of Nigeria and the United Nations Development Assistance Framework (UNDAF) and the Country Program Action Plan (CPAP). To facilitate the funding of the project, a joint basket fund of four development partners namely, the European Union (EU), UK Department for International Development (UKAID), The Canadian Department of Foreign Affairs, Trade and Development (DFTAD) (Formerly CIDA) and the Korean International Cooperation Agency (KOICA) together with the United Nations Development Programme (UNDP), was established with an approximate overall committed budget of USD$53 million.

DGD II embraced the Electoral Cycle Approach during its two phases. In the first phase, covering the pre-election period from June 2012 to December 2013, DGD interventions provided broad support to structural and institutional reforms and capacity development activities through training and professional development for key institutions. In the second phase, covering the election period from January 2014 to July 2015, DGD interventions directly focused on key activities and events that contributed to credible, transparent and peaceful general elections in Nigeria.

Based on the lessons learned from DGD I Project, DGD II further strengthened efforts at continued reform and capacity building for key democratic institutions in the lead-up to the 2015 General Elections through implementation of the following four interconnected and synergy-building components:

1. Component 1: Promoting Credible, Transparent and Sustainable Electoral Processes;
2. Component 2: Improving the Democratic Quality of Political Engagement;
3. Component 3: Enhancing Participation by Women, Youth and other Marginalized Groups; and
4. Component 4: Strengthening the Channels of Civic Engagement.

# PROJECT RESULTS SUMMARY

This section reports progress against the project’s stated outputs, and aims to establish whether, and how well the outputs were achieved. Listed under each output are the activities undertaken towards the attainment of that output. Details of progress against the targets set under each project output are provided in Annex 1.

## Component 1: Promoting Credible, Transparent and Sustainable Electoral Processes

Support to INEC in DGD II focused on consolidating the gains of the 2011 general elections by delivering on four outputs, namely: (1) The strengthening of the strategic planning, policy and operational capacities of INEC (2) Improved voter registration through ICT (3) Improved legal and policy framework and (4) Enhanced professional capacity of INEC and SIECs. The details of support provided to INEC under each output are outlined below.

***The strengthening of the strategic planning, policy and operational capacities of INEC***

With strong technical and financial support of the DGD project, the Commission developed Strategic Plan covering 2012-2015. The issues addressed by the Strategic Plan included the legal framework for elections, voter registration, INEC’s institutional capacity to manage elections, improvement of the INEC work environment, ICT, human resources, and the increased participation of marginalized groups, among others. The process of the strategic plan development was engaging as INEC was supported to consult relevant stakeholders, including CSOs, media, government and other stakeholders from the six geo-political zones of Nigeria. The validation exercise further conferred legitimacy on the document as stakeholders commented on and adopted the content of the Strategic Plan. For the first time, INEC had a blueprint to guide itself before the general elections thus marking a significant milestone in the Commission’s post-2011 election reform process. By supporting this initiative, DGD significantly contributed to promoting credible and transparent electoral outcomes in Nigeria.

Beyond the strategic plan preparation, the project also supported the Commission for the implementation of the said Plan. The following are some highlights of the support provided.

1. DGD support enabled the INEC Electoral Institute to develop a course curriculum and guide for training electoral officials as well as to establish timelines for the attainment of performance benchmarks that will strengthen the professionalism and efficiency of the Commission. The support also made possible the inauguration of the National Inter Agency Consultative Committee on Voter Education and Publicity (NICVEP).
2. DGD supported INEC in conducting National Stakeholders Consultative Forums on peaceful elections, which were attended by all registered political parties and other stakeholders, including women and youth groups, associations of persons with disabilities (PWDs), media, members of the security forces, traditional rulers and religious leaders, among others. In addition, DGD facilitated a separate summit on peaceful elections for traditional and religious leaders. The traditional rulers and religious leaders were briefed on INEC election preparations and the roles of the different stakeholders, particularly the security forces, youths and political parties in enhancing peaceful elections in Nigeria.
3. DGD supported meetings with Editors and INEC Public Affair Officers to brief them on the Commission’s state of preparedness for the general elections. The meetings were an opportunity to provide information on the voter register, the status of distribution of PVCs and the need to advocate for the use of card readers to reduce fraud and enhance the credibility of the elections. The forums were also used to provide information to the public as many issues were raised about the pace of the distribution of the PVCs in certain states as at the due time.

These activities successfully built consensus among the key stakeholders in upholding their commitment to peaceful and credible elections in 2015. These open dialogues and opportunities for information sharing contributed to confidence-building process.

***Improved voter registration through ICT***

DGD spearheaded the support to INEC in the area of ICT and elections in early 2013 through experience-sharing and confidence-building conference on Voter Register & Continuous Voter Registration, which enabled the Chairman, National Commissioners and senior management of INEC to interact with about 100 selected stakeholders from CSOs, media houses and the National Orientation Agency (NOA). This included disseminating information about the Voter Register Optimization Process, presenting the PVC, as well as outlining the adopted mechanisms for distributing the PVC and undertaking Continuous Voter Registration (CVR) in relation to the 2015 General Elections. DGD ensured that same interactions were made between INEC Women and Youth Leaders from 23 registered political parties.

With a view to unravel the critical issues INEC has identified in relation to ICT and elections, an international conference on Promoting Free, Fair and Credible Elections in Nigeria: Opportunities and Challenges in Information & Communications Technology was organized by INEC through the support of the project. The conference was attended by over 150 Nigerian and international participants from the United Kingdom, Ghana, Kenya and Senegal. The workshop effectively assisted INEC in fine-tuning its plans and in addressing outstanding issues.

DGD also provided support to the following activities: training for about 800 Electoral Officers from 22 states and the Federal Capital Territory (FCT) ahead of the distribution of PVC and conduct of CVR; and training for 197 Supervisory Presiding Officers that administer clusters of Polling Units (PUs) during Ekiti and Osun gubernatorial elections as well as the March/ April 2015 General Elections. The workshops were organized to enlighten and train officials at INEC's Departments of Voter Education and Publicity, Voter Registry and ICT at the state and local government levels on the guidelines and procedures for the effective distribution of PVC and the conduct of the CVR exercise as a way of promoting and assuring successful general elections in 2015. The trainings contributed to the successful distribution of PVCs and the conduct of CVR. The trainings resulted in improved knowledge of INEC Officers at the State and Local Government levels regarding ICT process and procedures for the distribution of PVC and the conduct of CVR.

With DGD support, INEC Guidelines for Continuous Registration of Voters 2014 and INEC Guidelines for Permanent Voter Card Distribution 2014 were produced. In addition, the Electoral Institute produced the Training Curriculum for Electoral Stakeholders intended to improve knowledge and positive engagement in the electoral process.

Through these activities, DGD disseminated knowledge and shared experience in relation to the Voters Register and the Permanent Voter Card among stakeholders. The activities also contributed to substantial increase in the level of public confidence in the credibility of the Voter Registration and Permanent Voter Card Distribution Process.

***Improved legal and policy framework***

Despite past progress, the legal and policy framework for elections in Nigeria required further improvement. Accordingly, the DGD project supported INEC to advocate for electoral reform both as part of the constitutional review process and to adopt relevant internal regulations, rules, and polices that assist the conduct of free, fair, credible and transparent elections. The following are major achievements under this output:

1. DGD II supported the Office of the Chief Technical Advisor at INEC to take a lead in producing draft memoranda on the Review of the 1999 Constitution by identifying gaps, recommending areas of improvements, and collating critical inputs from other departments of INEC and external stakeholders, including CSOs. The draft document was ratified by the Commission and submitted to NASS.
2. Establishment of the Committee on Review of Election Cases: Five independent legal experts on election litigation were contracted by DGD and constituted the Committee on the Review of Election Cases (COREC). COREC reviewed court rulings and judgments on selected cases in the past three years to document important legal and administrative lessons. The cases spanned the spectrum of electoral litigation – Election Tribunals, High Courts, Appeal Court and Supreme Court – and cover both pre- and post-election matters. The output of COREC included: (1) A comprehensive report on the cases, judgments and legal opinions with a policy paper, (2) A detailed analysis of the actions or inactions by the Commission and other principal stakeholders in the elections to which the cases are related, and (3) A compendium of recommendations to the Commission on the improvement to electoral justice administration and the organization of the Legal Department, including changes to the electoral legal framework, where necessary.
3. Strengthening the Alternative Electoral Dispute Resolution mechanisms: With a customized process to meet the specific challenges in Nigeria, this initiative generated a strong buy-in among political stakeholders, and it provided a viable alternative to litigation in resolving election disputes. With a support from DGD*, two key manuals guiding the work of INEC electoral officials were produced*, and over 300 INEC legal officers at national and state offices, along with selected legal practitioners in the 36 states and FCT were trained on EADR process and mechanism in adjudicating non-fraud related post-election appeals and petitions. Through these activities, the capacities of electoral stakeholders in the use of ADR measures in the effective management of electoral disputes and conflicts to resolve intra- and inter-party disputes were strengthened, thereby reducing electoral-related tensions and conflicts.
4. Capacity development engagement on drafting INEC Regulations: DGD supported interactions between electoral stakeholders on Modalities for Making and Gazetting INEC Regulations. The support enabled INEC to embark on cautious and steady preparation and adoption of various electoral regulations and policies. The commission was able to adopt a range of guidelines, regulations and policies ahead of the 2015 elections. These regulations enabled the commission to deliver credible, transparent and professional electoral administration.

***Professional Capacity of and Collaboration between INEC and SIECS Enhanced***

DGD was committed to strengthening credible and transparent electoral processes at both national and local levels in Nigeria. Hence, under this output the project successfully developed avenues of cooperation between INEC and SIECs for addressing the challenges arising from the political and electoral processes, with particular reference to the operational and financial autonomy of SIECs, conduct of local government elections and programmes for civic and voter education campaigns; deepened the relationship between INEC and SIECs for strengthening democratic values by sharing experiences on international best practices in ensuring credible and sustainable electoral processes at the national and constituent state levels and on plans, preparations and conduct of the 2015 General Elections; and built the capacity of both INEC and SIEC staff for sustained professional electoral administration at all levels. The following were key interventions along with achievements:

1. Conduct of technical and capacity needs assessment of SIECs: DGD facilitated a needs assessment of SIECs which identified several organizational, technical and human capacity gaps. Based on this needs assessment, DGD supported the following interventions:
2. Facilitated an engagement between the leadership of the Forum of State Independent Electoral Commissions of Nigeria (FOSIECON) consisting of the 36 Chairpersons of the SIECs, and over 190 SIEC Election Commissioners across the 36 states on the implementation of the recommendations of the technical and capacity needs assessment report. Among the resolutions was the necessity for harmonized model laws and guiding principles based on acknowledged best practices for the conduct of LGA elections.
3. Supported efforts of collaboration between INEC and SIECs and facilitated a signing of Memorandum of Understanding (MOU) between INEC and FOSIECON with the objective of promoting knowledge sharing, peer learning, and advocacy to enhance the election management and observation capacity of FOSIECON for 2015 General Elections. Based on the MOU, DGD supported FOSIECON to undertake joint election observation and monitoring at elections conducted by INEC in Edo (2013), Ondo(2013), Anambra(2013), Ekiti(2014), and Osun(2014), enabling them to understand the critical aspects of election administration and management, and acquire real-life learning experience.
4. The Project also supported the joint INEC-SIEC Committee and its plan of action through different capacity development initiatives which facilitated peer learning and enhanced their organizational ability, especially in the area of voter education, election security and logistics.
5. It supported pilot electoral system in Katsina and Delta States towards the conduct of local government elections in these two states in September and October 2014 respectively. The support focused on developing capacity around elections management, logistics, civic and voter education, and inclusive participation. The two states subsequently conducted the local government areas (LGA) elections which was said to set high standards for other SIECs to follow suit.
6. Capacity development support to INEC and SIEC Staff: Over 20 BRDGE trainings were organized for INEC/SIEC staff on different thematic focus, such as Boundary Delimitation; Elections in a global context; Elections management; legal frameworks and electoral systems; civic education and voter information; electoral stakeholder relationships and co-operation; gender and elections; electoral dispute resolution; Media; Political Parties; Persons with disabilities; and Reputation and Crisis Management. The different workshop assessments revealed that the BRIDGE workshops significantly improved participants’ training skills and knowledge of issues related to elections. Furthermore, the Commission increased the pool of trained personnel equipped with skills and knowledge of good practice in electoral administration. For instance the Commission for the first time got 8 BRIDGE accredited facilitators who could in turn train other commission staff. These skilled staff was properly utilized in the course of the elections by serving in different Commission committees.

***Conclusions on attainment of Component 1:***

All activities critical to the 2015 elections were delivered by the project as planned and as per the project document and the road map to the 2015 elections. From the onset, the support provided in designing the strategic plan of the commission which served as master plan for the electoral activities and processes enabled INEC to remain focused and deliver on its mandate. In addition to the numerous capacity development interventions targeted at INEC staff and the support rendered to the electoral institute to develop curriculum and a range of manuals, the technical support provided to the commission through five experts boosted the overall capacity which resulted in the conduct of the most free, fair, peaceful and credible elections the country has ever experienced.

Although electoral reform has been one of the results the project had planned to achieve, it couldn’t happen mainly because the electoral reform was intertwined with the Constitution review process and the failure to reach consensus on the latter completely crippled all the efforts towards electoral reform.

In sum, the project made a significant contribution to strengthening the capacities of INEC to conduct the elections effectively. Nearly all activities were delivered on time and the project has helped to lay a strong foundation for future electoral processes.

## Component 2: Improving the Quality of Democratic Engagement

The political parties and the legislature are key actors in the democratic process whose functions impact directly on the quality of democratic engagement. However, political parties in Nigeria face numerous challenges including lack of internal democracy, weak organizational structure, and lack of meaningful inter-party dialogue. The legislature also had specific challenges as identified by a needs assessment conducted by DGD I and confirmed by the NASS leadership. DGD II activities were, therefore, geared towards developing the capacity of the parties to engage constructively in electoral and democratic processes and strengthening important selected parliamentary processes with a view to improving the legislature’s effectiveness. Two outputs identified under this component were: 1) Capacity of political parties strengthened; and 2) improved effectiveness of targeted National Assembly Committees/Processes.

***Capacity of political parties strengthened***

Specific activities implemented towards the attainment of these results were:

***Support to Strengthen Political Party System and Capacities***

In order to respond to the capacity challenges facing Nigeria’s political parties in a more structured manner, DGD conducted an assessment with a particular focus on party system and capacity gaps of individual political parties.

The key findings of the assessment established critical gaps in Nigeria’s political party system including an unclear legal framework, poor relationships between the parties and INEC, lack of civility and inter-party dialogue, and limited ability of the opposition parties to compete with the ruling party. In relation to the capacity gaps of individual political parties, the assessment identified major challenges such as inadequate human resource capacity at the state and local level; lack of policy development capacity; and lack of mechanisms to support internal party democracy. The assessment also disclosed that women, youth, and PWDs are particularly disenfranchised within party leadership, occupying a minimal percentage of party leadership positions and having very limited influence on party decision-making.

Following the key recommendations of the assessment, DGD undertook three major interventions to address these challenges: promotion of Inter-party dialogue platform and regular engagement with INEC; support to the establishment of a Political Parties’ Leadership and Policy development Centre that provides continued professional training and guidance for party leaders and bureaucrats at national and state levels; and support to Political Parties’ engagement with CSOs.

1. **Support to Promoting Inter Party Dialogue; Trust and Confidence between INEC and Political Parties**

The project provided different capacity development opportunities that brought together parties to have a common understanding of issues and appreciate their commonalities and differences; and ultimately the fundamentals of working together to build a strong party system in the country. Among these engagements, the support to the constitution review process where political parties for the first time submitted a memorandum; poll agents training provided to political parties ahead of the Edo and Ondo elections; the International conference on inter-party dialogue mechanism; the BRDIGE training on Electoral contestants are few. The international conference alone brought together 49 political parties and four international experts from Ghana, South Africa and Kenya to present their respective experiences, successes and challenges in running an effective inter-party dialogue mechanism. The conference served as bedrock for relatively stronger inter-party relationships under the auspices of a revitalized Inter-party Advisory Committee (IPAC).

In a bid to nurture the culture of inter party dialogue, the project supported INEC and IPAC to revise the 2011 Political Parties Code of Conduct which was endorsed by all the registered parties. The revised code redefined the role of IPAC as an inter-party dialogue platform instead of a mere conflict resolution mechanism. The project further supported IPAC to hold over 12 inter party dialogue platforms including the monthly inter-party dialogue series from June to November 2015 ahead of the 2015 elections. This dialogue series greatly enabled the parties to stick together during the politically charged campaign period and address their common issues in an organized fashion. It also assisted them to present their positions at the INEC/IPAC Dialogue Forum and contributed to build trust and confidence between the two major electoral stakeholders. The project also supported IPAC and INEC in the process of establishing IPAC state chapters in all the 36 states and FCT, which enabled INEC to have better communication with the political parties at the state level, as well as reinforced the good relationship with parties at the national level.

