



ON NIGERIA 2.0

Social Network Analysis Report

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Executive Summary

Background

The MacArthur Foundation’s Big Bet On Nigeria program supports Nigerian-led efforts to reduce corruption by strengthening accountability, transparency, and participation. A resilient accountability ecosystem—the networks of relationships “between citizens and governing authorities ... [and] other important actors, including media, private sector, diverse organized citizen groups, and various actors within the state itself” that collectively support social accountability—is essential to the success and sustainability of On Nigeria’s anticorruption programming (for more on accountability ecosystems, see Halloran’s [Accountability Ecosystems: The Evolution of a Keyword](#)). This social network analysis (SNA) report explores how On Nigeria grantees collaborate with other actors in the broader accountability ecosystem and with each other, the outcomes to which collaboration contributes, and how and to what end collaborative networks might be further strengthened, now and in the future.

Understanding SNA Data

SNAs can be used to understand various features of networks and how organizations interact. **Network maps** visualize the actors in a network and the connections between them. **Network density** assesses the extent to which the overall network is connected. **Centrality** measures any given organization’s connection to a broader network. Network statistics do not assign value. Rather, they help us understand how actors interact in specific contexts, and support learning about how to strengthen and focus high-value collaborations. For example, a very high density score is not necessarily best, nor is a higher centrality score always desirable. Not every organization in the On Nigeria-centered network needs to or should be connected with every other organization.

Methods

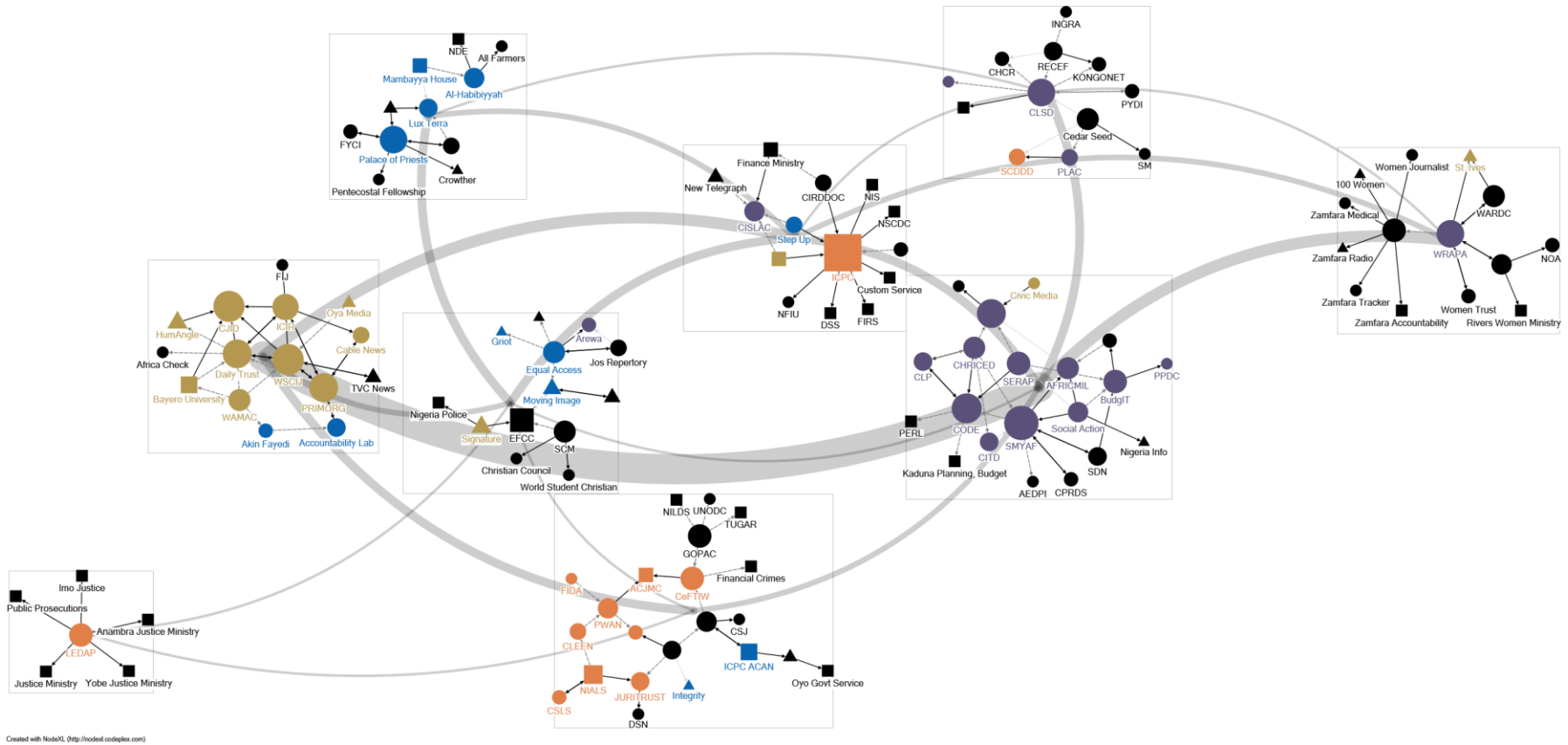
For this SNA, EnCompass distributed an online survey to On Nigeria grantees in all four modules (Behavior Change, Criminal Justice, Joinbodi, and Media and Journalism) and their non-grantee partners, and conducted focus group discussions with a subset of grantees. The full SNA dataset includes 127 organizations and captures 197 unique interactions. EnCompass used NodeXL software to produce social network statistics and transform survey data into network maps, then coded, analyzed, and synthesized all data to generate the overarching findings and conclusions presented in this report. This SNA captures only a slice of the accountability ecosystem in Nigeria.

Findings

Figure A visualizes the overall network map for On Nigeria. The data from the SNA illustrate that:

- **The On Nigeria-centered network includes a variety of actors:** 63 percent are civil society or faith-based organizations, nonprofits, or international nongovernmental organizations, 24 percent are government agencies, and the remainder are private sector organizations.

Figure A. Overall Network SNA Map



Legend: **Criminal Justice** | **Media and Journalism** | **Joinbodi** | **Behavior Change** | **Non-grantee**
 ● NGO | ■ Government Agency/Organization | ▲ Private Business/Company
 — high collaboration | - - medium collaboration | ... low collaboration | — aggregated connections

- Where they are connected, **network actors operate at high levels of collaboration** and interact frequently (*Finding 3*). **A few organizations operate as central hubs** in the network (*Finding 2*), and **grantees** (with the exception of Media and Journalism grantees) **generally collaborate most with non-grantees, followed by grantees in the same module** (*Finding 4*). Yet, within and across modules, **density—the ratio of realized connections to all possible connections—remains quite low** (*Finding 1*).

Findings about the nature of collaboration in the network show:

- **Grantees use mostly vertical and diagonal social accountability approaches** (*Finding 5*), with a focus on the voice side of the sandwich strategy (*Finding 6*). They play a variety of roles in their collaborative initiatives (*Finding 7*), and **report achieving quick wins and some longer-term successes** (*Finding 8*).
- **Factors such as frequent contact, sharing information, and building trust** underpin successful collaborations, **allowing partners to align goals and communicate proactively** (*Finding 9*). **Collaboration with government actors, however, can be challenging** due to bureaucracy and resource constraints, among other issues (*Finding 10*).

When it comes to the inclusiveness of the On Nigeria–centered network, the SNA demonstrates:

- Some grantees are seeking to include marginalized communities, including women, youth, and people with disabilities, in accountability actions but **organizations that may have a focus on gender equity and social inclusion (GESI) do not appear to be especially connected to others** (*Finding 11*).

Information on the nature of success for the On Nigeria–centered network makes it clear that:

- **Grantees and their partners are well positioned to make the On Nigeria–centered network, and the broader accountability ecosystem, a success in 2024 and beyond.** To do so, however, **coordinated action on issues related to collaboration, inclusion, and sustainability is needed** (*Finding 12*).