The project also took deliberate steps in organizing successive engagements between INEC and Political Parties with a view to nurturing trust and confidence amongst the two partners which was conducive to the successful conduct of the election. Some of the interventions included: Dialogue on Party Monitoring which led to the revision of Guidelines and Regulations on political parties; the enactment of ‘How To’ manual on party monitoring with relevant forms and checklists; dialogue on electoral activities towards 2015 with a focus on the electoral timetable, PVC/CVR processes and the controversy around INEC proposed additional polling unit among others. The Project also supported INEC to train its staff in charge of monitoring parties during the primaries and conventions. Unlike all other times, the rate of complaints from parties or abnormalities arising out of primaries and conventions were minimal.

In addition, the project successfully advocated for a regular INEC/IPAC dialogue during the electoral period. INEC had positively responded to the advocacy and introduced quarterly political Parties Forum in 2014 which turned into a monthly forum towards the end of the year until the successful conduct of the election. The DGD supported Inter-Party Dialogue series served as an agenda setting platform ahead of the regular Political Parties Forum with INEC.

1. **Support to capacity development for party officials and bureaucrats**

The project supported the establishment of a Political Parties Leadership and Policy Development Centre at NIPSS, Kuru, imbued with a very inclusive and rigorous curriculum development process including the validation of it. In addition, a senior NIPSS delegation visited the US to learn from the experiences of similar centers and to facilitate networking, knowledge and resource sharing platforms for the continued operation of the Centre.

Until few months to the election, the centre trained 18 batches of participants (more than 500 party officials from National and State levels) drawn from the 26 registered political parties on professionalizing the party system in Nigeria. The training covered topics such as: 1) Foundations of Political parties; 2) Running a professional Political Party; and 3) Strengthening parties as channels of political participation. The Centre also finalized a book entitled Political Parties and the Future of Democracy in Nigeria. The book is a substantial contribution to the practical discourse of party politics in Nigeria and effectively served as reference material for trainees and political party leaders.

Monitoring and evaluation activities conducted by NIPSS clearly articulated how the trainings impacted on the day-to-day conduct of business within the individual parties. A number of parties re-established their membership list; launched websites as a means of reaching out to their members and non-members; printed membership cards and branding materials, and constituted research and policy departments.

Apart from the regular training programmes, the centre was also engaged in policy levels national and international conferences. Some of these included a seminar on Democratic Political Party: Policy Options and Challenges; and Political Parties and Violence free Elections in Nigeria. As an outcome of these discussions, the centre has issued policy briefs which were presented to Parties, INEC, the presidency and other important stakeholders.

Hosted by a leading nationally renowned research and training institute, the centre aspires to be a centre of excellence on party training for the region and beyond. In order to ensure this, the project had provided the necessary technical support to the centre to lay out its networking and sustainability plan including in-house capacity development in the area of resource mobilization and networking.

1. **Support to Political Parties’ Engagement with Civil Society Organizations**

The DGD supported a series of activities that brought together all registered political parties and selected CSOs with the objective of promoting a cordial, constructive working relationship and harmonious interactive platform in preparation for the 2015 General Elections. In particular the Forum had intended to achieve the reorientation of the political environment with the tradition of issue-based politics, improved civility in intra and inter-party relations and enhanced internal party democracy. Accordingly, the two partners signed a Memorandum of Understanding (MOU) establishing a platform of engagement - Political Parties/CSO Engagement Forum - that defined the objective, structure, methodology and activities of the Forum. Although the Forum was not active as it was planned to be, it succeeded in recording a handful of achievements such as the observation of the Continuous Voter Registration process in Ekiti and Osun states in March 2014 with a actionable recommendations forwarded to INEC; submission of a joint memorandum to the National Conference; advocacy towards inclusive political process with a focus on youth, women and PWDs; and the observation of party primaries and conventions.

Overall support to political parties’ capacity through formal trainings, interactions with CSOs and interparty dialogues has significantly contributed to a shared understanding of how professional political parties should be and what kind of party system should be in place for an effective democratic political process to be entrenched in a given country. The post-election stakeholder conference organized by PPLDC revealed that a sustained approach should be adopted to ensure that parties are more democratic and policy-oriented.

***Promoting peaceful conduct of Elections***

Using the political parties code of conduct as a framework for promoting non-violent elections, DGD advocated for peaceful elections in gubernatorial elections held in 2013, 2014 and the general elections in 2015. Specifically, the project supported initiatives towards peaceful elections ahead of the Edo, Ondo, Ekiti, and Osun gubernatorial elections focusing on encouraging candidates and party leaders to reaffirm their commitment to ethical conduct as enshrined in the code of conduct. These activities were conducted in collaboration with CSO groups such as the Center for Democracy & Development (CDD), IPAC, INEC, and the Office of the Special Advisor to the President on Inter party Affairs. The events successfully educated members of the political parties on the peaceful and orderly conduct of election and urged the political parties to commit themselves to violence free election campaigning period. All these elections, despite the widespread fear and security alarms, were largely violence free.

DGD also supported a retreat of IPAC in an effort to promote the enforcement of the Political Parties Code of Conduct for peaceful interactions of party officials and their followers. The retreat was attended by chairpersons of all registered political parties, representatives of INEC and the respective chairpersons of the newly created state chapters of IPAC. At the retreat the parties committed to rejecting violence during the elections and to respect the IPAC Code of Conduct. In addition, DGD supported the printing of additional 40,000 copies of the revised Political Parties Code of Conduct in order to educate other relevant stakeholders, such as the security forces, media and CSO groups. This facilitated the necessary awareness on the required minimum compliance from the political parties and created moral obligations to adhere to the agreed rules.

In January 2015, the DGD II, through the support to the NIPSS, collaborated with the Office of the Special Adviser to the President on Inter-Party Affairs and the Office of the National Security Adviser to the President to finalize the public signing of the Abuja Accord as part of its ongoing advocacy on violence-free elections. All the contesting political parties, including the two front-runners – President Goodluck Jonathan of PDP and General Muhammadu Buhari of APC – signed and committed their parties to peace before, during and after the elections. The meeting also led to the establishment of a committee of eminent Nigerians that was mandated to monitor the compliance of the political parties to the “Abuja Peace Accord”.

As a follow-up to the Abuja Peace Accord, DGD supported the Institute for Peace and Conflict Resolution and Savannah Center to enhance the initiatives in relation to advocating for peaceful elections. The essence of this support was to promote issue-based peaceful campaigns, and provide neutral and credible platforms for conflict mitigations and resolutions building on earlier commitments to the Code of Conduct for political parties and the newly signed Peace Accord.

***Support to Enhance Women and Youth Participation in Politics***

DGD had advocated and consistently supported enhanced women and youth participation in politics. In addition to mainstreaming the issue of women participation in all the dialogues with party officials, INEC, and the curriculum of the PPLPDC, it also supported various interactions between the woman leaders of parties, party leaders, INEC and CSOs and other forums such as Women in Politics Forum. Specifically a dialogue session was organized in early 2014 as a platform for engagement between political party leaders, women leaders of political parties and some selected gender-focused CSOs where ways of and strategies for enhancing women’s participation in the 2015 General Elections were discussed and parties assured their renewed commitment to accommodate more women.

With respect to youth political participation, DGD worked closely with the youth leaders of registered political parties by organizing inter-party dialogue forums, capacity development initiatives such as trainings under the PPLDC and engaging them in events organized to the mainstream party officials. To promote youth engagement in peaceful elections, DGD supported a series of workshops that were specifically aimed at sensitizing and educating the youth in the northwest zone on the need for free, fair, credible and peaceful elections in 2015. At the zonal workshop held in Kaduna in June 2014, principal stakeholders including officers of State Youth Development Ministries, Leaders of State Youth Councils, party youth leaders, and youth CSOs deliberated about the causes and consequences of the post-election violence in 2011 and their role in promoting peaceful elections.

As part of activities to strengthen youth participation in politics, DGD supported the launch of the Youth Agenda on Political Participation and the inauguration of Nigerian Youth Interparty and Civil Society Forum (NYIPCSF) through a two-day forum in July 2014. The Youth Agenda for Political Participation identified issues critical for youth political participation, such as the need for a conducive legal framework, affirmative action in political parties and for elected positions and financing of youth participation in politics, and articulated policy and programmatic frameworks that safeguarded youth participation in electoral politics in the build up to the 2015 General Elections and beyond. The forum inaugurated the NYIPCSF at the national and zonal levels with the stated objective to bridge the gap between youths in political parties and leaders of youth CSOs. DGD also supported the printing and popularization of the Youth Agenda at the national and zonal levels where a total of 540 youths participated between July and September 2014. The intervention created a critical mass of youth throughout the country who would use the Youth Agenda as an advocacy instrument to ensure the meaningful participation and contribution of youth throughout the electoral process.

Although the support to the women groups, candidates, and women in politics and women parliamentarians had started well ahead, and a number of strategic deliberations had been in place, the outcome of the election was a disappointment for many. The following table summarizes the number of women candidates’ vs elected both at the national and state levels in comparison with their male counter parts.

TABLE 1. A gender disaggregated data of candidates and elected representatives during the 2015 elections.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Office** | **Candidates** | | **Elected Representatives** | |
| **Female** | **Male** | **Female** | **Male** |
| Senate | 127 | 620 | 7 | 102 |
| House of Representatives | 267 | 1507 | 19 | 341 |
| State Houses of Assemblies | 775 | 4520 | 46 | 991 |

Hence, for the third consecutive elections, the number of women parliamentarians both at the national and state levels has decreased. However, the support, among other things, resulted in a strong coalition and network of women groups who could further intensify the struggle for more space for women in Nigeria. Particularly, a critical review of internal party processes should be considered as many women aspirants couldn’t scale through the party primaries. The few candidates who got their party tickets couldn’t make it apparently due to the huge amount of money involved in the political process. To the contrary, the investments made in supporting youth political participation paid off as for the first time in the history of Nigeria, there are 4 representatives under 35 and 29 representatives under 40. The DGD project contributed a great deal to this success as it deliberately supported youth participation from the inception of the project.

***Technical Support to NASS***

***Support to the Constitutional Review Process***

As the commencement of the constitutional review process coincided with the start of the DGD II project, and given the importance of the process as highlighted by the stakeholders during the project formulation consultation, the project had provided extensive technical and financial support to the process, both from the demand and the supply side. These included the support to the Senate committee to hold series of public engagement such as the Asaba retreat that unveiled the prioritized focus areas as per the memoranda submitted by the public and the national and zonal public hearings. Different groups and stakeholders attended the various hearings and presented their viewpoints to the members of the NASS Senate Committee. These viewpoints contributed tremendously towards the inclusiveness of the process, since most of these groups wouldn’t have participated without the support extended to them by DGD. The groups supported were political parties, women groups, PWDs, CSOs and media groups. The fact that the public hearing processes were televised effectively popularized citizen information and participation of the hearing process, as Nigerian citizens who were unable to physically attend the hearing were kept informed of the key issues and debates.

In addition to the support targeted at making the process as inclusive and participatory as possible, the project also provided technical support through five consultants who undertook a comparative analysis/research on critical constitutional dispositions, identified areas that need amendment and drafted constitutional provisions for considerations of the Senate Committee. The research team as well as the committee members was also supported to have an exposure through a visit to Forum of Federation in Canada, Kenya and India.[[1]](#footnote-1)

Similarly, DGD supported the House of Representatives ad hoc Committee on the review of the constitution during the People’s Public Hearing Sessions, which took place at all 360 Federal Constituencies simultaneously. DGD’s support was instrumental as it employed various media outlets such as newspaper adverts, TV adverts, and local radios transmitted in local languages to reach out to the Nigerian public and create the necessary awareness about the review process in general, and the Peoples Public Hearing sessions in particular. Like that of the Senate, the support focused on ensuring the participation of the public in the People’s Public Hearing sessions. This support ultimately made the process transparent, inclusive and nationally citizen driven, rather than just based on the interests of NASS.

Despite the intensity of the process and the extensive resources it has consumed, the three-year long constitutional review process once more was incomplete as the President did not give the legally required approval.[[2]](#footnote-2)

***Support to Selected Committees and Processes in the National Assembly***

The DGD engaged the selected NASS committees including the committees on electoral matters, women affairs/women in parliament, rules and business, ethics, CSOs and donor relations and committee on Freedom of Information (FOI) both through direct interactions with the identified committees under the relevant components of the project[[3]](#footnote-3) and through partnership with the National Institute for Legislative Studies (NILS). The following is a summary of this support.

1. Support to the National Assembly Rules and Business Committees on Legislative Practice and Procedure in the Nigerian Legislatures

In an attempt to review and standardize the law making process in Nigeria, both at the national and state assembly’s levels, the Project collaborated with the rules and business committees of the two houses and hosted two different conferences on the subject matter. While the first one, an international conference, dwelt on reforming law-making processes and also identified the challenges of oversight functions of the legislature under the 1999 Constitution; the second one prioritized the areas and issues of focus in order to consolidate the legislative practice and procedures in Nigeria. These interventions created shared understanding amongst the legislatures on challenges of law making and enabled them to have a clear roadmap on interventions required to address the gaps. Besides, the activities contributed to expanding the legislators’ perspectives and provided them with knowledge and additional skills that assisted them to respond more effectively to the challenges of law making. Currently the NILS is engaged by the NASS, as part of a committee launched by the Speaker of the House of Representatives, to lead the review of existing laws and law reform process which, so far, resulted in the adoption of 170 reviewed draft bills by the House in the second quarter of the 8th Assembly.

1. Development of A Strategic Plan for Gender Technical Unit

DGD supported the strategic plan development of the NASS Gender Technical Unit (GTU). The strategic plan outlines the GTU’s advocacy and capacity building agenda for and ensures GTU to become a sustainable resource for supporting gender mainstreaming and promoting a women’s rights agenda in NASS. Following the implementation of the strategic plan and the accompanying work plan, the GTU was able to provide technical support and serve as a resource center for legislators. The unit also effectively advocated for and followed track of land mark legislations such as the Violence against Persons (VAP) bill. Indeed the process assisted GTU to become a sustainable resource for supporting gender mainstreaming and promoting a women’s rights agenda in NASS.

1. National Assembly/CSO Workshop on the Role Of CSOs/NGOs in Policy Formulation and Implementation

DGD supported the House Committee on CSO and Donor Relations to engage CSOs and discuss how they could best collaborate on the law making and oversight functions of NASS. The participants came up with a set of action points to strengthen the engagement between the two partners, such as the establishment of a periodic dialogue forum, reinvigoration of the NASS/CSO liaison office and a systematic twinning of CSOs and various committees based on their respective areas of expertise. Among the proposals, the DGD was able to implement the reinvigoration of the NASS/CSO liaison office under the NILS/DGD partnership project which will be further detailed in the following section.

1. Partnership with the National Institute for Legislative Studies to support selected committees and processes in the National Assembly

The DGD signed a Letter of Agreement (LOA) with the NILS to implement set of activities that are of systems focused interventions. This partnership was specifically designed with a view to successfully implementing the identified interventions while ensuring national ownership and developing capacity within the NASS. The fact that the NILS is led by a governing board whose chairpersons are the Deputy Senate President and the Deputy Speaker was also factored in the partnership process as political will is critical in the process of implementing such an important interventions in a very complex setting like the Nigerian national assembly. The activities incorporated in the LOA include capacity development interventions for staff of the NASS and members as well as designing strategies and guides such as a gender mainstreaming strategy and a model parliamentary oversight guide, among other things. The identified areas emanated from recommendations of the various engagements the project had with different committees; engagement with legislatures and committee staff and a high level discussion with both the deputy senate president and speaker of the House. The following are the major interventions and outcome of the partnership.

* Development of a model oversight guide for the Nigeria National Assembly;
* Review of the NASS Rules and Business which harmonized the rules of business between the two chambers with the ultimate goal of fast tracking the law-making process;
* A draft parliamentary ethics and conduct regime which emanated from a comparative analysis of Ethics Regimes in five national legislatures, including Ghana, South Africa, UK, and the US and further series of deliberations with serving MPs and former MPs;
* Gender Audit and Gender Mainstreaming manual of the NASS prepared through wide participation of leadership of the NASS, members, committee staff, CSOs and other stakeholders;
* Development of a new parliamentary information sharing mechanism, including the upgrade of the National Assembly website based on an internationally acknowledged parliamentary website system;
* The revival of the CSO Liaison office in NASS through technical and resource support;
* The development of a comprehensive induction kit for the 8th National and State Assemblies and the successful conduct of the induction; and
* A book on National Assembly and Democratic Governance in Nigeria, which contributed to knowledge on NASS support to democratic consolidation in the country.

Overall DGD support responded to follow-up actions recommended by previous interventions, such as institutionalizing the CSO-NASS engagement mechanisms. The new engagement with NILS under the LOA modality also ensured sustainability of the interventions and fostered national ownership. In addition, DGD support to House and Senate Committees on Rules and Business served as a catalyst to provoke discussions around harmonizing the legislative rules and business at NASS and made a case for the consideration of the needs of the State Assemblies in such process. It has furthermore provided an opportunity for legislators from various parties to engage with issues from the point of view of parliamentary and national interest as opposed to narrower party and other particular perspectives.