Conclusions

This SNA highlights several conclusions about the nature and potential of collaboration within the On Nigeria–centered network, and in the broader accountability ecosystem:

- Network actors have yet to realize a high proportion of all potential interactions. While all potential interactions are not equally relevant, **several factors**—the relative density of module-level networks, the prominence of several connecting hub organizations, and the robust and effective existing collaborations involving both grantees and non-grantees—**indicate that the accountability ecosystem could be deepened and sustained by selectively expanding network actors’ high-value-add collaborative efforts.**
- **Many grantees have, with the support of the MacArthur Foundation, developed strategies for effectively identifying new partnerships, building trust, and strengthening collaborative**

initiatives with some actors (including non-grantees) across the accountability ecosystem. These strategies have contributed to some notable successes. However, **network actors continue to face challenges when it comes to sustaining substantive partnerships with, and influencing, government actors.**

- **Potential areas for strengthening** the On Nigeria–centered network and the broader accountability ecosystem **include selectively engaging more teeth actors** to further activate the sandwich strategy, **increasing the voice and participation of marginalized groups** in anticorruption efforts, **and identifying and carrying out specific actions with regards to the sustainability and institutionalization** of collaborations across the ecosystem.

Areas for Further Exploration

To further strengthen, institutionalize, and sustain the robust network of accountability actors currently connected to On Nigeria, including beyond 2024, the Program Team and grantees might reflect on the following:

- What new connections and/or collaborations would add the most value to On Nigeria’s work and support further institutionalizing the work of grantees and their partners? What would it take to facilitate the creation of high-value new connections, and to sustain them? Who should lead those efforts?
- What strategies and approaches sustain collaborations between voice and teeth actors over time, including through government transitions?
- What are the respective roles and responsibilities of the Program Team and grantees when it comes to taking action to improve collaboration, strengthen GESI, and sustain the work of On Nigeria beyond 2024? Who is best positioned to do what?

Introduction

The MacArthur Foundation’s Big Bet On Nigeria program supports Nigerian-led efforts to reduce corruption by strengthening accountability, transparency, and participation. The accountability ecosystem—the network of relationships “between citizens and governing authorities ... [and] other important actors, including media, private sector, diverse organized citizen groups, and various actors within the state itself, including some with formal oversight roles” that collectively support social accountability (see box)—is essential to the success and sustainability of On Nigeria’s anticorruption programming.

Accountability Ecosystems are defined in various ways in the social accountability literature (see, for example, definitions provided by [Brendan Halloran](#) and [Chemonics](#)), but the core concept is about understanding accountability as a set of relationships between actors in a complex, dynamic system. A healthy accountability ecosystem, in which diverse actors strategize and take collective action iteratively over time, is understood to be essential for sustainably strengthening social accountability.

Learning Questions

- 5.1 What actors are engaged in the accountability ecosystem? To what extent do they collaborate? What factors enable and impede collaboration?
- 5.2 To what extent are ecosystem actors applying complementary tactics and strategies for tackling corruption, including horizontal and vertical accountability approaches?
- 5.3 To what extent do ecosystem actors share lessons, strategies, and models with others?

This social network analysis (SNA) report aims to provide a deeper understanding of how On Nigeria grantees collaborate with other actors in the broader accountability ecosystem and with each other, the outcomes to which collaboration contributes, and how collaborative networks might be further strengthened, now and in the future. Specifically, this analysis contributes to answering Learning Questions 5.1–5.3 from the On Nigeria 2.0 Evaluation and Learning Framework (see box).

Methodology

Overview

Social network analyses study the relationships between people, organizations, and groups in a network. By illuminating connections between different actors, and unpacking variables such as the directionality and frequency of those connections, SNAs help clarify how networks function at both the macro and micro levels. SNA results can support reflection and learning about how to broaden and deepen connections between network actors and others.

Understanding Social Network Data

SNAs can be used to understand various features of networks and the ways in which organizations interact. For the purposes of this analysis, the terms *network maps*, *network density*, and *centrality* are important (for more on how to interpret SNAs, see Annex 3):

- **Network maps** visualize the actors and connections between them. The network maps in this report comprise nodes (organizations) and ties (lines showing interactions). Nodes are represented by various shapes based on organization type and color-coded by module. Ties are presented as lines (to show an undirected interaction between nodes) or arrows (to show a directed interaction).
- **Network density** is a network-level measure that refers to the overall extent of connectedness of a given network. The higher the density proportion, the more connected the overall network. For example, a network in which every actor is connected to every other would have a density score of 100 percent. In comparison, the lower the density proportion, the less connected the network. Network density is important because as the density score rises, so does the ease with which network actors are expected to efficiently share resources and information (a network in which every actor is connected would have a density score of 100 percent).
- **Centrality** is an organization or node-level statistic that measures the extent to which any given organization is connected to a broader network. There are three ways to measure centrality in directed networks: out-degree centrality assesses the number of interactions that an organization initiates (thereby serving as a proxy for influence); in-degree centrality counts the interactions an organization receives (making it a proxy for prominence); and betweenness centrality measures the extent to which an organization is connected to other network actors that are not connected to each other. Organizations with high betweenness centrality indicate the ability to “bridge” interactions with others and tie the overall network together. The higher the centrality score for a node, the more connected the organization and the larger the size of the node representing that organization in the network maps below.

For this SNA, EnCompass distributed an online survey to all 63 existing On Nigeria grantees as of July 2022.¹ The survey focused on collaboration² (see box), exploring grantees’ roles in the accountability ecosystem, organizations they collaborated with in 2021, the level and frequency of collaboration, and the social accountability approaches they applied in

Defining Collaboration in the SNA

Building on the On Nigeria Theory of Change and various definitions in the social accountability literature, this SNA defines collaboration as “any short or longer-term interaction involving two or more actors representing different organizations or groups, in which at least one of the participating parties does one or more of the following:

- proactively communicates to share information and/or lessons with the other party
- contributes to building the capacity of the other party, including by sharing resources, training, and/or expertise
- develops and/or implements strategies with common or complementary goals and/or activities
- partners on the implementation of common or complementary activities.”

¹ As of September 2022, the number of grantees has grown to 67.

² Grantees participating in an in-person learning event focused on this SNA on October 6, 2022, also provided various definitions for collaboration, emphasizing the importance of communication (sharing information and/or lessons), capacity building (sharing resources and/or expertise), strategic coordination (developing complementary strategies and/or goals), and tactical implementation (joint action on activities).

their work.³ EnCompass distributed a similar survey to the organizations that grantees identified as their partners (see Exhibit 1 for the main variables covered in the survey). EnCompass also conducted focus group discussions (FGDs) with 18 grantees to glean additional information about their collaborative work, including successes and challenges faced.

Exhibit 1. Key SNA Variables

Organization Group	Organization Type	Level of Collaboration	Collaboration Frequency	Social Accountability Approach
<ul style="list-style-type: none"> • Grantee: Behavior Change • Grantee: Criminal Justice • Grantee: Joinbodi • Grantee: Media and Journalism • Non-grantee 	<ul style="list-style-type: none"> • Non-governmental organization (NGO)⁴ • Government agency/organization • Private sector 	<ul style="list-style-type: none"> • High: frequent communication, long-term interaction, and coordination, sharing ideas and resources • Medium: formal communication as needed, interaction on discrete activities or projects • Low: networking and/or infrequent information sharing 	<ul style="list-style-type: none"> • Weekly • Monthly • Quarterly • Annually 	<ul style="list-style-type: none"> • Vertical: when individual citizens, groups, and organizations play a direct role in holding governments to account using political voice through participation in democratic political processes. • Horizontal: formal relationships within the state itself, with a focus on internal checks and oversight processes, whereby one state actor has the formal authority to demand explanations or impose penalties on another. • Diagonal: hybrid combinations of vertical and horizontal oversight involving direct citizen engagement within state institutions, such as participation in or direct management of official oversight bodies.

EnCompass used the software NodeXL to produce key network statistics and transform survey data into network maps that visually represent the breadth and depth of collaboration across the overall On Nigeria portfolio and within each grantee module. EnCompass coded and analyzed the collected data to develop themes. Then, EnCompass integrated and synthesized all data, including those presented in the network maps, to generate the overarching findings and conclusions presented in this report.

³ Social accountability refers to the ways in which citizens work with state institutions and the responsiveness (and performance) of those institutions. Social accountability approaches try to improve public sector performance by bolstering citizen engagement and government responsiveness. Annex 3 provides more details on social accountability and related terms.

⁴ NGOs include CSOs, INGOs, faith-based organizations, and nonprofit organizations.

Sample Description

Of the 63 On Nigeria 2.0 grantees, 49 grantees (77 percent) responded to the survey, while 26 of the 45 (56 percent) unique, non-grantee partners invited to complete the survey responded.⁵ 88 percent of Joinbodi and Behavior Change grantees responded to the survey; the response rates for Criminal Justice and Media and Journalism grantees were 83 percent and 71 percent, respectively.

The full SNA dataset includes 127 unique organizations, or nodes, and represents 197 unique connections between organizations, or interaction pairs. Most grantees and non-grantees contributing to the dataset are NGOs⁶ (63 percent), followed by government agencies (24 percent), and private sector organizations (13 percent). Of the 197 interaction pairs, 171 (87 percent) were unconfirmed, meaning only one respondent mentioned the interaction, while 26 (13 percent) were confirmed, which means both organizations noted an interaction with the other. Exhibit 2 presents the breakdown of these confirmed and unconfirmed interactions across grantee–grantee, grantee–non-grantee, and non-grantee–non-grantee pairs. While the non-grantee–non-grantee interactions had the most unconfirmed pairs, this is an artifact of the sample, because not all non-grantee organizations responded to the survey. Non-participation in the survey by one of the organizations in a pair resulted in an unconfirmed interaction.

Exhibit 2. Interaction Types by confirmed and unconfirmed pairs

Interaction Types	Grantee–Grantee	Grantee–Non-grantee	Non-grantee–Non-grantee	Total
Confirmed interaction pairs	14% (12)	15% (14)	0% (0)	13% (26)
Unconfirmed interaction pairs	86% (76)	85% (78)	100% (17)	87% (171)
Total Interaction pairs	88	92	17	197

Limitations

As in any SNA, this one has several limitations. First, the data presented in this report provide only a snapshot of grantees' networks and collaborations during 2021 and do not capture change over time.⁷ Second, the data do not fully capture the interactions of all On Nigeria 2.0 grantees and their partners, as only 77 percent of grantees and 56 percent of non-grantees responded to the survey.

⁵ Forty-five grantees fully and accurately responded to the interaction-related survey questions. Forty-nine grantees fully responded to the organizational-related survey questions. One non-grantee organization incorrectly completed the interaction-related questions in the non-grantee survey. However, this respondent correctly answered the organizational description questions, and these accurate data points were still included in the organizational analysis.

⁶ NGO is used as an overarching category, including civil society organizations (CSOs), faith-based organizations, nonprofit organizations, and international NGOs.

⁷ In 2024, EnCompass will repeat the SNA to analyze how partnerships evolve and change over time.

While these response rates meet the threshold for a social network analysis,⁸ there may be gaps in the data concerning the overall On Nigeria portfolio-level network. Third, in the interest of reducing the response burden, the surveys asked respondents to provide information on a maximum of five partner organizations and only these first-degree, non-grantee organizations were invited to partake in the survey.⁹ This also means that this analysis is focused on a specific subset of the overall accountability ecosystem in Nigeria, rather than capturing the full breadth and depth of the broader ecosystem, and may not fully represent the range of respondents' collaborative networks. As a result, the data may overrepresent the overall level of collaboration as a network measure, because respondents would be more likely to list organizations they collaborate with most intensively. Fourth, On Nigeria subgrantees were not specifically included in the survey sample, although some sub-granting grantees mentioned them as partners. However, the data do not distinguish between non-grantee organizations and On Nigeria subgrantees. Therefore, the data might also understate the depth of connection some organizations represented as non-grantees have to the overall network. Fifth, neither the online survey nor FDGs contained any questions specifically focused on collaboration related to gender equity and social inclusion (GESI) activities or considerations. Data for analysis of this component were based on mentions of GESI made during the FDGs and open-ended survey questions, and on information about which organizations have GESI as a part of their focus or mandate. Thus, the data on this may not provide a complete picture. Finally, it is important to emphasize that there is no inherent value to the level of any network statistic—they are all context specific: a very high density or centrality score, for example, is not necessarily desirable, as it may not be efficient or effective for every network actor to be connected to all, or even many, others. Rather, collaborations covered in this report should be understood within the context of each network actor's goals and activities.

Findings

Findings are summarized and presented under five lines of inquiry, which cut across the three Learning Questions of interest, with additions for gender equity and social inclusion, and, from a grantee learning event held in Abuja on October 6, 2022, perspectives on what success would look like for the On Nigeria-centered network in 2024.

What actors are present in the On Nigeria subset of the accountability ecosystem, and to what extent do they collaborate?

While this SNA does not capture the totality of Nigeria's accountability ecosystem, it explores the levels of engagement of On Nigeria grantees with other grantees and with non-grantees. Where

⁸ See Fredericks, Kimberly, and Joanne Carman. "Using Social Network Analysis in Evaluation." Robert Wood Johnson Foundation Evaluation Series. 2013. Accessed on August 15, 2022, at <https://www.rwjf.org/en/library/research/2013/12/using-social-network-analysis-in-evaluation.html>.

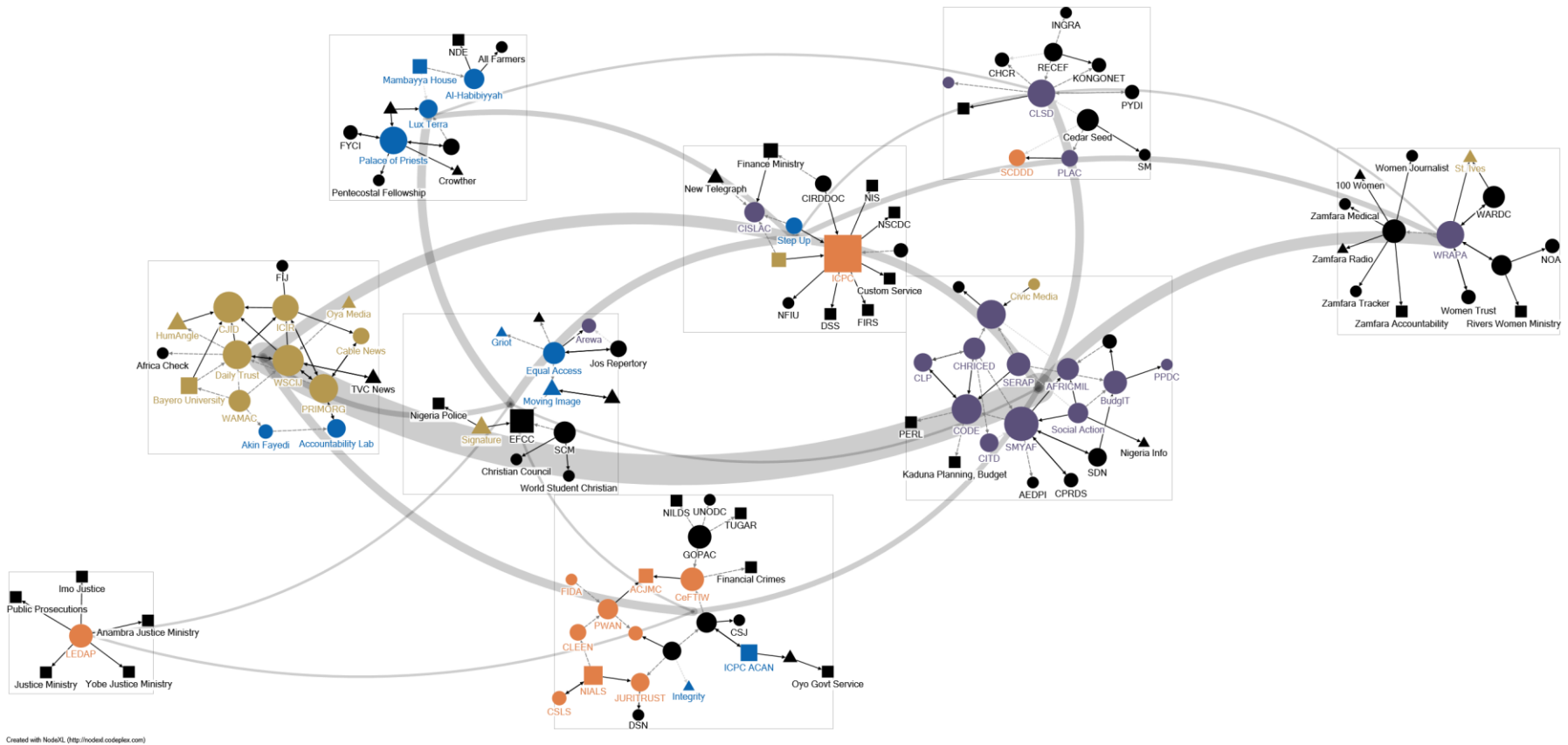
⁹ In few cases, grantee organizations completed the survey twice to include more than five collaborating organizations. These data were included in the analysis.