The DGD support to the review of parliamentary processes is believed to improve the law-making and oversight responsibilities of the NASS, and built the technical capacities of committee staff on democratic norms and practices. The draft parliamentary oversight guide and ethics regime prepared by NILS was discussed by members as well as committee staff of the NASS. The documents were shared with members during the induction process so that they could spark interest for further review and adoption. Some of these documents such as the ethics regime, and the rules and business are being reviewed by the committees set up by the 8th Assembly for further discussion and adoption by members.

With the overall objective of promoting transparency and improving parliamentary accountability, the upgraded website includes interactive tools that facilitate communication between elected members of both the House and the Senate with the general public. The website provides for the uploading and downloading of parliamentary information in a systematic way while allowing citizens to follow and track the contributions of their representatives in debates on the House/Senate floor. It also allows for “virtual” interaction between members and their constituents through social media features.

***Conclusions on attainment of Component 2:***

The project has substantially achieved the projected results under this component. Through the establishment of a political parties centre, the project had left a long lasting legacy. Political parties’ regular and robust engagement with INEC, CSOs and the general public could be cited as one clear example of improved democratic quality of political engagement. The culture of inter-party dialogue has been introduced by transforming IPAC from a mere association of political parties for the purpose of conflict resolution to a platform for an inter-party dialogue. Much should be done to sustain this beginning as yet there are deep mistrust and driving factors for factions. The fact that there is a relatively strong opposition created due to a power transition from ruling to opposition party, there is also a big opportunity to further transform and redefine IPAC’s role in the development of parties and party system in Nigeria.

Although the Constitution review process remained inconclusive after two consecutive years’ support, the process had built local capacities for sustained legal reform advocacy. The project also made the process inclusive, knowledge driven and a good precedent for future engagements of similar type. In spite of the fact the support to the specific committees and process in the NASS was challenge due to the schedules of legislatures who were busy well ahead in preparation for the elections, the project’s strategic partnership with the NILS ensured the sustainability of the interventions beyond the 7th Assembly.

## Component 3: Enhancing Participation by Women, Youth and other Marginalized Groups

Based on the assessment of the 2011 General Election, DGD II included support to marginalized groups to enhance their inclusion in democratic governance. This component specifically supported activities to increase the visibility of youth, women and PWDs in the constitutional review process. The four outputs under this component are: 1) Legal reforms and women’s empowerment initiatives to promote affirmative action and women’s empowerment in politics and elections; 2) Pool of women aspirants for elective offices at various levels enlarged; 3) CSO’s capacity to advocate for affirmative action enhanced; and 4) Capacity of women holding elected pubic office enhanced. This component also supported activities to increase the visibility of youth and PWDs in the political and governance processes.

Specific activities implemented towards the attainment of these results were:

***Women’s Political Participation***

The 2011 General Elections indicated a decline in participation of women in decision-making structures in public offices, such as the NASS, and other avenues of democratic representation. As a result, women’s perspectives and issues were often excluded or not considered during the policy-making process. The marginalization of women in the political space has been sustained and reinforced by inadequate legal reforms and legislations. The constitutional review process therefore provided the opportunity for pushing for legislations that will not only accord equal rights to the women, but also seek to redress the imbalance in the gender political equation. The following constitute important interventions and results:

1. Legal reforms and women’s empowerment initiatives to promote affirmative action and women’s participation in politics and elections

* In line with the DGD II’s work plan to facilitate and support targeted legal reforms and affirmative action to increase women’s participation in politics and decision- making, DGD supported gender groups and CSOs to effectively participate in the constitutional review process. Particularly, the project championed the establishment of a Gender and Constitutional Reform Network (GECORN) which successfully led the process of drafting and submitting a gender memorandum on the Constitutional Review and coordinated all other women groups to have a common stance on key gender related demands; successfully mobilized women across the nation to participate and air their views during the public hearing processes and implemented various advocacy initiatives through lobbying of important personalities. The advocacy dialogues successfully held maintained attention on gender issues among legislators, political parties and the media during the constitutional review process. Not only did it equip the key stakeholders with the contemporary good practices on increasing women’s representation, but it also increased buy-in for the practical legal reforms and other measures needed to increase women’s representation in Nigerian elective office at local, state and national levels. Even though these successes didn’t materialize as the Constitution has not yet been reviewed, the concessions the women group got from the process was record setting. For instance, for the first time there was a consensus on issues of language of the constitution, citizenship, indigeneity, dignity of womanhood, the issues of women with disabilities and the host of discriminatory practices that impair women's rights.
* The project also engaged INEC as early as 2012 to design its own Gender policy which guides its actions with a view to expand the space for women participation as voters, electoral officers, and candidates. After a number of roundtable discussions between INEC Gender Desk on the one hand and Woman Leaders of Political Parties, and CSOs on the other, INEC was able to launch its Gender Policy, a first of its kind in Africa. By developing the gender policy, INEC has responded to the Nigerian National Gender Policy which calls for all state and non-state actors to take up their roles in promoting gender equality in the country through their institutional practices and policies. Through the policy, the Commission committed to addressing gender gaps within its own internal environment and supporting the realization of the national gender equality goals in partnership with external actors. It also committed itself to establishing standards of transparency for the monitoring of political parties in order to guarantee inclusiveness and continued support to work with women leaders for the implementation of gender responsive provisions within their respective constitutions and manifestoes.
* In order to develop the capacity of INEC officials on gender issues and thereby facilitate the implementation of the policy, a number of capacity development events were conducted. These include a BRIDGE model workshop on Gender and Elections organized for 30 personnel from the Gender Desk and other departments of INEC Headquarters and a capacity development session for all of the 36 Gender Desk Officers of INEC on Roles and Responsibilities of Gender Desk Officers during elections;
* DGD provided support to the Federal Ministry of Women Affairs and Social Development (FMWASD) on the review of the National Gender Policy (2006) which is the national legal framework for 35% Affirmative Action on Gender Equality in Nigeria. The National Gender Policy was reviewed in order to incorporate lessons learned and best practices since its inception in 2006. The revised document was printed and distributed to relevant ministries, departments and agencies with a view to sharing the government of Nigeria’s commitment to building a nation devoid of gender discrimination, guaranteeing equal access to political, social and economic opportunities for women and men; and developing a culture that places premium on the protection of all persons including children.
* As part of its efforts to put in place gender responsive strategies to promote violence free elections, DGD partnered with UN Women in two phases. Phase I focused on activities that examined the socio-cultural determinants of voting patterns, party nominations and the roles of women within political parties in Nigeria. The second phase focused on the monitoring of the election processes, aimed at promoting women’s engagement and violence-free elections in Nigeria. Accordingly, UN Women implemented the “Women Situation Room (WSR)”, a model based on regional best practices. The WSR trained and deployed 300 women who observed the election 10 states of the federation where WSR was set up. It was coordinated in Abuja with the involvement of eminent African women. The communication mechanisms set up in the WSR room along with the prominence of the eminent women involved provided a good platform and brought the desired impact for women’s engagement in the peaceful conduct of the 2015 General Elections.

1. Pool of women aspirants for elective offices at various levels enlarged

With a view to assist enlarging the pool of women aspirants, the DGD project collaborated with a range of stakeholders spanning women in politics including women leaders of parties, party chairpersons, INEC, women in parliament, CSOs, among others. Different conferences, dialogues, advocacy forums have also been held with the above mentioned stakeholders. Specific interventions included:

* The support provided for the publication and dissemination of 2,500 copies of Eligibility Criteria by the Nigeria Women’s Trust Fund, which was aimed at informing women competing for elective office in the 2015 General Elections and in subsequent elections.
* DGD supported a dialogue session between women leaders and the Chairpersons of political parties on improving opportunities for women candidates in the 2015 Elections. The dialogue sought commitments from party leaders on supporting women candidates in those elections, as well as facilitating information exchange on voluntary party quotas as a temporary measure to increase the chances of women participating in elections. Likewise DGD supported the National Conference on Women and Elections and National Women Strategy Conference with the objective of achieving an increase in the percentage of women who win elective positions in the 2015 General Elections. The conference also addressed the need for Political Parties to commit to 35% affirmative action based on the National Gender Policy (2006) for women aspiring for elective positions and the mitigation of electoral violence.
* Given the security challenges and the resultant effect on women’s political participation, DGD supported the FMWASD on enhancing women’s participation in all the states of the North East and North West zones. Through the intervention, community-based outreach was held to enlighten women on the need to participate in governance throughout the electoral process. In addition, a Training of Trainers (TOT) for key actors to support the process was conducted; radio and television jingles highlighted the need for women’s participation; advocacy visits were paid to gatekeepers and a platform of Women Politicians was established. Specifically, electoral schools were established within the context of the states of the zones which were able to train more than 1000 women on civic and voter education on the electoral process and built the skills of women as aspirants, candidates and voters in the 2015 elections.

Building on the success achieved in these two northern zones, DGD designed a voter education intervention for first-time female voters and market women in all the 36 states and 105 Senatorial districts. A media campaign of jingles developed in major local languages (Hausa, Fulfulde, and Kanuri) targeting women was aired on the collection of voter cards and the registration of first-time voters. This in turn contributed significantly to an increase in the turnout of women and men during the distribution of permanent voters’ cards by INEC.

* Through a Mentorship programme for young women politicians under the Women in Politics Forum, DGD enabled 600 young women politicians from all the zones to learn basic aspects of politics and running for elective office. These aspiring women politicians were trained on leadership skills, resource mobilization, and effective communication for a successful campaign. As a result of DGD training, the young women politicians were better informed and acquired new skills that were helpful for their political participation in the 2015 elections.

1. CSO’s capacity to advocate for affirmative action enhanced

* DGD supported a national technical workshop on Affirmative Action for 50 gender-focused CSOs, with the objective of increasing their capacity for advocacy on Affirmative Action, in line with the National Gender Policy (2006). This was in addition to DGD support for 45 gender-focused CSOs meeting earlier to deliberate on DGD’s strategy/road map towards the 2015 General Elections. It also served as a forum for information exchange and capacity development on UNDP procurement guidelines to facilitate better access of partners to bid for UNDP resources for the implementation of intervention activities based on the road map.
* DGD supported various activities to strengthen the capacity of gender-focused CSOs, women’s groups, Community-based Organisations (CBOs) and politicians from different political parties to advocate for affirmative action and to contribute to the peaceful conduct of the Edo, Ondo, Anambra Ekiti and Osun Elections. The highlight of the support was the targeted voter education for women, youths and PWDs, which trained over 1000 participants to advocate for inclusive participation with the governorship candidates. As a result, social contracts for peaceful elections were signed between women groups and the governorship candidates.
* DGD supported the development of Women Charter of Demand – a charter that identifies the priorities of Nigerian women in the areas of political participation and economic empowerment. This was materialized through the support provided to Women in politics Forum in partnership with CSOs.

1. Capacity of women holding elected public office enhanced

* DGD supported three consecutive Women in Parliament Summit – a summit that brought together all women in elective positions from State Assemblies to the National level in attendance. The Summits provided a good platform for women holding elective offices to network and exchange information on various aspects of governance; and acquire new knowledge and skills in the areas of gender issues and particularly women participation and empowerment.
* In collaboration FMWASD, DGD supported a Technical Workshop on Affirmative Action for Female Legislators using the Quota Implementation Guideline to broaden their knowledge on advocacy for affirmative action. Over 60 State legislators participated in the workshop. The legislators were empowered to engage more in law making initiatives.
* Under the DGD/NILS partnership, women parliamentarians were provided with the opportunity to get trained on various issues including transformative leadership.
* The project also partnered with UNESCO to develop modules on Gender and Transformative Leadership which was published and currently being used to train both women and men leaders and members of parliaments across the states.

Overall, the participation of women in the 2015 election process was impressive. The project played critical role in ensuring that women got the necessary support as voters, aspirants and candidates. As stated under Component 2, despite all the efforts, the outcome of the election was yet another disappointment for women’s rights advocates and those who invested in women’s empowerment and participation. As repeatedly underscored in various DGD supported initiatives, while all the efforts of DGD and the likes should continue in this post-election period, different approaches and strategies backed with legislative measures should be prioritized. Same was noted during the post-election meeting held with women group to review how women fared before, during and immediately after the elections. It further noted that women’s interest and participation in politics increased tremendously during the election period through support from development partners like DGD II.

***Youth Political Participation***

The youth constitute the largest proportion of the population and registered voters in Nigeria. In spite of this fact, the youth have been marginalized in the political space, and often used as tools of political violence by the political class. Harnessing the huge potential of the youth in the political process was identified by DGD II as a major pillar in the effort to deepen democracy. Several initiatives were carried out throughout the project life time to promote youth inclusiveness in the political system. These include:

1. Support to Youth Participation in the Constitutional Review and other governance processes

* To advocate for youth inclusiveness in politics, DGD partnered with a number youth based CSOs and networks of CSOs across the federation to conduct series of engagements. The support particularly had the objectives to create awareness on and demand for improved youth participation in democratic governance; mobilize critical stakeholders including political parties, youth groups, and the media to advocate for effective youth inclusion in Nigerian politics; and provide youth with a forum for sharing experiences and drawing on lessons regarding the opportunities, challenges and prospects of the youth’s political participation in Nigeria. Accordingly, the project partnered with Youth Alliance on Constitutional Review (YACOR) and provided the youth with an opportunity to engage in the Constitution review process through social media, submission of memorandum, and participation in the various public hearings. It also engaged media groups to deepen the understanding of media practitioners on youth issues and also to work on mobilizing media support. The interventions immensely contributed to educating youth on the issues at stake in the constitutional review process and showed the potential that ICT has in its program activities.
* DGD facilitated the participation of youth in the Ondo, Edo, Ekiti and Osun governorship elections through voter education for youth and youth observatory initiatives. These activities addressed low youth participation and the threat of youth involvement in electoral violence, which were identified as concerns by prior assessments. In addition to producing the election-related outputs through voter education activities, DGD also contributed to enhancing local partners’ capacity on project development and management

1. Improving the Capacity of Youth in Democracy and Governance

* DGD partnered with Youngsters foundation on two editions of Young Aspirants Leadership Fellowship which trained over 150 youth aspirants on the basic concepts of elections, campaign strategies, communica tion among other things. YALF is an annual youth democracy programme designed to identify and train youth with leadership potential to prepare for and run for elective positions in Nigeria.
* Following INEC’s release of elections time table and schedule of activities for the 2015 General Elections, DGD in collaboration with the YIAGA and YACORE organized a number of initiatives including international conference on youth and elections; youth observation of the PVC distribution and CVR process; Observatory on Youth Political Participation, INEC-Youth CSO collaborations on 10,000 young voter education volunteers programme among others. Also INEC was supported to partner with YIAGA in organizing a youth summit focused on strategies for enhancing effective and non-violent electoral participation in the 2015 elections and beyond. At the end of the summit, participants adopted a Youth Declaration on Nonviolent 2015 elections and a draft INEC Youth Engagement Strategy. The pinnacle of the summit was the investiture of INEC Youth Ambassadors which included very popular Nollywood actors/actresses.
* These engagements assisted the youth to holistically appraise the election climate and architecture, harnessed the real participatory power of young people and their readiness to get involved in the electoral process, and developed strategies and collaborative initiatives for effective youth engagement in the 2015 elections and beyond.
* In collaboration with the Federal Ministry of Youth Development (FMYD), DGD organized capacity development sessions for youth participants in the northern and southern part of Nigeria on Good Governance, Democracy and the Electoral Process. These activities focused on enhancing the knowledge of youth leaders on the basic principles of good governance, increasing their knowledge on institutional governance, and improving their skills and knowledge as effective agents of peer influence on democratic issues. The support also ensured capacity development workshop for FMYD officials on effective strategies for youth engagement in the 2015 General Elections. The training which was attended by 100 participants was to facilitate collaboration between youth-focused CSOs and the FMYD for informed and effective engagement in the electoral process.
* Trainings were organized for youths CSOs in all geopolitical zones in order to educate and mobilize first-time voters, to register and vote during elections. In addition, a mobile application called “Naija vote” was developed as a tool to advocate for peaceful elections which was subsequently utilized by youth groups for disseminating violence-free messages.

All these engagements with youth groups through capacity development initiatives and dialogues across party lines; and active involvement of the elections management body and the concerned youth ministries in advocating for youth participation resulted in an unprecedented achievement of youth participation in the 2015 elections. The post-election youth conference organized by YIAGA reviewed youth engagement and mobilization towards the 2015 elections. Key results from the DGD’s support to youth included: improved youth knowledge on constitutional, electoral and governance processes; development of a policy advocacy agenda and effective follow up and implementation; and increased networking amongst the youth groups. These in return resulted in an active segment of the population not only as voters but as representatives of their constituency. As mentioned under component 2, for the first time in the history of the country, youth groups got relatively significant representation in the legislature. The project had also succeeded in developing INEC’s capacity as a result of which it displayed remarkable commitment to encouraging inclusive participation of underrepresented groups in the 2015 General Elections. The activities related to youth significantly contributed to positioning the DGD Project as a credible resource to support youth participation in democratic governance.