there are connections, network actors operate at high levels of collaboration and frequently. This is especially the case with grantee–non-grantee interactions. There are a few organizations that operate as central hubs in the network, both within and across modules. With the exception of Media and Journalism grantees, grantees tend to collaborate most with non-grantees or with grantees in their own module. Yet, within and across modules, the ratio of realized connections to all possible connections remains quite low.

Finding 1: The overall network of grantees and their partners is low in density, with many organizations connected to the network by just a single tie. Module-level networks are denser, with some variation across modules.

Exhibit 3 presents the overall network map for all On Nigeria grantees and their non-grantee partners. The density of the overall network—the ratio of actual connections to all possible connections between network actors—is just 1 percent. This low density score reflects the large number of single-node connections and the high number of unconfirmed ties visible in the map. In general, Joinbodi and Media and Journalism grantees tend to have more connections, and therefore account for more of the overall network’s density than Criminal Justice and Behavior Change grantees.

Exhibit 3. Overall Network SNA Map



Legend: **Criminal Justice** | **Media and Journalism** | **Joinbodi** | **Behavior Change** | **Non-grantee**
 ● NGO | ■ Government Agency/Organization | ▲ Private Business/Company
 — high collaboration | - - medium collaboration | ... low collaboration | — aggregated connections

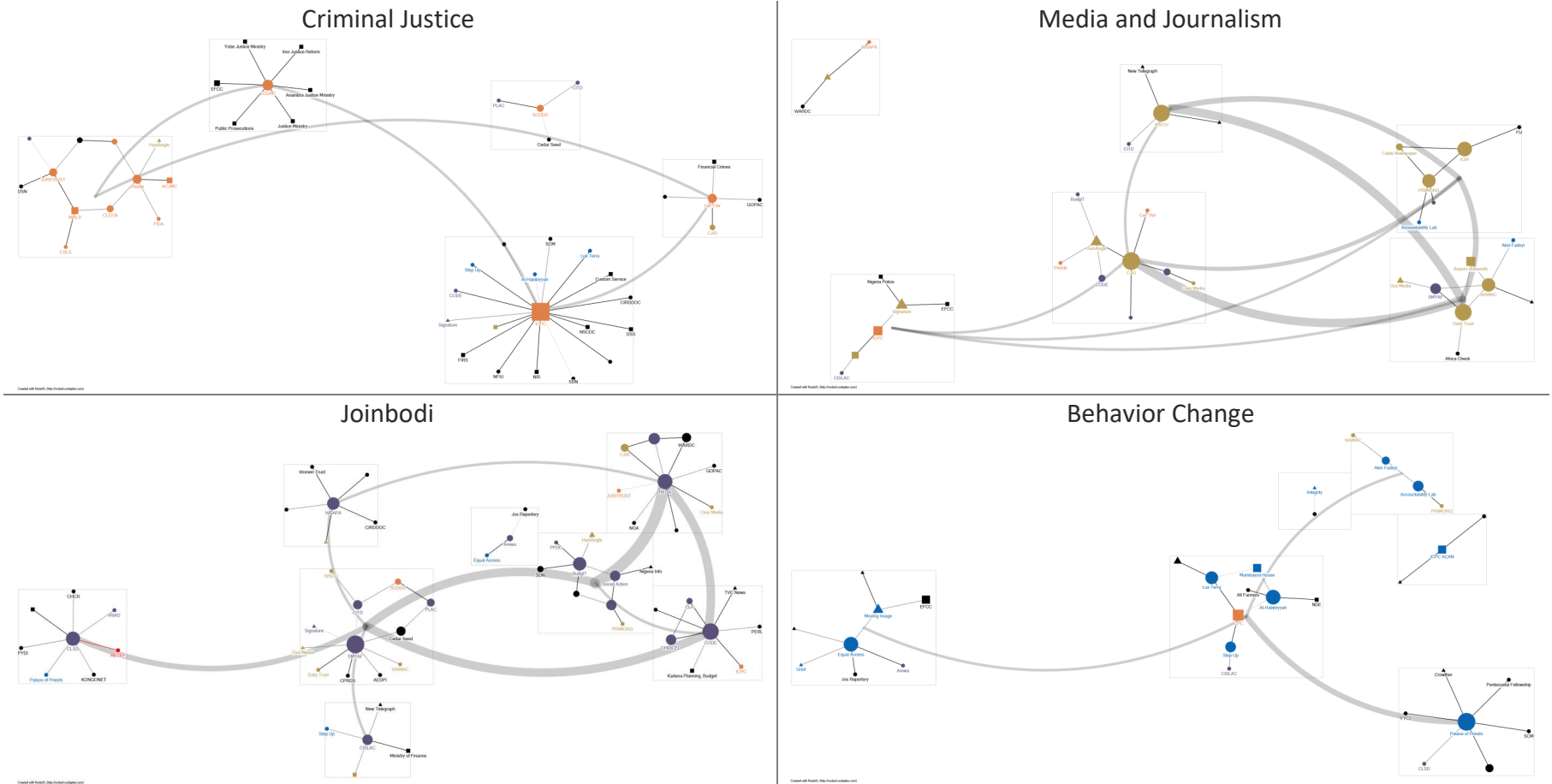
Exhibit 4 provides density scores for each module, and Exhibit 5 presents module-level network maps. Grantees are most likely to interact with others in their modules or with non-grantees, which makes the module-level networks somewhat denser than the overall network. Nevertheless, module-level networks share some of the same patterns seen in the overall network, with many organizations sharing connections with only one or two other network actors.

Exhibit 4. Network density by the overall network map and module-level network maps.



Relative to other modules, the Joinbodi and Criminal Justice networks tend to form around hub organizations, with a few network actors accounting for a larger proportion of all observed interactions. Criminal Justice grantees appear to be connected through a few hubs and a few single-node interactions, while Joinbodi has several small hubs connected through different pathways, as well as the most single-node interactions of any module-level map. By contrast, the Media and Journalism and Behavior Change networks exhibit slightly more clustered nodes.

Exhibit 5. Module-level, undirected SNA maps¹⁰



Legend: **Criminal Justice** | **Media and Journalism** | **Joinbodi** | **Behavior Change** | **Non-grantee**

● NGO | ■ Government Agency/Organization | ▲ Private Business/Company

— high collaboration | - - medium collaboration | ... low collaboration | — aggregated connections

¹⁰ Larger versions of the module-level SNA maps are available in Annex 1, Exhibit 14, Exhibit 15, Exhibit 16, Exhibit 16.

Finding 2: A relatively small number of organizations—mostly Media and Journalism and Joinbodi grantees, along with one Criminal Justice grantee—appear as central hubs in the On Nigeria–centered network.

The most central organizations in the overall network are the Independent Corrupt Practices Commission (ICPC), Shehu Musa Yar’Adua Foundation (SMYAF), Centre for Journalism, Innovation, and Development (CJID) (MJ), Wole Soyinka Centre for Investigative Journalism (WSCIJ), Connected Development Initiative (CODE), ORGANIZATION 6 (JB),¹¹ Progressive Impact Organization for Community Development (PRIMORG), and Daily Trust. ICPC, Shehu Musa Yar’Adua Foundation, and WSCIJ have the highest number of ties going outward to other organizations (out-degree centrality), while ICPC and Shehu Musa Yar’Adua Foundation have the highest number of incoming ties from other organizations (in-degree centrality). These scores indicate that ICPC and Sheu Musa Yar’Adua are potentially influential and prominent in the overall network. ICPC, Economic and Financial Crimes Commission (EFCC), and Shehu Musa Yar’Adua Foundation have the highest number of interactions with organizations that are not directly connected to others in the network (betweenness centrality), indicating their potential ability to bridge more peripheral organizations. Exhibit 6 presents the most central organizations for the overall SNA map.

In general, Joinbodi grantees are more connected to the rest of the network—particularly Media and Journalism grantees. Behavior Change and Criminal Justice grantees (with the striking exception of ICPC) are less connected to other organizations, though a few Behavior Change grantees play a connector role, linking peripheral network members to hub organizations. ICPC has the highest centrality measure among grantees in the Criminal Justice module. In the Behavior Change module, Palace of Priests Assembly (BC) occupies the most central role, while Shehu Musa Yar’Adua Foundation and CJID (MJ) do so for Joinbodi and Media and Journalism, respectively.

Exhibit 6. Topmost connected organizations by centrality measures for the overall SNA map

Organization	In-Degree Centrality	Out-Degree Centrality	Betweenness Centrality Rank
ICPC (CJ)	12	7	1
Shehu Musa Yar’Adua Foundation (JB)	10	6	3
CJID (MJ)	8	5	4
WSCIJ (MJ)	7	6	N/A*

¹¹ All survey respondents in the dataset were asked to reconfirm their comfort with being labeled and/or mentioned in this report. All respondents that provided that consent are labeled in the network maps and the text. Organizations that were mentioned by others, but did not complete the survey themselves, are also labeled. Respondents that did not provide their consent to be labeled are referred to only as ORGANIZATION XX (MODULE NAME). See Annex 2 for a full list of organizations named in this dataset.

Organization	In-Degree Centrality	Out-Degree Centrality	Betweenness Centrality Rank
CODE (JB)	7	5	N/A*
ORGANIZATION 6 (JB)	7	4	5
PRIMORG (MJ)	5	6	N/A*
Daily Trust (MJ)	5	6	N/A*
EFCC (NON-GRANTEE)	7	0	2

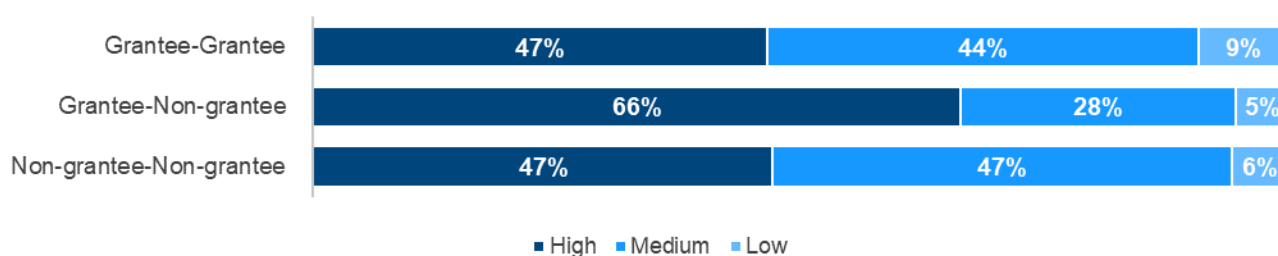
*N/A indicates that the organization was not in the top seven organizations for the specified centrality measure.

Finding 3: When network actors collaborate, they tend to do so intensely and frequently. This is true of both grantee–grantee and grantee–non-grantee interactions.

Survey respondents indicated that the majority of their reported interactions were best described as high (56 percent) or medium (37 percent) intensity collaborations (Annex 1, Exhibit 17). Overall, only 7 percent of partnerships were described as low intensity.

Grantee–non-grantee pairs appear to collaborate more intensely than grantee–grantee pairs. About 95 percent of grantee–non-grantee interactions were described as high (66 percent) or medium (29 percent) intensity, with grantee–grantee interactions rated as 47 percent and 44 percent for the same categories (Exhibit 7). Both grantee–grantee pairs and grantee–non-grantee pairs appear to collaborate frequently, with most doing so at least quarterly (27, Exhibit 18).

Exhibit 7. Interaction type by level of collaboration (n = 197 interaction pairs)