***Persons with Disabilities Political Participation***

Recognizing the need to enhance the political inclusion of marginalized groups, and noting the fact that there are over 20 million PWDs in Nigeria, the project included political participation of PWDs as one intervention area. The following is a summary of the support provided over the three years period:

1. Support for political participation of persons with disabilities

* At the onset of project implementation, the DGD supported a meeting of the organizations/networks of PWDs with a view to identifying the main barriers for their effective political participation. The meeting identified challenges such as absence of a disability policy within INEC responding to PWDs’ special needs, and absence of a conducive environment within political parties to engage PWDs as voters, members and candidates. Other challenges included apathy towards the political process by PWDs and limited capacity among PWDs to meaningfully participate in the political process of the country.
* DGD provided support to fully integrate PWDs into the zonal public hearings during the constitutional review process. Disability issues advocated for at the hearings included equal access and freedom from discrimination on the basis of disability. The CSOs, including Organizations of Persons with Disabilities, resolved to continue their engagement in the constitutional review process well beyond the public hearings.
* In order to foster closer partnership and collaboration between the electoral management body and CSOs for credible, free and fair elections, DGD supported series of dialogues between INEC and CSOs. In all these meetings, the project ensured the participation of CSOs with a focus on PWDs to ensure that that their issues were discussed. As a result, INEC committed to developing a Disability Policy and the establishment of a Disability Desk. This was done to strengthen its engagement with PWDs and to ensure that PWDs participated fully in all electoral processes. Although the disability policy didn’t materialize before the 2015 elections, INEC established disability desk and mainstreamed issues of disabilities in all its policies and manuals designed to facilitate the electoral process.
* With DGD support, INEC organized a consultative meeting with Joint National Associations of Persons with Disabilities (JONAPWD) ahead of the 2015 elections. During this forum, PWDs shared the difficulties they had encountered during previous elections, including long hours of waiting to vote at polling stations, difficulties in accessing polling stations -- especially for those using wheelchairs, and lack of sign language interpreters during the voter education campaigns. As a result of the successive advocacy and capacity development initiatives, INEC for the first time in its history deployed sign language interpreters for all voter education programmes on television. Trainings of electoral officials had also specific component on how to facilitate easy access for PWDs at polling unit levels during Election Day. As a result, unlike previous elections, PWDs were accorded with priority during the voter accreditation and actual voting processes.
* In order to create awareness on the demands, challenges and rights of PWDs, DGD supported FMWASD, and JONAPWD to celebrate International Day of Persons with Disabilities. This support effectively showcased what PWDs has achieved and could achieve despite the legal, institutional and structural challenges they are facing in their country. It also served as an advocacy platform for government’s action to address these challenges.

1. Support for Capacity Development of PWDs and institutional capacity development of JONAPWD

* DGD in collaboration with the FMWASD had organized a number of capacity development trainings for members of JONAPWD on good governance, democracy and electoral processes which enabled the group to better understand their roles and responsibilities in the electoral process and how they should make appealing demands from the EMB and other relevant stakeholders.
* In addition to developing the capacity of PWDs from the demand side, the project also focused on the supply side i.e. INEC to ensure that they also appreciate the issues and better prepare to cater for the demands from PWDs. Accordingly, a BRIDGE Workshop on ACCESS to the Electoral Process was organized for 37 INEC PWD Desk Officers and PWDs. Some of the issues discussed at this workshop included: How to enhance PWDs’ access to the electoral process, best practices on accepted electoral principles and standards in relation to access to electoral processes, and mainstreaming PWDs in the process.
* Support was also provided to review the Strategic Plan of JONAPWD which identified implementation gaps and new areas of concern. The technical session strengthened the capacity of JONAPWD members to strategize in terms of institutional building processes and positioning in the area of governance. The project also supported FMWASD to conduct refresher trainings on organizing elections for members of the JONAPWD Electoral Committee as well as for cluster heads and State Chairpersons which enhanced the capacity of the Association to organize its national elections.
* DGD also supported the inauguration of the newly elected leadership of JONAPWD. The subsequent retreat that followed the inauguration strengthened the capacity of the new executives and assisted in developing a JONAPWD action plan for the 2015 General Elections.

Overall, DGD support provided the space for discussion on PWD-related issues in constitutional review and electoral reform processes. DGD technical assistance enabled JONAPWD members to undertake some strategic thinking and make commitments to be more programme-focused in implementing activities to achieve strategic results. These interventions also contributed to improved inclusion and increased visibility of underrepresented groups, in the democratic process. DGD support contributed to raising awareness and heightened the call for INEC to include issues of disability in the conduct of elections in Nigeria， which led to the passage of the National Disability Bill.

***Conclusions on attainment of Component 3:***

The success rate of implementation of planned activities under this component was significant. The support provided to youth, women and PWDs to ensure inclusive political participation has effectively served as the flagship of the project. In many regards this component reinforced the cross-cutting priorities outlined in the project document (ProDoc): that marginalized groups will be the focus of proactive attention. It also underlined the interconnectedness between the four components of the ProDoc. Despite the disappointing elections outcome for the female gender, the huge investment in legal reform advocacies, -gender focused voter and civic education initiatives and capacity development for women focused CSOs took the struggle for an expanded space for women political participation to a higher level. The visibly increased attention for PWDs and youth participation, and the astronomical increase in representation of youth in the national and state assemblies could be directly related to the sturdy achievement of this project.

## Component 4: Strengthening Channels of Civic Engagement

The general objective of DGD support for CSOs was to improve their capacity and performance, and to enable them to contribute to deepening democracy. DGD implemented various activities to further engage them in important legal, electoral and other democratic processes. The following are summaries of achievements under this component. .

1. Civil society organizations capacity developed

* DGD supported a coalition of over 80 CSOs to harmonize and develop a joint memorandum for the constitutional review process. Participating organizations included CBOs and organizations focused on youth, gender, and PWDs. The key issues addressed in the joint memorandum included electoral reforms, devolution of power, gender and special interest groups, citizenship/indigeneship/residency, and immunity for government officials. Further, the CSOs identified key follow-up activities which included community/constituency sensitization and mobilization, dissemination of the key recommendations, development of advocacy strategy, media engagement and the creation of a listserve to encourage continuous discussions. Furthermore, DGD supported the participation of 504 CSOs, including 156 PWDs, at the zonal public hearings. CSOs made informed, people-focused presentations that enhanced the output of the public hearing in each zone. The CSO presentations emphasized issues on. The high turnout and quality of presentations made by CSOs focused at electoral reforms, public accountability and democratic governance during the zonal public hearings contributed to the articulation of citizens’ issues into the constitutional review process. This is a crucial requirement if the amended Constitution is to reflect the true wishes of the majority of Nigerians. The project also supported CSOs at the zonal level to engage with relevant stakeholders from civil society and members of State Houses of Assembly (SHAs) to examine the items identified by NASS for amendment through workshops and town hall meetings. This is against the background of past experiences in Constitutional Review processes where SHA members merely “rubber stamped” the proposed amendments.
* DGD II assessed the capacity of 628 CSOs in the field of democracy and governance, leading to the revision and updating of the CSO Roster and the placement of 387 organizations on the CSO Roster. Compared with the 2011 electoral cycle, a more diverse range of CSOs were engaged in democratic governance at the local level.
* To build the capacity of state and zonal CSOs to engage more effectively on democracy and governance issues at the local and national levels in the lead up to the 2015 General Elections, the DGD developed a capacity development manual and supported a number of Capacity Development Trainings for over 180 CSOs spread in all the geo political zones of the country. The manual has four modules, including Institutional Development and Organizational Strengthening, Financial Management, Monitoring and Evaluation and Community Engagement, Networking and Coalition Building. Following the training, some of the CSOs have improved their organizational structures and conducted step-down trainings for their staff. Furthermore, the project supported the organizational and procurement capacity development of state and zonal level CSOs through procurement training for 661 CSOs. The immediate output from the training was the improved quality of CSO bids submitted for civic and voter education activities towards the June 2014 Ekiti State Governorship Election. DGD II also provided training for the Finance Staff of its partner organizations, including CSOs, with the aim of improving their financial reporting capability and management practices.

DGD supported CSOs to meaningfully participate in and contribute to all governorship elections held during the tenure of the project. Accordingly, in Ondo, Edo, Anambra, Ekiti and Osun elections, CSOs were supported to deliver civic and voter education messages and also objectively observe the electoral process. The project’s partnership with National Human Rights Commission (NHRC) along with CSOs to monitor the conducts of security officials on Election Day was another experience. In addition, through the Political Parties/CSO forum, DGD provided training for CSOs across Nigeria to observe political party conventions and primaries with the aim of recording whether they were conducted in conformity with existing statutory regulations, along with the internal rules set by the political parties themselves.

DGD supported a rigorous engagement between INEC and CSOs both at the national and zonal levels. As a follow-up to the national dialogue, DGD supported the Transition Monitoring Group (TMG) to organize zonal level dialogues which led to an MOU on collaboration for continued advocacy on peaceful elections. Through these regular dialogue forums, CSOs were able to interrogate the electoral process and provide constructive criticisms on the voter registration and other electoral processes which indeed enabled INEC to take proactive measures.

* Development of ICT Platforms on Civic and Voter Education

With DGD support, the West African NGO Network developed ICT platforms on civic and voter education with the introduction of a Mobile App for Android and Blackberry; created a Facebook profile and Twitter channels and integrated these into the mobile and web platforms along with a content partnership with five radio stations to produce voter education content.

Through these and other similar interventions, CSOs remained proactively engaged in informing, critiquing and providing alternative visions of the legal, policy and regulatory reforms ahead of the 2015 elections. Zonal and state-based CSOs were provided with the opportunity to network and collaborate amongst themselves thereby enhancing their capacity to promote, implement and monitor democratic governance processes and to support the implementation of national programmes in their respective states and zones. As a result of the voter education and election observation activities, the electorates were more aware of and better placed to advocate for their rights.

1. Support to the Implementation and Popularization of FOI Act

To ensure the effective implementation of the FOI Act in Nigeria, DGD supported both the demand and supply sides of the Act, with the objective to enhance transparency and accountability in public institutions through proactive disclosure of information by government institutions and improved citizen access to information. Hence, the following activities were implemented during the three years period.

* DGD supported a training to build the capacity of the National Planning Commission and its parastatals for the effective implementation of the FOI Act as officials with the responsibility of drafting the national development plan. DGD also supported the Ministry of Justice (MOJ) with its pivotal responsibilities for coordinating compliance and reporting of all public institutions with the FOI Act to NASS and the public. With a view to facilitate smooth implementation of the Act, the MOJ was supported to engage in inclusive revision process on the Guidelines for Implementation of the FOI Act by Ministries, Departments and Agencies (MDAs). These changes included enhancing proactive disclosure by MDAs, proper storage and retrieval of information, protection for whistleblowers within MDAs, access to information by PWDs and guidance on fees to charge for the provision of information. DGD support to MOJ also included printing of the guideline, six regional trainings of FOI Committees, three meetings of the Federal MOJ FOI Supervisory Committee, coordination of an FOI Stakeholders Forum (including Forum newsletter), as well as the development of an FOI website containing information collated from the MDAs. (<http://www.foia.justice.gov.ng/>)
* The project also partnered with the National Orientation Agency (NOA) and an FOI civil society organization, called the Project Right to Know (R2k) on the popularization of the FOI Act in seven pilot states (Lagos, Oyo, Rivers, Gombe, Kaduna, Plateau, Ebonyi) and the FCT. This was done through the publication of 32,000 copies of pamphlets on the FOI Act and 23 Reasons for the FOIA in English, with translations into Igbo, Hausa and Yoruba. NOA staff conducted 438 town hall meetings and 438 community dialogue sessions in 147 LGAs in the seven pilot states (Lagos, Oyo, Rivers, Gombe, Kaduna, Plateau, Ebonyi) and the FCT. As a result, NOA conducted the first baseline survey on the FOI, and translated the FOI Act into 18 additional indigenous Nigerian languages to better publicise it.
* In addition the House Committee on the Reform of Government Institutions (the FOI Committee) was engaged to sensitize and stimulate the use of the FOI Act and demand compliance with the provisions of the Act. These forums targeted members of the states’ executives, the SHAs, traditional rulers and staff of MDAs. Subsequently, the Nigerian Army and INEC were compelled to set up their own FOI Desk, which is a significant achievement to demand accountability on the huge amounts being spent on counter terrorism and elections in Nigeria.
* DGD also addressed the demand side of the implementation of the FOI Act through various initiatives and engagement with CSOs and the media in Nigeria’s southwest geopolitical zone, resulting in improved usage of the Act in the region. The project also involved in an initiative of mentoring 12 CSOs from the six geopolitical zones of Nigeria on the use of the FOI Act in addressing issues of relevance to citizens at local level. Six sector-specific FOI guidelines focusing on Youth, Public Finance, Agriculture, Gender, Health and the Environment were developed and produced to support CSOs demand-driven use of the Act. DGD also successfully supported the development of a coordination mechanism among key FOI actors and the redesigning of the FOI coalition website ([www.foicoalition.org](http://www.foicoalition.org)) to provide updated information, intervention reports, social media plug-ins and other features and resources on the usage, implementation, tracking and monitoring of the Act.
* The project also supported Africa Regional Conference on Freedom of Information Implementation which brought together over 100 Nigerian and international participants from South Africa, Zimbabwe, Uganda, Kenya, Senegal, Sierra Leone, Liberia, Niger and Cote d'Ivoire deliberate on the status of FOI implementation and develop a strategy for effective implementation.
* Under the requirements of the FOI Act, the INEC is legally obliged to respond to public requests on its activities related to the General Elections and to disclose all information in compliance with the Act. Media Rights Agenda (MRA) trained 187 representatives of the TMG and 180 CSOs on various aspects of the FOI and its usage in an electoral context such as to demand for records and information including financial accountability, procurement process, value for money of the elections, disbursement of approved funds, and suitability of technology, as a demonstration of the level of preparedness of INEC and other governmental agencies working on the forthcoming 2015 elections. One key outcome of these capacity development support was the development of FOI requests for records and information on electoral issues collaboratively developed by MRA and TMG to suit their specific needs in their states and localities. At least 40 requests were sent out with about 18 responses received from various agencies involved on the electoral processes, including INEC and the security forces. Information from this monitoring exercise was collated, analysed and a narrative report of findings with info graphics was produced and disseminated to electoral stakeholders, as a mechanism to keep INEC on track with election preparedness in a transparent manner.

Through conferences, training and other technical support to Nigerian government agencies responsible for the implementation of the FOI Act on the one hand and the CSOs who serve as voice of the citizen in demanding public information on the other hand, DGD promoted knowledge transfer, skills development and awareness of citizens at the grassroots level on the use of the FOI Act as a tool for deepening democratic governance in Nigeria. DGD Project also successfully promoted the awareness on FOI Act to the general public and CSOs by supporting public advocacy and developing information and communication materials to aid popularization of the FOI Act.

1. Strengthening capacity and voice of the media

The objective of DGD’s support to the media was to strengthen the capacity and voice of the Nigerian media in their role of promoting citizens’ participation in the democratic process, supporting free, fair and credible elections and holding elected officials accountable. The following key initiatives were delivered during the project life time:

***Assisting Media Networks to Build Capacity for Effective Democratic Participation and Reporting Elections***

* DGD worked with Media Networks composed of Nigeria Union of Journalists (NUJ), Nigeria Guild of Editors (NGE), National Association of Women Journalists (NAWOJ), media regulatory agencies, and selected media houses; and CSOs to develop a joint memorandum focused on strengthening the constitutional provisions on press freedom and media regulation in Nigeria in line with international good practices. The project also partnered with NUJ and the office of the Special Adviser to the President on Media, in popularizing the constitution review process through a series of national and zonal media conferences. The conferences provided opportunities for key DGD stakeholders, such as GECORN, YACOR, Civil Society Coalition, IPAC and the Media Network, to canvass their positions.
* The DGD project provided extensive support to media networks and associations to build their capacities for an effective reporting on democracy and governance Issues. These trainings targeted nation-wide journalists and broadcast professionals within the auspices of NUJ, NOWAJ, NASS Press Corps, INEC press Corps, and the Radio, Theatre Arts and Television Workers Union (RATTAWU). The capacity development opportunities offered in the form of multiple zonal and national level trainings, national and international conferences enabled the journalists to examine issues of media engagement with EMBs, voter education, conflict reduction and prevention, ethical and conflict sensitive reporting, equitable access of electoral actors to the broadcast media and the use of new media technologies in elections. Some immediate outputs of these interventions were the development of a document by Nigerian journalists to guide their conduct during the 2015 General Elections; and an engagement platform for interaction between journalists and INEC which ultimately facilitated extensive public enlightenment on the development of the electoral process thereby increasing the level of trust and confidence on INEC. The project also supported the Nigeria Television Authority (NTA) to train its political reporters in the NTA stations in the 36 states and the FCT on best practices for election reporting.
* The project supported media groups to host election debates during the gubernatorial elections in Edo and Ondo states in an effort to contribute to informed voters’ choice. Media interactive sessions were also held with journalists during the Edo, Ondo, Ekiti and Osun gubernatorial elections on coverage of the governorship elections. The objective of the sessions was to sensitize journalists on the need for professional reporting of the elections and to abide by a code of ethics regarding the coverage of the election. Thematic areas covered in the sessions included conflict sensitive and gender responsive reporting of elections, the convergence between traditional and social media, ethics and elections, setting the public agenda for the elections, safety tips, as well as experience sharing sessions on lessons learned since the 2011 elections.
* In the lead up to the 2015 elections, to promote media pluralism and empower citizens by giving them access to as well as a voice in the media, DGD supported the Nigeria Community Radio Coalition (NCRC) on a project to fast track the operationalization of Community Radio in Nigeria and capacity development of grassroots communities to use community radio. Activities implemented include a series of zonal workshops, an issue mapping meeting and advocacy visits to government authorities which drew participants from CSOs, grassroots community groups, and government institutions including the broadcast regulatory body. The initiative succeeded in encouraging new partners to advocate for community radio and secured the buy-in and support of government agencies, particularly security sector bodies that were previously perceived as opponents of community radio development. The decision on community radio development by the leadership of the Nigerian Broadcasting Commission and the NOA, the cooperation between these two bodies, and finally licensing of 19 pilot Community Radios were the major outcomes of these support.
* In enhancing the media engagement to deepen democratic reforms and good governance, DGD worked with the Nigeria Press Council (NPC) and the International Press Centre to implement a number of innovative activities, including an electronic resource centre on democratic governance with extended access for PWDs, a web-based content development project on democratic governance reporting and the inclusion of the democratic governance reporting into the curriculum for Mass Communication in tertiary institutions. A key highlight was the generation of an Opinion poll on agenda setting for the media ahead of the 2015 elections, conducted by using a mix of Interactive Voice Response Technology with the aid of new media tools such as SMS, twitter, YouTube and FaceBook as well as administration of questionaires to selected groups. Likewise, DGD’s collaboration with the Nigeria Association of Women Journalists (NAWOJ) resulted in a stronger institution with clear strategic plan and membership directory.
* DGD supported some critical steps towards the review of the Code of Ethics for Nigerian Journalists in partnership with the national media unions and platforms. The objective of the review was the design of an effective ethical code for regulating journalism practices and for promoting transparency and accountability in the Nigerian Media.
* Based on the accepted international practice of establishing clear frameworks within which the media operates during an election period, DGD supported the development of Election Code of conduct along with a media toolkit for the elections. The code provided a framework for the media to play their roles appropriately and to add value to the electoral process.

***Capacity for Media Monitoring Strengthened***

* DGD implemented a media monitoring project to assess the contribution of the media to the 2015 General Elections. The scope and issues to be monitored, including compliance with media regulatory codes and legal framework for the elections, was agreed upon. Partnership was also forged with the Nigeria Press Council and the International Press Center that conducted the media monitoring project. The project monitored election and political news reports, features and editorials in twelve national newspapers, ten regional newspapers, four online media and three social media platforms. Quantitative and qualitative methodologies were used for the monitoring and the analysis of the findings. The outcomes of the media monitoring activity were disseminated on a monthly basis at forums with media, civil society and related stakeholders. The monthly outcomes of the media monitoring can be accessed at the resources page of the Nigeria Democratic Report ([www.ndr.org.ng](http://www.ndr.org.ng)).
* DGD also supported the IPC to manage the Nigeria Democratic Report (NDR) ([www.ndr.org,ng](http://www.ndr.org,ng)), a credible online information dissemination platform to engage journalists and citizens in the electoral process. The NDR also provided election-related news that was utilized by offline news media as a resource on professional election reportage. Also with the support from the project, IPC conducted a series of monthly Twitter conferences under the generic theme “Promoting media role and citizens participation in 2015 Elections”.
* In addition to the traditional media, DGD also supported initiatives on online and social media, such as Microsoft and Google, and CSOs using social media for the 2015 General Elections. Issues addressed included: How to promote active youth participation in the 2015 elections using social media; a presentation on the “Naija” voter mobile app, which educated people on how to participate in the electoral process using a set of quizzes that attracted airtime rewards, and presentations by Microsoft, CCHub and Google on their democratic governance initiatives. A key outcome of the retreat was the linkages and alliances forged between the CSOs and tech companies, who agreed to leverage on their skills to work collaboratively in using social media to support credible 2015 elections.

The above listed comprehensive engagement with the media network has made a significant difference as the media, to a larger extent, employed the skills and knowledge acquired with respect to conflict sensitive, gender responsive and balanced reportage of the electoral process. The Code also visibly guided the conduct of journalists during the elections and addressed issued related to ethical journalism and responsible reporting during election periods. With the newly improved capacity of media professionals, citizens were mobilized and made informed decisions through a range of professionally produced thematic and issue-based media programmes.

***Conclusions on attainment of Component 4:***

The range of activities implemented and achievements scored has strengthened channels of civic engagement which ultimately contributed to the successful conduct of the 2015 general elections. Particularly, the engagement of CSOs both at local and national levels; the support provided to media networks and the reinforcement of accountability through the FOI Act had assisted the EMB to get closer to the people thereby creating trust and confidence in the EMB. In addition, the support to Community radio served as a valuable tool for accountability to monitor local service delivery. The post-election review of Media and the 2015 General Elections revealed that despite some flaws by the regulating agencies in addressing various challenges such as unfair distribution of air time and unacceptable contents, the media networks effort to serve as an ally of the EMB in disseminating relevant voter education and peaceful messages was applauded. The project’s overall achievement under this component is spectacular. The only intervention areas identified in the prodoc as well the road map to the 2015 elections, the project didn’t implement as planned was elections observations. This was mainly due to the required prioritization of activities based on emerging needs and the slow release of resources from the contributing donors.

# PERFROMANCE REVIEW

## Progress Review

This section assesses the overall progress of the project towards different development outcomes and the overall capacity development process.

### (i) Overall progress towards the CPAP outcome

There are two expected CPAP outcomes: Outcome 1: To build national election management bodies (INEC, SIEC) capacity and promote sustainable electoral processes, improve public awareness and confidence, and boost civic responsibilities; and Outcome 2: To deepen democracy in Nigeria, and this aims to develop the capacity of National (federal and state) institutions, networks and processes (both government and private) to contribute to the further entrenchment of democratic governance. The overall expected outputs of the project are “to support key democratic institutions and processes and to contribute to deepening democracy and fostering of credible elections.”

In April 2014, the European Union (EU) commissioned an independent mid-term evaluation of the project. The mid-term evaluation of DGD concluded that DGD has had a “positive impact on the democratic governance objectives.”

Key project achievements that contributed to attainment of the CPAP outcomes include:

- Strengthened the strategic planning and policy capacities of INEC through support for the INEC strategic plan and the positioning of five technical advisers in the office of the INEC Chair. With DGD support, the INEC Strategic Plan took effect in February 2013. For the first time, INEC had a blueprint to guide itself before the general elections.

- Capacitated INEC on the use of ICTs to promote the integrity of the electoral process through knowledge building conference and direct support to INEC’s Electoral Management System (EMS). With DGD support, Nigeria had its first experiment with the deployment of ICT in elections.

- Facilitated measures to build confidence between INEC and relevant electoral stakeholders on the Voter Register and Permanent Voters Cards.

- Supported trainings of INEC staff on key aspects of electoral management and advocated for reform of the legal and policy framework for the elections.

- Strengthened law-making and oversight responsibilities of the NASS with the development of (1) a model oversight guide for NASS; (2) review of the NASS Rules and Business; (3) a Gender Audit of the NASS, which led to the adoption of a gender mainstreaming manual; and (4) development of a new parliamentary information sharing mechanism, including the upgrade of the NASS website.

- The INEC Gender Policy, the first of its kind by an EMB in Africa, was developed and formally presented to the public on 25 November 2014.

- Worked with all political parties through IPAC to ensure compliance with the adopted Code of Conduct and promote peaceful conduct of political parties, their leaders and followers.

- The establishment of the PPLPDC is innovative in Africa.

- Facilitated women’s participation through support to FMWASD on electoral schools reaching women aspirants and candidates in the North East and North West zones, in addition to providing targeted voter education for first time female voters and illiterate women.

- Supported the Women in Politics Forum on mentorship of young women politicians across party lines to promote women candidacy ahead of the party primaries.

- Support to the demand and supply sides of the implementation of the FOI Act in Nigeria through working with MDAs as well as civil society to popularize and facilitate use of the Act to promote transparency of the governance process.

- Developed CSOs’ capacity to use the Freedom of Information Act for the first time in an electoral context.

- INEC, political parties, civil society, media, women, youth and PWDs were engaged in a constitutional review process for the first time.

- Supported Domestic (and the ECOWAS) Observation Groups to ensure conducive electoral environment and electoral stakeholders do not digress from internationally acknowledged standards.

- Facilitated media trainings and the adoption of the Code of Election Coverage to promote accurate and ethical reporting, provision of adequate information to the electorate and advocacy for peaceful elections.

- Promoted participation in peaceful elections through massive voter education outreach in the 36 states and the FCT, working with INEC, Civil society and the NOA.

- Supported CSOs to advocate for the electoral reform process, synchronize civil society and media engagement on citizen participation and conduct domestic observation of the party primaries, collection of the PVCs and the governorship elections to ensure the integrity of the electoral process.

- Supported CSOs to promote citizen participation through town hall meetings and the conduct of television and radio voter education campaign focused on correct voting procedures and peaceful elections in the six geo-political zones.

Furthermore, the DGD support was broadly effective and relevant. Nigeria held its 2015 General Elections which were generally acclaimed as credible, peaceful and orderly with the elections marked by the first transfer of power from the ruling party to the opposition, the financial investments in the project were justified in the light of the historical outcomes.

The principal challenge the project faced was the persistent insurgency in the Northeast part of the country, which impacted on DGD interventions in that region. To address this challenge, DGD updated its CSO roster to seek out CSOs with capabilities to work in the region. A specific voter education strategy applicable to that region was designed and voter education activities was supported through the identified CSOs and Government ministries including FMWASD, FMYD and NOA with state level capabilities to work in the areas undergoing the insurgency.

In 2012, Nigeria commenced a constitution review process to which DGD committed significant technical and financial assistance. There was also the anticipation that the electoral reform process and the amendment of the electoral act would scale through; however, the process was truncated due to the change in the priorities of the government of Nigeria.

Due to the tight time table that INEC was operating with, especially following the rescheduling of the elections, the project was constantly under a huge pressure to respond to INEC demands on time. DGD managed to proactively engage INEC at an early stage and streamlined the project’s internal operational procedures and processes. To meet the urgent and unforeseen requests from INEC, DGD was granted with a fast track approval process by the UNDP headquarters.

### (ii) Capacity development

A key component of the technical assistance provided by the project was to “to improve INEC’s institutional capacity; strategic planning and operational competency; staff professional development;” and to support the capacity development of key electoral stakeholders like the NASS, political parties, civil society, women groups, media as well as PWDs.

Substantial capacity development were provided, especially for INEC and key stakeholders in the lead up to the 2015 elections, with gains that will have a sustained effect on institutional capacity and democratic consolidation. The DGD project capacitated staff of the Commission on key aspects of the electoral process through specialized BRIDGE modules workshops on gender, media, Access to Electoral process, Election Observation/ Monitoring, Polling and Counting, Train the Facilitator (TtF) Workshops and Strategic and Financial planning module for INEC Directors to capacitate staff of the commission in its reform and restructuring process. Trainings were also held for Electoral officers. International and national experience sharing conferences on media and elections, ICT and elections, violence free elections, and multi stakeholder’s forums were supported by the project to build knowledge on key aspects of the electoral process and promote dialogue and cooperation among key stakeholders.

There were groundbreaking initiatives like PPLPDC instituted at the National Institute for Policy and Strategic Studies as well as study tours for political parties and members of the NASS to Ghana and the USA in order for these leaders to see firsthand how political institutions are run in similar and more advanced political environments.

Additionally, civil society, political, women groups and media were supported to identify critical issues important to them and to contribute jointly and meaningfully to the review process of the 1999 Constitution.

A great deal of training was provided as well to all of the main election stakeholders, including CSOs, political parties, Police officers, women as aspirants, candidates and voters, journalists, youth, national observers, the judiciary and Persons living with Disabilities. Pre and post evaluation tests showed that knowledge and awareness of participants increased. Key stakeholders have testified that the impact of the trainings have been largely positive. However, the overall impact and subsequent sustainability of much of the training provided would have been greater if the project had more time to follow up on these activities. Due to time constraints and competing priorities in the lead up to the elections, some planned trainings, for example for CSOs on organizational development could not take places in some zones. More investment is also required in capacity development of women as aspirants and candidates.

Several important tools were developed like the INEC Gender Policy, the Gender and Transformational Leadership curriculum, the political parties curriculum, Induction Kit for the National Assembly, the Political Parties Code of Conduct, the Women Eligibility Criteria, the Media Code of Coverage for the elections, the reviewed National Guidelines for FOI reporting and translations of the FOI Act into three major Nigerian languages and pidgin English.

Following the restructuring of INEC, staff that was previously trained in relation to their previous units was moved to other units, thereby eliciting the need for their capacity to be enhanced in their new roles. Significant support is also required for PWDs to organize effectively to advance issues around access in the electoral process. Long term capacity development requires time and resources beyond the scope and cycle of the DGD project. It is hoped that the UNDP and its international partners as well as the government of Nigeria will look into these issues. There is clearly a need to strengthen the INEC electoral institute and replicate training institutions like the PPLDC for other electoral stakeholders in the long term.

### (iii) Gender mainstreaming

A major component of the DGD Project is the entrenchment of democratic governance in Nigeria through the promotion of inclusive participation of women, youth and PWDs in governance and development processes. DGD’s implemented interventions in this regard through three entry points: supporting political parties to strengthen internal processes geared to advancing the role of women as candidates for public office and as actors within the party structures; training women to organize and mobilize public support for their election to public office; and supporting those women who get elected to become effective role models and drivers of change to promote affirmative action and women’s empowerment especially in NASS. This is in line with the National Gender Policy (NGP 2006) and other key international instruments. DGD’s initiatives on gender mainstreaming were implemented against the background of the general apathy to politics amongst women, premised on religious and cultural bias, absence of regular civic and voter education, lack of resources to compete with men, low membership in political parties as well as challenges around personal security and violence associated with the electoral process. The culmination of these factors is demonstrated in the poor performance of women in elections since Nigeria’s return to democracy in 1999. In 2007 the number of women who won elective positions at the parliamentary level was put at 11%. This percentage dropped in the 2011 elections to 6.4%.

DGD worked to enhance women’s political participation and in particular their candidacy in the 2015 elections through several programme approaches designed to enable women to organize, give voice and actively engage with issues of women political participation. The project supported women groups to submit a memorandum on issues important to women socio-political development during the constitution amendment process. Similarly, the project worked closely with the Women in Politics Forum, women groups and FMWASD to mentor young women politicians, strengthen the voice and capacity of women politicians at NASS and engage with women as voters at the grassroots. Specific voter education initiatives were undertaken to reach women in purdah and women in the states in the North East where the insurgency is raging.

Key engagement platforms like the Multi Stakeholders Dialogue (November 2012), third National Summit of Women in Parliament (July 2013), Nigeria Women Strategy Conference (February 2014) and Calabar Dialogue between national leaders of political parties and woman leaders were facilitated to provide women groups opportunities to engage with INEC, political parties and NASS.

Trainings on gender and elections were held for gender focused CSOs and the INEC gender desk officers. Trainings were held for women candidates, including a focused training on communication and media engagement skills. There was also a specialised training on Elections Observation through a gender lens. Significantly, INEC was supported to develop a gender policy and framework for its implementation. The policy has been formally presented and its implementation has commenced. With the objective of delivering long term leadership training, DGD supported UNESCO to finalise the curriculum and modules for the Gender and Transformative Leadership training. The manuals have been produced and are a key resource in the public domain for women political leadership. Institutional linkages between UNESCO and the National Institute for Policy and Strategic Studies have been forged to operationalise the training of women leaders using the curriculum. DGD also supported the Ministry of Women Affairs on electoral schools reaching women aspirants and candidates in the North East and North West zones, in addition to providing targeted voter education for first time female voters and illiterate women. Over 11,000 women were reached on women focused voter education campaign covering the 36 states of the federation

Importantly, Gender was prioritized as a cross-cutting issue in the implementation of all activities in the DGD Work Plan, and project staff worked to ensure the active inclusion of women in all project activities across the four components. All key electoral actors including the NASS and media were targeted to support women political participation. For example in the media component, DGD actively supported the strategic planning of the National Association of Women Journalists(NAWOJ) and developed their capacity on media, gender and election to build understanding of women political participation and the need for sustained advocacy in the media.