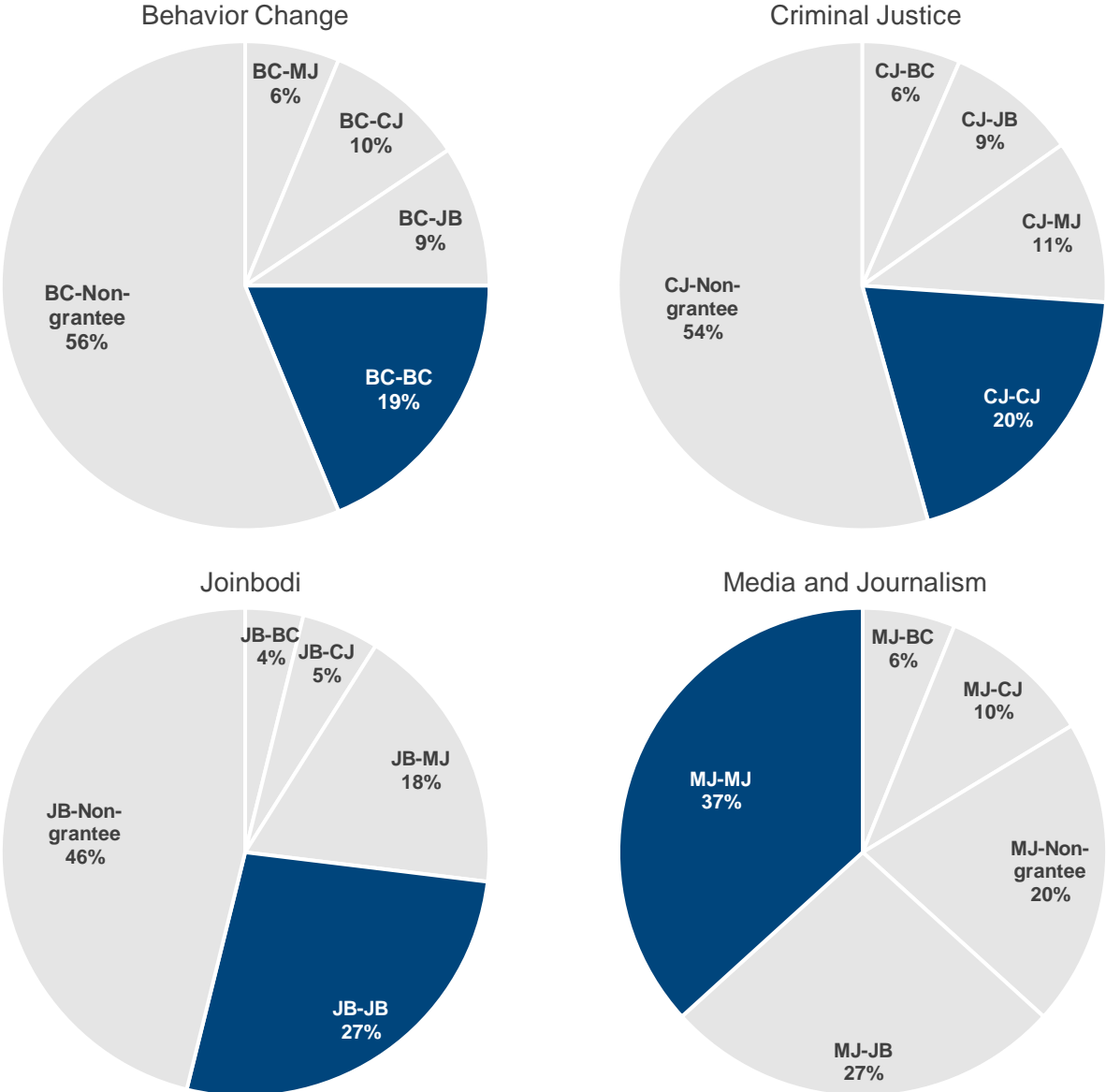


These patterns hold even when considering the nature of collaboration. Most organizations collaborating on a tactical level (i.e., working together to pursue litigation, media coverage, and/or support monitoring) and on strategy-level initiatives (i.e., deploying multiple accountability approaches to hold state actors to account and/or support the enforcement of anticorruption laws) both reported interacting with at least medium intensity (Annex 1; Exhibit 19, and Exhibit 20).

Finding 4: The majority of grantees interact more with non-grantees, followed by grantees in their module, than with grantees in other modules. The exception is Media and Journalism grantees, who most commonly engage with fellow module members.

Grantees in the Behavior Change, Criminal Justice, and Joinbodi modules connect more frequently with non-grantee organizations (56 percent, 54 percent, and 46 percent, respectively), and grantees in their module (19 percent, 20 percent, and 27 percent, respectively), than with grantees in other modules. Grantees in the Media and Journalism module display a different pattern, with 37 percent of their connections involving other Media and Journalism grantees, 27 percent involving Joinbodi grantees, and only 20 percent involving non-grantees (Exhibit 8). The vast majority of cross-module interactions (meaning interactions with other grantees and/or non-grantees) are described as medium and high intensity, with grantee–non-grantee interactions especially likely to be rated as high intensity. Most cross-module interactions occur at least quarterly (Annex 1; Exhibit 21 and Exhibit 22).

Exhibit 8. Proportion of module-level interactions within each module’s SNA map



More than half of non-grantees cited by grantees are NGOs. About one-third are government agencies, and the remainder are private businesses, as shown in Exhibit 9. Fifteen non-grantees (nearly two-thirds of non-grantee survey respondents) expressed a desire to collaborate more with On Nigeria grantees in the future. Twenty grantees (38 percent of grantee survey respondents) reported a similar desire.

Exhibit 9. Non-Grantee Organization Types

Organization Type	% (No.)
NGO*	54% (39)
Government Agency/Organization	32% (23)
Private Business/Company	14% (10)
Total	100% (72)

**NGOs include CSOs, INGOs, faith-based organizations, and nonprofit organizations*

When grantees do connect with other grantees, they tend to interact with fellow module members more frequently than with grantees in other modules. For the Behavior Change, Joinbodi, and Criminal Justice modules, within-module interactions are most frequently described as medium intensity, occurring quarterly (Annex 1:, Exhibit 21 and Exhibit 22). Media and Journalism grantees, however, more commonly describe their interactions with fellow module members as highly collaborative (61 percent) and occurring at least monthly (61 percent).

How do network actors collaborate, and to what effect?

Where grantees are collaborating (with other grantees or with non-grantees), they are reporting quick wins and some longer-term achievements. They use mostly vertical and diagonal approaches to increase social accountability, with a focus on the voice side of the sandwich strategy.

Finding 5: Network actors frequently support political participation and/or collective advocacy, and civil society oversight of government performance in their work to reduce corruption.

Both grantees and non-grantees most commonly reported deploying vertical and diagonal social accountability approaches in their work to address corruption (Annex 1, Exhibit 23). Regarding vertical approaches, grantees described sharing information and sensitizing citizens and other CSOs on governance and corruption, working to represent public interests in the judiciary, and engaging in (and sometimes amplifying) investigative reporting. Non-grantees were more likely to describe their vertical approaches as being focused primarily on building the capacity of citizens to recognize and shun corruption and reject vote buying and money from politicians and, in some cases, investigative reporting (see box).

“We have also collaborated with National Union of Campus Journalists across the nation to monitor and report on projects that have direct impact on citizens. The students get on the field, speak with citizens, and educate them on budgetary provisions and how to engage during budget preparation. So far, the collaboration has yielded fruits in the areas of abandoned projects being restarted or completed.” - MJ Grantee

Regarding diagonal approaches, grantees discussed constituency project tracking, creating a platform and resources to help citizens use whistleblower policies, training youth to track budgets (see box), and carrying out lawsuits on behalf of the public interest. Non-grantees also contribute to constituency project tracking, monitoring school feeding programs, developing and maintaining a platform to help citizens monitor public services, connecting citizens to government, supporting citizen use of whistleblowing mechanisms, and petition writing.

Fewer—though still a sizeable minority of—network actors reported seeking to deploy horizontal accountability approaches in their anticorruption work. They did so through capacity building and training, knowledge sharing, providing e-learning, and signing states up to the Open Government Partnership. These activities were all intended to support different actors in government to review, develop, and implement laws and work toward their mandates.

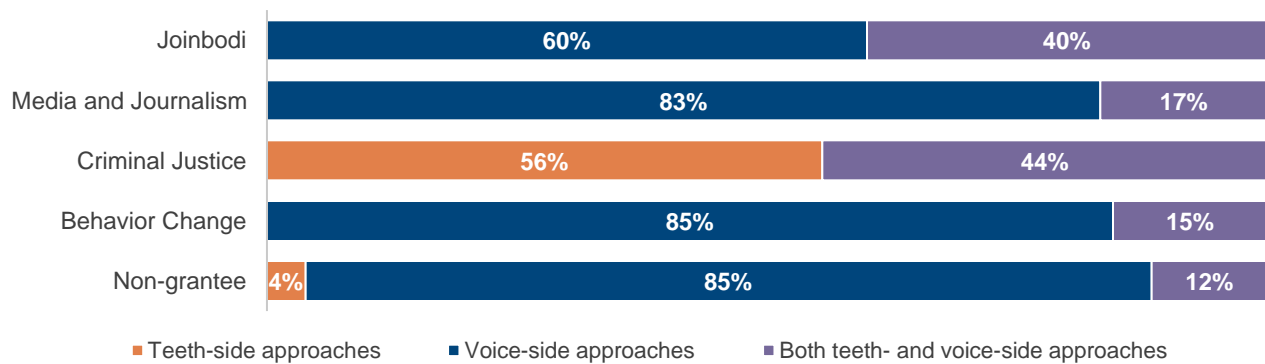
Finding 6: A majority of ecosystem actors represented in this SNA focus on the voice side of the accountability sandwich strategy, though half of Criminal Justice grantees focus on teeth-side initiatives.