Support was also provided to UNWomen to implement various activities which examined the socio-cultural determinants of voting patterns, party nominations and the roles of formal and informal sectors in Nigeria. In addition, through the collaboration the agency trained and deployed 300 women observers during the 2015 elections, under the WSR Initiative to promote women engagement and report violence against women. In spite of efforts by DGD and other partners, the number of women in elected positions for the 2015 were disappointing low. There were hopes that this situation will be redressed in the appointive positions. On March 19, 2015, President Muhammad Buhari held a town hall meeting with women professionals at the Habour Point Hall, Lagos, where he pledged to implement the 2005 National Gender Policy, which makes provision for women to occupy 35 percent appointive positions. However his recent ministerial nominations, where there were only six women out of 36 nominees proved otherwise.

Clearly, more work has to be done by women groups and gender activists to engage with government and political and community leaders at all levels to advance women inclusion and voice in democratic governance. Despite this setback, it is important to note that there are low hanging fruits to be celebrated, including the emergence of female deputy governors and the on-going implementation of the INEC Gender Policy.

### (iv). Human Rights Mainstreaming

The Human Rights Based Approach was enunciated in the prodoc, its work plan and its implementation strategy as well as in the following activities supported by the project:

**Participation:** DGD utilised a participatory approach from planning to implementation and regularly sought inputs from key electoral actors, including civil society, under-represented groups, the NASS, political parties as well as MDAs. Key dialogue platforms like the political parties dialogue series facilitated participation and consultation among a broad range of election stakeholders.

**Disadvantaged groups:** activities across all project components targeted under-represented groups including women, youth and first time voters, PWDs, and non-literates. The project included a dedicated component aimed at Enhancing Participation by Women, Youth and other marginalized groups. Under this component, initiatives promoting women participation, youth leadership and inclusion of PWDs were actively pursued directly with civil society representing these groups as well as INEC, political parties, NASS and MDAs. Not only were these groups directly targeted but other groups such as political parties, religious and community leaders, and law enforcement agencies were sensitized on the needs of disadvantaged groups.

**Building awareness of rights and laws:** Awareness of rights and laws were promoted through focused trainings including BRIDGE trainings on Gender, Youth and Access. A youth Code of Conduct was facilitated at national and states level while several tools and key instruments were developed to aid their participation in the immediate and long term. Workshops and experience sharing conferences were held to specifically transfer knowledge and impart best practices to promote their representation in the electoral process.

Activities across all project components with election stakeholders included presentations on international standards and national and international rights and laws. Voter education materials targeting their specific needs were developed.

**Support for reform of legal frameworks:** DGD invested technical and financial resources into the constitution amendment process, working with INEC to submit memoranda for the amendment of the Electoral Act and enabled other key actors to organize and submit memoranda. In addition, DGD supported the harmonization of the key issues for constitutional amendment between the Senate and the House of Representatives. However, the constitution amendment process was disappointing inconclusive due to other emerging government priorities.

Significantly, the project supported the development, review , amendments, printing and dissemination of key instruments including the INEC Gender Policy, the Political Parties Code of Conduct, the Induction Kit for 8th Assembly, the Media Code of Election Coverage, the National Guidelines for FOI reporting, case studies from the Elections Tribunals to provide resources for judges and the fast tracking of the dispensation of justice as well the framework for the implementation of at least 35% affirmative action on Women Political Advancement and Representation in Democratic governance in Nigeria. DGD also provided support for PWDs to revisit the Disability bill and energise the advocacy to pass the bill into law.

**Reduction and prevention of violence:** The project initiated an Election Contextual Analysis (ECA) project which focused on the main drivers and retardants of political tension and electoral manipulation in order to provide an early warning system highlight particular areas of concern and guide DGD activity accordingly as the 2015 elections drew near. In addition to providing important and relevant information about real and potential triggers and drivers of electoral malpractice and violence, the ECA reports helped to identify false assumptions, confirm existing information, gain fresh insights and identify appropriate interventions. The scope covered 19 states that were carefully selected to reflect areas of particular interest, while also offering a representative picture of the country as a whole on zonal geopolitical basis.

Additionally, across its four components, the project facilitated dialogue among election stakeholders, encouraging mutual respect and tolerance and supported capacity development of peaceful alternative dispute resolution platforms to promote peaceful mediation. A key initiative of the project in this regard is the multi stakeholders’ engagement on peaceful elections with political parties, civil society, traditional and religious leaders and NASS. This culminated in the famous Abuja Peace Accord where the presidential candidates of the political parties, including President Jonathan and President Buhari committed themselves and their followers to peaceful conduct in the 2015 elections. Journalists were trained on peaceful elections to avoid overheating the polity and. significant training and messaging was provided to youth groups, who traditionally were high jacked by political parties to cause violence in previous elections. The police were also trained on peaceful policing during the elections, and human rights. DGD efforts in this regard contributed to the internationally acclaimed and peaceful outcomes of the 2015 general elections.

### (v) Communication and publicity

In the course of project implementation, DGD implemented a Visibility Plan with a view to promoting project achievements, contributions to democratic governance and the visibility of the project’s implementing partners in line with donor requirements on visibility.

The project personnel included a Communication Specialist to support the production of a range of publicity materials for the project. Following the departure of the Communications Specialist, a consultant was brought on board to support the project’s visibility efforts. The DGD Media Expert also actively leveraged the media programming to advance the mandate and visibility of all project activities in the Nigeria media, improving the participation of journalists in DGD activities nationwide using a strategic mix of journalists based in Abuja, Lagos and the location of the activity.

Project activities and results were communicated through the following instruments:

**Project website:** Stories, documents and resources derived from the projects activities are available on UNDP Nigeria’s website (<http://www.ng.undp.org>).

**Press releases:** over 25 press releases were made for key events in the project.

**Articles and News stories:** these appeared on UNDP’s global website, UNDP Nigeria’s website and in local and international print and electronic media including NTA, Channels TV, AlJazeera, Reuters, Premium Times, This day newspapers and AllAfrica.com. DGD contributed success project stories to the UNDP Global Website and UNDP International Newsletters which gave global coverage to DGD activities and partners. A project newsletter was also designed and regularly published.

**Project fact sheet:** summarizing the project activities and achievements. A project brochure on the objectives and focus of the project was developed

**You tube:** A YouTube channel was developed and loaded with videos from project activities.

**Briefings:** Press briefings were held by the Project Director on project implementation and achievements with the media contact list continuously updated.

**Strong Working Relationship with Media Networks:** DGD worked closely with national and regional media to ensure project visibility and coverage in major news outlets. The project continued to maintain a strong relationship with a pool of journalists, resulting in an increased awareness of DGD activities and the provision of leading coverage in major news networks so that press reporting reflected this partnership.

Similarly, DGD collaborated closely with major Nigerian media unions and platforms, including the NPC, the NUJ and the NAWJ. These groups regularly participated in DGD activities, and the strong relationship fostered greater access to publicity, which ensured visibility for DGD activities and its international partners. These efforts directly led to project activities and outcomes receiving coverage in major print, television and online media outlets.

**Publications and Resources:** DGD ensured that project publications and activity resource packs featured the logos of the international partners and written acknowledgment of support. Publications and resources featuring donor recognition were utilized at events that included representatives from INEC, NASS, and major political parties, leading CSOs and the media, ensuring visibility of the support among primary stakeholders in Nigeria’s democratic system. DGD also worked with implementing partners to ensure that they included donor visibility into their publications.

**Participation of donors at DGD high level events:** DGD facilitated the participation of the international partners at major project events, including the International Youth Conference in August 2014, the launch of the INEC Gender Policy, and the high-level stakeholders meeting on peaceful elections, culminating in the Abuja Peace Accord in January 2015.

**Visibility Guide lines:** Guidelines on visibility were developed for the project’s implementing partners to ensure correct and quality publications and visibility efforts in compliance with UNDP and donors requirements. Banners and roll up panels including posters and banners were produced for project activities.

## Implementation Strategy Review

This section assesses the quality of the implementation strategy looking at the quality of the consultative process, the quality of partnerships and the extent to which the project has endeavoured to ensure national ownership and sustainability.

### (i) Sustainability

Development experience has shown that strong ownership by the aid recipients leads to improved local capacity and long-term sustainability. The electoral assistance provided by DGD II was based on the premise that elections are a process rather than an event. Its inclusive and holistic approach reflected a long-term commitment, targeting multiple actors and building institutions for sustainable electoral process. Hence, across the project components, support for partners’ institutional capacity development was deliberately emphasized.

As indicated in the EU midterm evaluation report, “sustainability is one area where DGD II’s strength lies, as it is very much geared to building institutions capacity to promote credible and peaceful elections and encourages dialogue at all levels to build consensus and establish forward looking strategies to improve the process and to deepen democracy.” Sustainability was an important principle that was mainstreamed in all DGD II major interventions. Firstly, strategic plan, policies and systems for sustainability were put in place. The strategic plan for the Independent National Electoral Commission (INEC) 2012-2016, was developed with support from DGD. In addition, the project largely supported the development and deployment of the EMS, an electronic monitoring system that enabled INEC to monitor the deployment of election materials, the progress of the election, pin point challenges in the field and work to quickly resolve them. This has formed bedrock for INEC to build upon to improve future elections.

INEC for the first time has a Gender Policy developed which is enabling the inclusion of women at all levels in its operations. An Advisory Committee on Voter Education and Publicity (NICVEP) was instituted at national and states levels to bring all major stakeholders, media and community platforms together to prepare and disseminate inclusive and correct voter education that helped the huge turnout of voters for the elections. DGD supported series of interventions that strengthened engagement between INEC and SIECS. Chairs of the SIECs were embedded in several INEC activities in the lead up to the 2015 elections to provide peer learning, learning by doing and mentoring opportunities in order to improve the capacity of SIECS to deliver credible local government elections.

Similarly, the project worked hard to develop long term institutional capacity of other electoral actors. Key among these is the PPLPDC, instituted at the National Institute for Policy and strategic studies in Jos. Key structures like the INEC and party leaders’ dialogue platforms as well as IPAC were developed and strengthened. These are long term structures that worked in the 2015 elections and will contribute to future elections.

In addition, key frameworks like the Political Parties Code of conduct, the Nigeria Media Code of Election Coverage, the strategic plan for the National Association of Women journalists, and the reviewed National Guidelines for Reporting on Implementation of the Freedom of Information Act, a National Policy on ICT and Elections were developed and disseminated.

While strengthening CSO networks organizational development capabilities for sustainability in the long-term, the project actively worked with established government institutions like NILS, FMWASD, FMYD, MOJ, NOA, NPC and the Ministry of Science and Technology to strengthen institutional capacity through various governance deepening initiatives that has left lasting institutional capabilities. For example, after supporting the NOA to train its staff and produce translations of the FOI ACT in three local languages, the agency went on to produce 17 additional translations of the Act and has become a national resource to support the implementation of the Act with others MDAs. As such, these strong systems will continue to provide benefits beyond the 2015 elections for future elections and the deepening of democracy.

### (ii) Participatory/consultative processes

Based on lessons learnt and recommendations of the Strategic Review of DGD I, DGD II undertook a through and intensive consultative process in developing its prodoc. The key stakeholders consulted included the relevant ministries, NASS, political parties, civil society, the media, women’s groups and other organizations representing the marginalized groups. The same process was also followed when drafting the road map for 2014/2015. The DGD donors (UKAID, EU, Canadian DFTAD and the UNDP, managers of the Project were all closely involved in the project formulation.

Various international partners like IFES, NDI and USAID who have key programmes focusing on the overall electoral process and the deepening of democracy in Nigeria were consulted as well while in-depth discussions were held with INEC to ensure that the DGD ll was responsive to national priorities and complementary to other donors’ initiatives.

DGD also ensured participatory approaches in its implementation and ensured that underrepresented groups were closely consulted and included in its program activities across all four components. To ensure citizen participation in the lead up to the elections, DGD engaged citizens groups at the grass roots in the six geopolitical zones during the Constitutional review process. A voter education strangely that reached out the 774 LGAS including in the North east was designed and implemented to ensure maximum coverage for voter education messages and citizen inclusion in the electoral process.

A Steering Committee was set up which met as often as possible and a Technical Committees which met regularly were established respectively. The government of Nigeria represented by the Executive Secretary of the National Planning Commission chaired the Steering Committee. Project staff members were also active participants in thematic area technical working groups on various aspects of the elections where stakeholders discussed how to coordinate and prevent duplication.

### (iii) Quality of partnerships

DGD’s partnership strategy was informed by the complexity of governance issues in Nigeria, which require development partners, government and other stakeholders to work together through collaborative mechanisms. The project’s main national counterpart was the INEC which participated in the entire project process, from design to implementation. The Chair of INEC was on the Project’s Steering Committee. The project component leads worked closely with their INEC counterparts to ensure that the project was able to rapidly respond to the Commission’s needs within the ambit of UNDP rules and regulations. As mentioned before, the project anticipated the pressure of the months leading up to the election and was given a fast track approval by the UNDP, that enabled it put in place procurement processes and secure support from other UNDP country offices to respond to INEC’s need in a timely manner.

Besides INEC, the project worked through partnership with a broad range of election stakeholders who have acknowledged the strong quality of the partnership and collaboration with the project.

Some of the key partnerships were with:

**Government agencies:** for example, the NILS for capacity development of NASS and members of parliament, the FMWASD for electoral schools and women focused voter education in the six geopolitical zones, the NOA for grassroots voter education using theatre for development and the NPC for media training.

**Media organizations:** for example with the Nigerian Union of Journalists and the International Press Centre for media training.

**Security forces:** The Police through of training of police officers on election security.

**CSOs and CSO networks:** for example, Transition Monitoring Group, Centre LSD, WACOL and several other CSOs who were contracted/supported to carry out voter education and elections observation services for the 2015 general elections and gubernatorial elections in the Edo, Ekiti, Osun and Kogi states. DGD updated its CSO database to expand collaboration with relevant CSO actors to increase their participation, enhance their capacity and facilitate strategic engagement in the democratic process.

**Political parties:** through the instrumentality of IPAC, DGD worked with all the registered political parties in Nigeria, providing a strong platform for inter-party engagement and dialogue and opportunities for political parties to contribute to INEC preparations for the elections.

**Academia:** DGD worked with several consultants in relevant departments from various universities in Nigeria.

**UN agencies:** UN Women was supported to implement the WSR; UN-OCHA was supported on a humanitarian assessment of the possibility of violence for the elections while UNESCO developed a women leadership in governance curriculum as well as a Code on the safety of journalists.

The involvement of such a broad range of institutions and organisations was a major strength of the DGD II project and has provided the basis for consolidating the gains of the 2015 electoral process.

### (iv). National ownership

The design and implementation of the project despite being a direct implementation (DEX) project aimed to enhance national ownership and leadership. As mentioned above, consultations with the Government of Nigeria (represented by the National Planning Commission), INEC, national institutions, Political parties, civil society, media and other stakeholders took place at the design stage of the DGD project. During implementation, technical assistance was provided in line with stakeholders expressed request and specifications. The INEC Chair was a senior member of the project steering committee and contributed to setting priorities, decision making, resource allocation and policy directions for the project.

In order to enable more CSOs at states level to be able to take ownership and implement activities on behalf of the project, DGD II undertook a series of training workshops to improve the capacity of the CSOs under their roster to partake in the UNDP competitive process by providing them with training on procurement procedures and how to bid for requests for proposals. This has had a positive impact on the CSOs, not only ensuring that they are better able to bid for proposals competitively but has also increased their knowledge in the procurement process, allowing them to better manage their proposals for other organizations. Unlike in the lead up to the 2011 election when only two national levels CSOs implemented huge contracts on behalf of the project, 12 CSOs in additional to national institutions with strong grass roots reach implemented DGDII voter education activities for the 2015 elections.

The EU midterm evaluation of the project indicates that “All interlocutors praised the project for being flexible and attentive to its needs. Furthermore, the project document was drafted in direct consultation with the beneficiaries and the 2014 road map has a truly national stamp on it. Many commented on the fact that DGD is responsive to their needs and is a project that is demand driven. This ultimately has a positive impact on the institutions whereby they are able to gauge their needs and receive technical assistance thereto”.

The project could have strengthened issues of national ownership by holding more regular Steering Committee meetings, especially in the Election phase of DGDII and closer involvement of the NPC in project activities. The NPC did voice concerns about not having regular updates on the project. They also requested to be kept in the loop of upcoming project activities. While the project worked to invite the NPC to key project activities, project updates were limited to the project reporting at the steering committee meetings.

## Management Effectiveness Review

This section assesses the effectiveness of the project management structure in terms of cost-effectiveness, timeliness, resource allocation and quality of monitoring.

### Monitoring and Evaluation

The project utilized the Results and Resources Framework (RRF) and annual work plans as a tool to conduct regular monitoring throughout the project implementation period. The first RRF was attached to the prodoc signed in 2012 and a second one was developed together with the Road map to the 2015 elections which redefined the project’s focus during the electoral/voting phase.

The DGD II staff members, supported by an M&E specialist on ad hoc basis[[4]](#footnote-4), were primarily responsible for monitoring the progress of the activities under their respective components. Staff gathered information on a regularly basis during project implementation and ensured the preparation of activity reports by the implementing partners. For activities implemented through a letter of Agreement (LOA) modality, the project introduced a monthly review meeting as a requirement to plan activities and review performance and address challenges of implementation.

The project Technical Committee played a central role in monitoring progress towards the outcome through a monthly TC meeting, while the SC committee also reviewed progress and provided guidance as necessary. The SC, however, met only eight times while it was expected to meet every quarter which should have been 14 times. The project risk log is another tool the project had at its disposal for monitoring purpose. This, however, was not consciously utilized and hence informed critical decisions during project implementation.

The weakest area in the project’s monitoring process was the absence of a designated M & E framework with clear targets to be achieved, the monitoring process to be followed and clarified roles and responsibilities at different levels within the project. Although the project staff had been conducting monitoring, it was not a systematic and detailed monitoring exercise. Lack of available baseline data also posed a challenge on the monitoring exercise. These could have been easily addressed through a dedicated M&E Specialist tasked with coordination and implementation of the M&E activities in the project. Finally, the project didn’t enjoy the required support from the UNDP Country Office which has a clear responsibility of close monitoring of all project activities as per the ProDoc.[[5]](#footnote-5)

### Timely delivery of outputs

The strategy of DGD II embraced the Electoral Cycle Approach which seeks to ensure support for all phases of an electoral process – before, during and after Election Day. Specifically, DGD II implemented this Cycle in two phases. In the first phase, which covered the pre-election period from June 2012 to December 2013, DGD II interventions sought to support broadly based structural and institutional reforms and capacity development activities through training and professional development for the key institutions and processes of democratic governance. During this phase, the project was able to deliver on all its designed outputs in a timely fashion.

The project started preparation for the second phase which covered the election period from January 2014 to June 2015 as early as October 2013 and finalized the process in December during which the SC approved the Road map to the 2015 election along with the revised RRF and Risk log. Hence, implementation of phase II began right on time in January 2014. During this period, DGD II interventions were directly focused on activities that contributed to ensuring credible, transparent and peaceful 2015 General Elections in Nigeria. In fact, the project was able to implement the stated outputs in a timely manner and had tremendously assisted the electoral process which was referred to as peaceful, credible and orderly by most observer groups.

### Resource allocation

Interim financial reports show that the total project expenditure was USD 38,939,028.00. Out of this, USD 33,510,862.00 (or 86%) was spent on development activity costs, and USD 5,428,166.00 (or 14%) was spent on project running costs, including GMS. Please note, however, that the final official CDR was not finalized at the time of writing and some variation may result.

### Cost-effective use of inputs

In the 3.5 years implementation period, the project had utilized USD 38,939,028.00 against the approved budget of USD 51,638,568.00. In relation to the scope of the project, the committed budget was fairly sufficient to contribute to the desired outcome. Despite the fact that there were funds which were committed but nor contributed by the development partners in the basket fund, the project was able to redefine and prioritize during the implementation period to ensure that the project continued to achieve its set objective.

The project had utilized USD 33,510,862.00 on direct programme cost as opposed to USD 5,428,166 on project running/administrative cost with 6.17 ratio. The following table/pie chart show resources utilization across project components.

Table 2: Expenditure Analysis per Component

|  |  |  |
| --- | --- | --- |
| **Project Component** | **USD** | **% age** |
| **Project management** | 5,428,166 | 14% |
| **Component 1: Promoting Credible, Transparent Electoral Process** | 6,849,259 | 18% |
| **Component 2: Improving the Democratic Quality of Political Engagement** | 9,367,921 | 24% |
| **Component 3: Enhancing Participation by Women, Youth and other marginalized Groups** | 8,717,274 | 22% |
| **Component 4: Strengthening Channels of Civic Engagement** | 8,576,408 | 22% |
| **Total Expenditures** | **38,939,028** | **100%** |

The costs associated with any programme/project are relatively easy to estimate and can be recorded as a single figure. Effectiveness, however, cannot be sensibly aggregated into a single number, because the effects in question are not measureable social patterns. The effectiveness matrix shows the programme outcomes but cannot translate into a single figure.

In the course of implementation, the project focused on three key principles in relation to cost effective use of inputs.

**Value for Money:** In accordance with the UNDP procurement policy, the project ensured that it has obtained the maximum benefit from the goods and services it acquires within the resources available. The project team also exerted necessary efforts in maximising the impact of the money spent in support of the electoral process and related interventions through careful design of activities and implementation modalities, selection of partners and participants, and identifying synergies within the project components. The project management has also underscored transparency and accountability as a tool to ensure value for money throughout the project implementation processes.

**Competitive procurement process:** The UNDP has an established procurement process based on the principles of effective international/national competition; best value for money

; Fairness, Integrity, and Transparency. In all procurement processes, UNDP has employed these principles which have effectively ensured the cost-effective use of inputs.

**Innovative resource utilization:** The UNDP has introduced a number of strategies that factored in cost effectiveness, capacity development, sustainability and national ownership in the course of the project implementation. These include introduction/revision of the Civil Society Roster, partnership with Government ministries and Agencies. These partnerships enabled the project to implement its activities using already existing nationwide structures with lesser costs but maximum impacts. If one compares the CSO Roster cost against its programme effects, it clearly shows the cost effectiveness of the intervention.

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# IMPLEMENTATION ISSUES

This section provides for analysis of critical implementation issues the Project encountered during implementation.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Description** | **Date Identified** | **Type** | **Impact** | **Counter measures / Management response** |
| 1 | Delayed recruitment/replacement of Project staff [gender and CSO expert ] as per the DGD II project organogram | September 2012 | Implementation | Project components such as CSO and Gender were implemented by one same staff for how long? due to delayed recruitment process and absence of suitable candidate | The National Gender expert was able to commence implementation with the support from other staff while the UNDP CO also fast tracked the recruitment process. In order to fill the gap of a second CSO expert, other project staff with strong CSO background was re assigned. |
| 2 | Delayed procurement processes, and few active LTAs in place. (The majority of the LTAs used during the 2011 elections had expired.) | June 2013 to December 2014 | Problem | Project implementation was delayed and at times stalled especially with regard to engagement of media houses. | CO pulled resources together including deployment of staff through detailed assignments. Besides, a special memorandum of agreement was entered into with INEC to work with service providers identified and contracted by INEC. |
| 3 | Inability to provide grants to CSOs | 2013 | problem | No grant was able to be provided to CSOs. As a result the initiated support to the Gender Technical Unit (GTU) in the NASS was cancelled. | The project tried to support GTU through NILS but that also didn’t work out due to factors beyond DGD/UNDP. Other CSOs were engaged through lot based FRPS to ensure smaller CSOs also get an opportunity to work with the project. |
| 4 | Resignation of the Project Finance Officer and Operations Specialist | December 2012 and May 2013 |  | The project implementation was not as smooth as earlier until things got back to normal. | Finance staff was deployed through detailed assignment to cover the gap until a replacement was hired; while the CO programme finance specialist was seconded to the PMU on a time cost sharing basis to support the project’s operations. |
| 5 | Limited capacity of the CO service center for timely procurement planning and overall support | 2013 | Problem | Delay in procurement process | The CO was able to get support from Procurement Support office in Denmark. The team supported DGD to develop a comprehensive procurement plan for the election period. In addition, three procurement specialists were deployed by way of detailed assignment at different times especially during the elections period. |
| 5 | Uneven/unpredictable requests from INEC due to planning issues and rescheduling of the election at the Commission | September 2014 to February 2015 | Problem | More burden on the UNDP Nigeria service center which delayed response rates | The Project had proactive meetings with the EMP to assist forecast activities. CO also got fast tracked approval process which assisted a lot. |
| 6 | ATLAS rights and approval from CO created hurdles for smooth programme operation (This further exacerbated due to the physical gap between the CO and the PMU) | January 2013 | Problem | Payments were initially processed by CO staff unfamiliar with the project. Delays to processing payments, no direct control. | ATLAS rights reviewed and the Project got more access to different levels of approval. |
| 7 | Challenges in procurement and finance processes despite two project staff were integrated in the CO to oversee the project activities | Aug 2013 | Problem | Coordination and rapid implementation made more difficult. | Processes became better streamlined following the relocation of the Finance Associate to the PMU and the regular shuttling of the Procurement Associate between the two offices every other day. |
| 8 | The escalated insurgency and security problem in the Northern part of the Country | 2013, 2014,2015 | Problem | The project focus was limited to other parts of the country for a short while | The project proactively addressed the issue through:   * Providing targeted capacity development support to CSOs in the zone which later were engaged for CVE activities. * Engaging existing government structures such as NOA, FMWSD, FMYD to reach out to women, youth, and the grass root community. |
| 9 | Complicated RFPs and procurement processes deterred participation of emerging and state-based CSOs with limited experiences and capacity | 2013, 2014 | Problem | Only a limited number of CSOs responded to the RFPs creating the impression that UNDP is only interested in working with national and well established CSOs | The CSO roaster prepared in the lead up to the 2011 election was revised to expand and include new CSOs. Procurement trainings were also conducted to generate awareness on UNDP procurement processes among the CSOs. |
| 10 | Irregular and delayed flow of funds from the donor side against the signed financing agreement | 2013 | Problem | The project had to slow down implementation for over two months until the funding from donors was received | The CO/DGD finance officers had to re-engage and alert donors to revive funds on time. Project staff were also briefed regularly to prioritize tasks based on availability of funds. |
| 11 | Irregular steering committee meetings | 2013-2015 | Problem | Although critical decisions such as approval of AWPs were not impacted, overall guidance from the project board was not forthcoming. The continuity of the project would have been dealt with much earlier had the SC meeting was regular, and the project’s contribution to democratization would have been better entrenched. | The Project consistently engaged the TC to get their backing in the process of programme implementation. The assumption was through their technical counterparts in the TC, the head of agencies would have briefing on the project implementation progress. |

# GOOD PRACTICES AND LESSONS LEARNED

## GOOD PRACTICES

1. **Comprehensive project coverage of both stakeholders and election phases**

The design of DGD II is based on the previous work and experience of DGD I (2010-2012). It also reflects the good practices of UNDP election interventions in other African countries, based on the “electoral cycle approach.”

***Interconnectedness of DGD II components***

As mentioned above, the DGD II Project was reformulated based on a strategic review of DGD I, streamlining the previous six components to four components. Under this more focused approach, all four components were interlinked, with positive overlapping activities to create stronger synergies and a more leveled playing field between the different actors, especially amongst marginalized groups.

DGD II not only aimed to support electoral institutions, but also to strengthen other democratic institutions whose roles are equally fundamental to building and sustaining democracy. It had a comprehensive scope of coverage, spanning EMB, NASS, political parties, CSOs, and the media, as well as marginalized groups such as women, youth and PWDs. This programming strategy enabled DGD II to ensure interconnectivity of themes without compromising comprehensiveness in covering its main intervention areas. In fact, this broad scope has allowed DGD II to go further and explore some unique interventions that were not attempted in other election support projects. For example, DGD II partnership with the youth wing in political parties raised awareness among the youth and created interactive platforms that otherwise could not have been established. Similarly, staff in NASS observed that they have benefited from the Project’s interest in funding parliamentary activities, which was missing before.

***Adept use of the electoral cycle approach***

The strategy of DGD II embraced the Electoral Cycle Approach which seeks to ensure support for all phases of an electoral process – before, during and after election day. Specifically, DGD II implemented this Cycle in two phases. As the mid-term evaluation points out, DGD II ensured that key institutions and stakeholders were strengthened long before the elections took place and enabled them enough time to plan strategically and adopt innovative approaches for improving the electoral process as a whole, and even more importantly provided the ability to assess the situation to ensure maximum effectiveness.

1. **Effective facilitation of partnership and participation**

Interventions by DGD II frequently and effectively brought together key stakeholders and thereby magnified the project’s impact. At the same time, stakeholders increased engagement with each other, which led to improved understanding and better partnership. The specific project impact can be summarized as follows:

The Project facilitated engagement and increased understanding among the stakeholders. DGD II support provided the platforms for different stakeholders to interact with each other. For example, regular engagement platforms between INEC and the media brought the Commission closer to the public, promoting better understanding of its challenges from the position of media. As some Commission officials commented, “Engagement with critical stakeholders, particularly media, on a regular basis was a huge support to the Commission in building public trust and confidence in what it was set to accomplish.” Similarly, representatives from the political parties stated, “Our engagement with the media is critical. Through the meetings between the IPAC and the media, the media came to appreciate the challenges of the political parties and began to advocate for us.”

From other stakeholders’ perspective, DGD II support enabled them to have a direct conversation with the INEC and to bring different issues to the table, including their challenges and the proposed solutions. Effective advocacy is required in order to create more space within the electoral commission, political parties and the entire political process. As some CSOs representatives concluded, “It is not always good to keep distance from the government agencies.” Meanwhile, the political parties were able to hold quarterly meetings with INEC as the DGD II support helped to synergize. This platform earned them a bargaining position for better cooperation and collaboration with the Commission.

The Project brought issues concerning the marginalized groups to the forefront and increased their participation in the electoral process. DGD II support to IPAC enabled closer relationship between the political parties and the CSOs. The parties took inclusive political process more seriously as they focused on issues of women and youth political participation. DGD II support also increased the political participation of the marginalized groups by facilitating partnership between them and international and local organizations which effectively enhanced the agenda of these groups and helped bring their issues into the limelight. Moreover, DGD II support ensured the inter-connectivity of different stakeholders. For example, DGD II activities concerning youth and political parties also brought in partners from other areas of the Project, prompting a common knowledge of who was doing what and encouraging exploration of collaboration.

1. **Effective Support for Broad-based Ownership**

Ownership is a well-recognized tool for improving the effectiveness of international aid programmes. The DGD II took an inclusive and holistic approach to promoting ownership at various levels, from national to state EMB and to CSOs and CBOs. This approach genuinely allowed local people, communities and government agencies to define the terms for local and national electoral process and to take responsibility for the results. The DGD II Project design and the road map for the 2015 elections which derived from a series of consultation processes tremendously contributed to the smooth and successful implementation of these processes. Ultimately, it enabled the Nigerian citizens to have a greater voice and role in the elections. In doing so, the DGD II staff demonstrated a strong willingness to listen and respond to feedback, as well as a commitment to share information, power and control.

DGD II’s commitment to the ownership principle is observed throughout the formation, planning and implementation stages of various activities carried out by its national and local partners. DGD II also formed partnerships with the CSOs that directly reflect the needs of local people and communities. While reflecting upon DGD II’s support for their work, a youth CSO representative pointed out, “Ownership is key as partners are given a free hand in initiating and implementing programmes.” The technical contributions of DGD staff during the formulation and inception stage of their projects were vital for quality delivery of activities. Through these interactions, the youth CSO personnel were able to set the agenda and to determine the types of activities, as well as the frequency and nature of their engagement with DGD team. These arrangements were explicitly provided in a Letter of Agreement between DGD II and the CSOs to guide their collaboration throughout the Project’s duration.

At the implementation stage, the partners who initiated the ideas were also responsible for the implementation. DGD II’s programming approach ensured that the Project was involved in the implementation, while keeping its participation highly technical. DGD II staff shared their views and gave feedback to help the partners with effective implementation.

1. **Sustainability**

As stated in previous sections, DGD II has a specific focus on sustaining its interventions beyond the project life time through capacity development interventions, system focused strategies, and building networks and platforms. To mention few, with DGD II support, IPAC was reinvigorated and Parties were unified under a common platform to debate electoral issues of national importance. Also, the PPLPDC assisted Parties to develop capacity which boosted the confidence of the party leadership.

By providing technical and financial support, DGD II facilitated the formation of various networks and platforms where the marginalized groups can confront their challenges in unionism. For example, DGD II assistance helped political parties to support women aspirants for elective offices. These networks developed campaign strategies for the women candidates, trained them on advocating their agendas to the public and generated women-to-women support. These platforms have successfully prepared more women interested in politics from grassroots to high levels and demonstrated to the political parties what women candidates can accomplish.

1. **International Good Practice and Indigenous Knowledge**

To maximize the impact of an electoral support project, project intervention strategies and modalities should adopt customized international good practice to local conditions. In the case of DGD, the project’s well thought and gallant decision to use the services of specialised national and international expertise whenever needed as opposed to following the traditional Chief Technical Advisor (CTA) approach allowed the project to design and implement interventions that fit local political economy constraints. The project struck the required balance by bringing international best practices in terms of using experts in a specific electoral support area, such as voter education, and by ensuring effective utilization of the long accumulated, context oriented expertise of the national advisors to the INEC chair during the pre-election and election phase of the project. Hence, the combined effect of the use of national expertise and lessons from the international best practices proved to be the working model in the case Nigeria as the EMB exhibited better capacity, preparation and new standards which led to the conduct of credible and generally acceptable elections.