The majority of network participants in this SNA are NGOs, CSOs, and/or faith-based groups, or voice actors (79 percent), while 21 percent of network participants fall into the category of teeth actors (government officials and representatives) (Annex 1,

Exhibit 24). On balance, most grantees (90 percent) and non-grantees (97 percent) categorized their work as focusing on voice-side initiatives, defined as demanding accountability, advocating for reforms, engaging citizens in anticorruption issues (such as promoting changes in attitudes and behaviors), monitoring public projects and legal compliance, and/or publishing reports on corruption and anticorruption issues (Annex 1, Exhibit 25). Such initiatives included amplifying independent reporting, engaging in advocacy, and supporting citizen monitoring.

Far fewer network actors—though nearly half of CJ grantees—described working on teeth-side initiatives, defined as supporting the development and enforcement of laws and regulations,¹² supporting implementation of systems for transparency, monitoring compliance with existing laws and regulations, and/or directly and/or indirectly supporting the use of incentives to discourage corruption and sanctions to punish it. Grantee initiatives in this area included developing and enforcing laws and regulations related to corruption (Exhibit 10). Ninety percent of grantee–grantee interactions and 65 percent of grantee–non-grantee interactions were between two voice actors (Annex 1, Exhibit 26).

Exhibit 10. Reporting of voice- and teeth-side approaches with grantees by module and non-grantees (n = 75 respondents)



Finding 7: Grantees play a range of roles in collaboration, including coordinators, conveners, investigators, amplifiers, and advocates. Grantees note that they and their partners rely on each other's strengths, skillsets, and networks to achieve results.

Grantee and non-grantee survey respondents identified several ways in which they collaborated. Out of 197 interactions, 146 (74 percent) included sharing information, learning, and knowledge, 120 (61 percent) included joint anticorruption advocacy, 114 (58 percent) included resource sharing, 83 (42 percent) included joint activity design and implementation, and 7 (4 percent) included legal services (Exhibit 11). Grantees further named several other types of collaborative activities, such as budget tracking, capacity building, and co-developing resources.

¹² **NOTE:** The MacArthur Foundation does not fund lobbying, and the evidence in this report does not suggest that any On Nigeria grantees are engaged in lobbying efforts.

Exhibit 11 highlights that collaboration activities differ depending on whether the collaboration involves two grantees, a grantee and a non-grantee, or two non-grantees.¹³ Learning, information, and knowledge sharing remains the most common activity across all interaction types. However, it is a larger share of the interactions between non-grantees compared to grantees. Resource sharing and joint anticorruption advocacy happen much more frequently in partnerships that involve a grantee versus those that do not.

Exhibit 11. Percentage of collaborations that involve different anticorruption activities by interaction type

Note: each interaction can feature more than one type of collaboration

Type of Collaboration	Grantee–grantee	Grantee–Non-grantee	Non-grantee–Non-grantee	Total
Resource Sharing	61% (52)	61% (58)	24% (4)	58% (114)
Joint anticorruption advocacy	66% (56)	61% (58)	35% (6)	61% (120)
Learning, information, and knowledge sharing	72% (61)	75% (71)	82% (14)	74% (146)
Joint anticorruption activity design or implementation	38% (32)	45% (43)	47% (8)	42% (83)
Legal services	6% (5)	2% (2)	0% (0)	4% (7)

In the FGDs, grantees discussed other forms of collaboration, some of which were module specific. For example, within the Media and Journalism module, a common form of collaboration is between news agencies (which conduct investigative journalism) and amplifiers (who pick up those stories and share them with a broader audience). Across all modules, some grantees described their role as coordinating the activities of several organizations. In some cases, as Joinbodi and Criminal Justice grantees described, this might take the form of acting as a coordinator for activities that are doing the same projects in different states, helping to support consistent implementation and facilitating the organizations at state level to share knowledge and learning with each other. In the Media and Journalism module, sometimes amplifiers would also discuss conducting this coordinating role for several media organizations working on related topics.

¹³ **NOTE:** Because of the relatively low number of recorded non-grantee–**Error! Reference source not found.**non-grantee interactions, it is not appropriate to compare with grantee–**Error! Reference source not found.**grantee and grantee–**Error! Reference source not found.**non-grantee interactions.

When developing collaborations, grantees noted that they deliberately identified organizations that bring complementary skill sets and strengths to their collaboration and organizations that bring new networks. Indeed, during FGDs, grantees frequently cited this as the common thread between all their stories. In some cases, this might take the form of one organization identifying people who require legal defense while another conducts that defense. In other cases, organizations described developing platforms for reporting corruption that other organizations could access and use to follow up on cases. Grantees were highly intentional in choosing partners that bring these diverse strengths, and grantees used stakeholder analyses, platforms provided by the MacArthur Foundation, and knowledge of actors in the Nigerian anticorruption space to help identify partners (see box).

“One thing I see is that we have all been very intentional with the groups and the people we collaborate with... I think we had a good stakeholder analysis to pick out those who have influence, who can help us get the outcomes that we require. I also see that we play to each other’s strengths. For instance, [grantee] talks about how they were able to create a platform, and they got [other grantees] to populate and use that platform. I see it as playing to the strengths of each other.” - Joinbodi Grantee

Finding 8: Grantees’ collaborative initiatives led to several quick wins. And in some cases, ongoing partnerships may have contributed to longer-term achievements.

Across FGDs, all grantees reported quick wins from their collaborative programming and training. Examples of these successes include citizens becoming more likely to report corrupt actors, improvements in civic participation by women and people with disabilities, and, in one case, husbands becoming more likely to advocate for their pregnant wives who may have been extorted during birth registration processes.

In the longer term, grantees shared that their collaborative work contributed to the achievement of goals such as quicker, more efficient court processes, and more attention and support from political figures in target communities. Some grantees also mentioned that strategic partnerships had contributed to upticks in media coverage of their work, while others described improvements in the development and usage of software to produce local government and community development plans (see box).

“We first brought grassroots communities and local governments together to see if they would work as partners in development. Once we were able to do that, we built capacity for them to do needs assessment in 400 communities in the two states where we were working. With the data we collected from communities, we produced a community development plan. That plan was what they used to develop 2022 local government budgets.” – Joinbodi grantee

What factors contribute to and/or hinder collaboration?

Grantees noted several factors that facilitate effective collaboration: frequent contact, sharing of information, and building trust. They also highlighted the contribution of the MacArthur Foundation's efforts to support grantees and to connect and foster collaboration within modules. Collaboration with teeth actors was more challenging.

Finding 9: Grantees consistently described the importance of meeting early and often with all partners to co-identify goals, strategies, and risks and to communicate proactively about progress. They also noted the importance of steady, ongoing partnerships for eventually building trust and that support from the MacArthur Foundation helped to facilitate partnerships.

To build trust and strengthen collaboration with partners from government, civil society, and the private sector, grantees noted that it was especially important to meet both early and frequently. Across modules, grantees described having one (or more) initial meetings with potential partners—both grantees and non-grantees—to jointly set goals, outline organizational strengths and skillsets, identify organizational weaknesses and where other organizations could fill those gaps, set strategies, and pinpoint institutional risks for different collaborators (see box). These meetings were critical to building trust with all partners.

“Importantly, there was a meeting, not once but thrice, where we actually agreed not just on the imperative but also the risks associated with the work and how to overcome them. We also agreed on mutual collective goodwill in terms of dealing with the issues and also individual particularities which had to do with local associations, like ourselves, where we would be exposed to the risks of the sensitive nature on which we embark.” - Joinbodi Grantee

Grantees also emphasized the importance of ongoing meetings to share progress, identify roadblocks, and plan ways around emerging challenges. Consistent face time with the same individuals within partner institutions, particularly in mid-level and senior roles, helped build these organizational relationships.