1. **Technology and Innovation**

***Smart card readers***

In the 2015 elections, Nigeria had its first experiment with the deployment of ICT in elections with the use of permanent voter cards embedded with microchip and smart card readers for the purposes of verification and accreditation. The introduction of these electronic devices aimed to combat electoral malpractice, promote credibility of elections and deepen electoral democracy. DGD II has significantly contributed to the ICT capacity enhancement of its local partners. The Project disseminated knowledge and shared experience regarding the role of ICT in promoting free, fair and credible elections among stakeholders by: (1) organizing international conferences on the subject; (2) supporting skills training sessions for electoral officers, including those at the state and local government levels; (3) supporting the West African NGO Network in developing ICT platforms on civic and voter education; and (4) supporting an ICT-based CSO to develop ICT tools that facilitated youth political participation.

DGD II support enhanced the capacity of INEC and other stakeholders to employ and deploy ICT in improving the electoral process in the 2015 General Elections. Some immediate outputs of these interventions include the production of the INEC Guidelines for Continuous Registration of Voters (2014) and the INEC Guidelines for Permanent Voter Card Distribution (2014). These activities substantially increased the level of public awareness and confidence in the credibility of the Voter Registration and Permanent Voter Card Distribution processes, as well as in the in the use of ICT system for elections.

***Online and Social Media***

In the previous elections, social media was still developing and not taken seriously. However, the use of technology and the internet as tools for social change in Nigeria is blooming. DGD II effectively used online and social media to promote citizens’ participation in the 2015 elections with the following initiatives: (1) the use of social media to engage youth in the constitutional review process; (2) support for twitter e-conferences on various topics related to the 2015 general elections, which engaged people from around the world, (3) forging of linkage and alliance between social medial and tech companies; and (4) initiation of the media monitoring project. DGD II support successfully promoted informed discourse and awareness of the electoral process. It led to greater understanding of how social media can be programmatically used to get youths involved in the electoral process while at the same time ensuring that social media was not utilized to spread hate speech and false information during the election period.

1. **Strong professionalism and commitment of DGD II staff**

DGD II was operated by a team of highly professional and dedicated staff, headed by a Project Director, an international expert specializing in election issues in Africa. Each team member was already well-established in his/her field in governance before joining the Project. During their tenure with DGD II, the DGD staff built strong trust and good relationships with various stakeholders, which ensured the success of the project. The proper delegation of authority and provision of strategic direction by the Project Director enabled the DGD staff to work effectively and efficiently. The Project benefited from a well-thought-out design that created strong synergies among the key actors under each of the components; its management style, which nurtured teamwork through regular programme meetings and joint activity implementation; and constructive input from the technical committee.

Not only did the Project team share their expertise with their partners, they also demonstrated strong belief in, and commitment to their work. As a CSO partner observed, “Amongst the different partners, DGD II is the one with highest investment in youth. Young people are strong stakeholders and need to be engaged in the democratic process. DGD staff exemplified strong belief in youth inclusiveness in the political process.” During the voter education process in Ekiti and Osun, DGD II supported YIAGA to observe the process and present report to the INEC. The same partnership was extended during the testing of the smart card readers. Despite the complexity of the interventions, YAIGA was able to deliver on the assignment which was appreciated and utilised by the Commission. DGD staff’s strong belief in youth engagement broke the doubt among the development partners on youth’s capacity to observe the elections.

1. **Donor coordination to avoid duplication of intervention**

Coordination is a basic requirement for more efficient and effective development cooperation among international development partners. As a joint donor-funded project, DGD II presents itself as a good model to channel resources, leverage expertise and bridge gaps among the donors. As a representative of four donors, DGD II has positioned itself relatively quickly as a lead player in the field of electoral support by regularly hosting high-level meetings with bi-lateral and multi-lateral donors. The Project scope of DGD II was a result of careful assessment of different donors’ strength and a broad consultation with other actors in the same areas. DGD II’s annual work plans were also shared with, and informed by other donors. For example, to address the civic education needs at the local level, DGD II conducted consultations with donors and often selected target groups that were not already engaged by other donors for its own interventions. This type of coordination was maintained throughout the implementation stage.

As the mid-term evaluation of the DGD II Project noted, “DGD II targeted key specific results whereby activities and results would not overlap with the efforts of other projects providing technical assistance to tackle the same issues.”

## LESSONS LEARNED

There are some hard lessons to be learned from the DGD II Project, most of which are not new. They have arisen repeatedly in evaluations and reflections on prior projects not only in Nigeria but globally. There is an urgent call to the development community to actually act upon them.

1. **Election interventions should start as early as possible.**

**To allow time for institutional process**

Early preparation is key for successful intervention with identifiable results and impact. In the case of DGD II, the project had different phases at different times in the electoral process which enabled it to have specific focus, with identified intervention areas and targeted outcomes. For example, supporting INEC to formulate and review electoral regulations, procedures and manuals was an important target output of DGD II. Realizing that institutions do not work in isolation and that passing new laws requires collaboration between INEC and NASS, DGD II tried to galvanize support amongst key stakeholders and bring them together to promote and advocate for electoral reform prior to the 2015 elections.

Although all electoral stakeholders pushed for the passage of the necessary amendments at NASS with an eye on the required minimum of six months period before elections, NASS did not manage to pass these amendments before the 2015 elections. For the first time since 1999, the electoral laws were not modified and strengthened before elections. In the end, INEC was left with no choice but to rely on the existing 1999 Constitution (as amended) and 2010 Electoral Act (as amended) for the conduct of the 2015 general elections. The immediate fall-out from this delay and eventual non-passage of the proposed amendments was that the Commission remained uncertain about the constitutional and legal framework that will govern the 2015 General Elections. This confusion negatively affected the timeline for the production of required manuals for the training of electoral officials and the sensitization of the electorate to voting procedures.

The lessons from this example are multi-faceted. One of them is that election-related legal and judicial reform should take consideration of the legislature’s work schedule and lobby for the proposed change early enough to allow the recommendation to be implemented before the elections.

**To allow time for effective citizen empowerment and participation**

Citizen engagement is key to strengthening democracy. The success of an election is not a result of one-off engagement. Taking youth participation as an example, activities on youth engagement should start as early as possible. Since 2012, DGD II has engaged youth in the constitution review process to raise the consciousness of young people and the momentum was kept going until the elections. This approach successfully created a platform for youth participation by sparking their interests and building their capacity. Once the young people collaborate on a unified platform, they achieve greater results in terms of advocacy. The performance of Youth Alliance on Constitutional and Electoral Reform is a good example.

**To allow time for adequate implementation of activities**

Some local partners pointed out that the timing for DGD to issue Requests for Proposal (RfP) needs to be seriously reviewed as it sometimes took place too close to the elections. As a result, the local partners faced short timeframes to implement activities, which ultimately compromised in service delivery and led to lesser impact. As some local partners reflected, “It appears that the rush is to spend money and not to bring impact. You can’t have elections in March and select your partners only two or three months before that.”

1. **Innovation requires capacity building.**

As mentioned above, technology can be a tool for social transformation of political engagement. However, moving from manual process to infusing technology in the electoral process requires intense capacity development. If EMBs are not equipped with the required knowledge and skills to utilize technology, it could cause confusion and cast doubt on the credibility and fairness of the elections. In the 2015 elections, INEC introduced and deployed smart card readers, an acknowledged technologically-based device, to ensure a credible, transparent and fair election. Unfortunately the device did not function properly in some polling units during the Presidential and National Assembly Elections. For example, on presidential Election Day, 28 March 2015, five Smart Card Readers machine failed to accredit President Jonathan and his immediate family to vote at the Polling Unit in Otuoke, Bayelsa State.

As some observers have pointed out, the training given to the INEC staff on the use of the card reader was inadequate and the awareness among the voters about the card reader was poor. To ensure that modern technology will create new tools for democratization in future elections, the electoral management bodies and the donor community need to invest in regular staff training and general public sensitization in order to be in tune with technological changes that are fast occupying the democratic landscape and electoral process.

1. **Restricted procurement requirements may discourage the participation of small organizations.**

DGD II established and maintained a CSO roster to engage eligible CSOs. These CSOs received training on the UNDP procurement process to develop their capacity in responding to calls for proposals from projects funded by DGD II. In reality, due to the stringent UNDP procurement rules, small and emergent CSOs lacked the opportunity to win and implement DGD II projects, though they did most of the work at the grass level for the bigger and better recognised national CSOs. As a result, the direct implementation and contracting modality did not provide these small and grassroots based CSOs adequate access to information, or enough room for their organizational development and absorption capacity enhancement.

Moreover, the current UNDP procurement process requires CSOs to have advance payments as required for-profit companies before contracts are issued which is too onerous on CSOs and discourages participation of emerging and young CSOs. While UNDP’s intention to ensure accountability is noted, the process does not give value to the CSO partners’ experiences or expertise. Most CSOs are value-driven and not corrupted. The non-profit nature of these organizations should be well recognized and bring them certain benefit.

Some UNDP procurement requirements did not take local context into consideration. For example, DGD II demanded receipts for activities taking place in rural areas, where transactional receipts were not available. As a result, securing such receipts became a huge challenge for the implementation organizations.

In addition, many local partners had the experience of late payment or late project funding from UNDP. Since the UN system operates in a decentralized manner, the UNDP Country Office (CO) should address these issues promptly, as they have been raised in several reports, including in DGD II’s mid-term evaluation report. It should be noted that election interventions are designed in response to the tight electoral schedule. If activity funds cannot be disbursed in a timely fashion, project implementation will be delayed and long-term impact will be negatively affected.

Not only did the financial requirements deter some CSOs’ participation, the content of some RfPs could also make them feel there is little or no room to implement their own approaches, as these RfPs were so constrained with specific activities already being set. Some CSOs have requested that more consultations with them be conducted before the finalization of intervention design.

1. **Generating impact requires a proper balance between support to governmental and non-governmental recipients**

Some CSOs have raised the issue of Nigeria’s international development partners giving so much money to the government, while giving very little to the CSOs and expecting them to deliver results. DGD II faced the same dilemma. It is well recognized that CSOs have a comparative advantage over governments in a number of areas of activity. Some of their greatest strengths lie in advocacy and participatory models of development that are essential in the election interventions, such as local accountability, reaching important constituencies, provision and dissemination of information, and awareness-raising. In effect, engaging CSOs has been perceived as an important part of Africa's democratization process.

However, there are certain activities CSOs cannot do and government should not be ignored. DGD experience shows that support to government Ministries, Departments and Agencies has proved to be extremely useful in reaching citizens to the lowest administrative unit level. For example, the support to the National Orientation Agency and the Federal Ministry of Women Affairs enabled DGD to provide voter and civic education to citizens in the 774 local government areas and to reach women through electoral schools in states with security challenges, such as Yobe, Borno and Adamawa. Building on strong relationships with traditional and religious gatekeepers, DGD government partners were able to deploy their strong local knowledge and networks to implement voter education in these areas in a cost effective manner. The capacity development initiatives that were put in place for staff of these institutions before the implementation also served to transfer skills and develop sustainable national capacity in key areas of voter education.

One lesson learned from the DGD II Project is that to generate impact, election interventions should consider both government and CSOs. For example, to ensure the effective public awareness and implementation of the FOI Act in Nigeria, DGD II supported both the demand and supply sides of the Act. Through conferences, training sessions and other technical support to Nigerian government agencies that have a key responsibility to implement the FOI Act, the DGD II Project supported knowledge building and implementation of the FOI Act as a tool for deepening democratic practices in Nigeria. By supporting CSOs to conduct public advocacy and to develop information and communication materials to popularise the FOI Act, the DGD II Project promoted public awareness of the Act, and also strengthened the capacity of CSOs to promote transparent and accountable governance. As a result of DGD II support, at least 40 requests were sent out eliciting about 18 responses from various Ministries, Departments and Agencies involved in the electoral process, including INEC and the security forces. A key outcome of this collaboration is the development of the Freedom of Information and Election Manual based on the inputs from participants of the zonal workshops. The document has become a key resource on the use of the FOI Act in an electoral context.

1. **Bottom-up program approach is critical to build capacity at the state and local levels**

As discussed above, DGD II experience shows that by engaging partners at all levels in electoral support efforts, international development partners can build or strengthen local capacity and increase their sense of ownership, which is critical to sustaining the results. It also shows that the stakeholders at the state and local levels should be more involved in development assistance efforts and that donors should consult with them more and build their capacity better, rather than focusing so much on national level institutions.

Taking empowering women in political participation as an example, high level interventions in the capital city, Abuja, can only generate limited results. Due to the predominance of traditional culture and the low capacity of women candidates, DGD II encountered tremendous challenges in prompting affirmative actions and ensuring women empowerment in politics and elections. Reflecting upon this experience, the director of DGD II pointed out, “We should provide more support for women to run for office at the state and local levels. At the state level, they will face less institutional challenges and it is relatively easier for them to build achievement and impact.” This perspective is also confirmed by some women CSOs, as they realized that holding big events in Abuja will only bring together the same groups of women beneficiaries. It is the high time that change be initiated from the state and local level.

The bottom-up programming approach is also reflected in DGD II’s civic engagement strategies, which moved beyond the traditional and well-practiced elitist approach that focuses on national interventions with well capacitated organizations that enjoy nationwide coverage. With a focus on state and local based institutions such as State Independent Electoral Commissions, CSOs/CBOs, and party structures, DGD II’s interventions gave equal focus and vitality to the people at the grassroots level. It also used other strategies such as cascading activities and messages to the lowest possible level of intervention. This ensured, to a large extent, that voters at the grass-root level were provided with relevant information on the electoral process and new ICT innovations.

1. **Commitment to donor coordination mechanism is key to successful service delivery**

The DGD II Project had encountered several challenges during project implementation, especially the financial challenges with its funders. In some cases, funders delayed in releasing pledged funds. As mentioned before, the timely release of funds was crucial considering that election programmes are time sensitive and require donors to avail funds on time in order for the activities to be implemented as scheduled. Compared to the total pledged funds for the implementation of the project, DGD has only received approximately 76%. In other cases, funders revised or reduced their pledges during the implementation period which led to financial constraints and discontinuation of activity implementation.

DGD experiences shows that collective commitment in terms of technical support and honouring of contributions is fundamental to a successful electoral support project. While the project used the goodwill it developed through time to resourcefully manage expectations from INEC and other stakeholders, it also had to make extra efforts to ensure that these project stakeholders had gotten support for the identified needs which would allow the Project to achieve its overall objectives. Hence, if a joint funding coordination mechanism is to be successful in an electoral context, all partners should exhibit strong commitment to the cost sharing agreements entered at the beginning of such projects by ensuring the timely disbursement of committed funds.

1. **Transparent and streamlined reporting lines within the UNDP system are crucial for enhanced accountability and operational efficiency**

The scope and complexity of a project like DGD II requires adequate delegation of authority to the Project team and strong support from the CO and HQ within the UNDP system. In addition to strengthening internal reporting system, communication between UNDP and the donors should also be reviewed. As a steward of donor contribution, the UNDP CO should take the responsibility of donor relations, communications and resource mobilization. The CO should also play a critical role in the project management structures such as the TC and SC. Besides, a well-coordinated technical, thematic support from the UNDP HQ, regional Service Centre and other COs are vital to reinforce UNDP’s comparative advantage in coordinating pooled fund projects and contribute to the success of project interventions. The perceived absence of these roles could result in a misunderstanding from the donor partners leading to a reduced support from the donors and jeopardize UNDP’s reputation as a responsible development partner.

# FINANCIAL STATUS AND UTILIZATION

## Financial Summary

The fund utilization to the completion of the DGD II project activities are summarized as follows;

Approved Budget: USD 51,638,562.00

Fund Received: USD 40,669,105.00

Expenditures to date: USD 38,939,028.00

Fund Balance: USD 1,730,077.00

Delivery Rate: 96%

1. The eposure visit to kenya and India had a specific focus on getting the expereinces of these countries on electoral reform through consitution review. [↑](#footnote-ref-1)
2. As per the 1999 Consitution as amended, sucessful constitution review requires 2/3approval by the joint assembly; 2/3 approval of the state assemblies and finally assent by the president. In the 2012 to 2015 consitution review process, the ad hoc committees of the Senate and House were able to do their individual draft ammendments through a consultative processes; harmonised the respective bills; duly secured the 2/3 assent of state assemblies with the only missing segment of assent by the president of the Federation. [↑](#footnote-ref-2)
3. For instance, the engagement with the INEC and electoral committees are captured under componenet 1; the support provided to women in parliament and the FOI committee are included under componenet 3 and 4 of the report respectively. [↑](#footnote-ref-3)
4. The Project had an M and E especialist for the first 6 monthes of the implementation period. From 2013 to 2015, an M and E speciast was engaged from time to time to train the project staff and also support the monioring and report writing process. [↑](#footnote-ref-4)
5. The DGD II Project Document under Section 5. Monioting and Evaluation requires UNDP Country Office to closely monitor all project activities.

   [↑](#footnote-ref-5)