Grantees appreciated the many ways in which the MacArthur Foundation helped promote collaboration. One Joinbodi grantee went so far as to say the Foundation “initially fostered” much of

*“I think that creating that platform that MacArthur has given us, the cohort platform, ensuring that people who are working on the same issue have a platform that they can come together where they can share knowledge, share information, has helped in ensuring that more people reach out to one another to see how they can leverage each other.”
– Behavior Change Grantee*

the increase in collaboration they have observed in the accountability ecosystem because the Foundation is “one of the few international development partners that I know very seriously stresses the importance of collaboration.” Grantees noted that the Foundation’s development of modules (i.e., groups of grantees working on the same thematic area that the Foundation regularly convenes for the purpose of sharing information and identifying potential collaborations. Modules are also referred to as “cohorts”), which the evaluation of On Nigeria 1.0 identified as important for

increasing collaboration, was pivotal in helping them identify new partners and learn more about the work of organizations that could inform their understanding of the work in the sector as a whole (see

box). Some noted that the WhatsApp channels established for the modules were valuable for collaborative learning. In addition to the modules, grantees noted that the Foundation is very helpful in making introductions and recommendations about who to talk to in other modules. Grantees also noted that the Foundation promotes knowledge and resource sharing across the On Nigeria portfolio. Furthermore, by funding Partners United, MacArthur supports a platform that promotes further learning, collaboration, and sharing of resources.

In addition to these activities, grantees said that the Technical Assistance (TA) Partner's support helped to improve the quality of data they could use in collaborations and shared learning. One grantee noted that the support from the TA partner and encouragement from the Foundation allowed them to attend an international conference and meet potential partners outside of Nigeria.

Finding 10: Grantees described several challenges that impede their efforts to collaborate with government entities, including slow timelines, low interest in collaboration on the part of some government actors, and lack of government funding for projects.

When asked about challenges impeding collaboration, grantees explained that working with government partners was often hard. Though grantees noted that there are many passionate anticorruption champions within the government (and indeed many grantees aim to partner specifically with these champions), collaboration was often challenging for several reasons, including limited funding for government actors to engage, expectations that “collaboration” would mainly be driven by grantee activities, and delays caused by bureaucracy.

“I think they just feel threatened whenever civil society organizations come to them and bring innovative ideas of projects or technical support. There are a few people in government who are very passionate about Nigeria’s development, very passionate about ensuring that the right thing is done, so there has to be a way of identifying them and using them as your mouthpiece in winning other people over and showing that you do not mean any harm, you are not there to point the finger, only to make things better.” - Joinbodi Grantee

Some grantees also highlighted challenges in building trust with the government because of the nature of anticorruption work. Grantees noted that government actors may feel that CSOs’ work in this space is accusatory or antagonistic toward the government (see box). One respondent noted that government actors are sometimes concerned that CSOs might be associated with a particular political party or politician, potentially coloring their anticorruption motives. The respondent flagged that it is critical to overcome this misperception. That said, grantees noted that the strategies of meeting early to identify common goals and having ongoing, consistent touchpoints through implementation can somewhat mitigate this challenge.

How do GESI considerations feature in the On Nigeria–27centered network?

Data on collaboration related to GESI considerations is limited, but some grantees are seeking to ensure marginalized communities have a voice and participate in accountability actions. Organizations that may have a GESI focus do not appear well connected to each other.

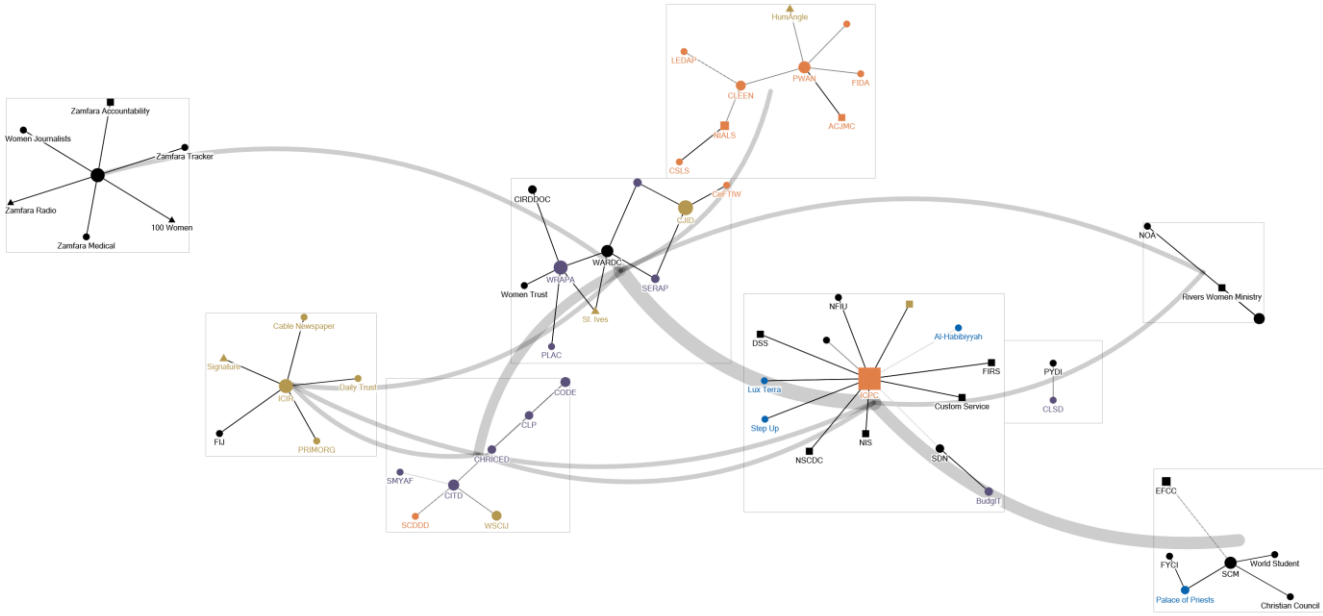
Finding 11: While several grantees engage in collaborations that integrate GESI considerations— with particular focus on bringing women, youth, and people with disabilities into their work— these organizations are generally not well connected to others.

A small number of network actors have either a particular organizational focus on women, youth, and persons with disabilities, or mentioned prioritizing the needs and participation of these groups in their anticorruption and accountability work. Four of the 18 grantees participating in FGDs mentioned they prioritized including the voices of women and/or people with disabilities and addressing the different issues they face, including by partnering with women’s organizations, women representatives of organizations, or organizations representing people with disabilities.

Six grantees responding to the survey described undertaking collaborative work that integrated the concerns and priorities of historically marginalized groups. For example, two Media and Journalism grantees prepared reports on corrupt behaviors that harmed women, children, and people with disabilities and worked with others to amplify these reports. In one case, they covered the issue of accessibility of government buildings, and made sure to feature comments from an organization representing people with disabilities in their reporting. Another Media and Journalism grantee noted that although their goal is to report on corruption related to budgetary issues, their investigations often lead to stories affecting women, girls, and vulnerable children. Grantees in other modules reported that with the help of grassroots organizations, they are working together to leverage social media platforms and canvassing to engage marginalized groups. Some also mentioned working with grassroots partners to provide accessibility options for those with physical disabilities.

Exhibit 12 presents a map of interactions involving organizations that either mentioned integrating GESI into their work, or have the terms *women*, *youth*, or *student* in their names, representing a particular organizational focus on GESI. Because no systematic data were collected on GESI-focused collaboration, this map represents the *potential* for GESI connections among organizations with this possible focus. Connections in this map support some of the GESI successes described in the qualitative data and suggest that some organizations may be involved in collaborative anticorruption work related to GESI. Nevertheless, only a small proportion—4 percent—of all possible ties are realized between these organizations, suggesting that there is substantial room for further collaborative work on issues related to GESI.

Exhibit 12. Map of all interactions that may be related to GESI¹⁴



Created with NodeViz (http://nodviz.com/)

Legend: Criminal Justice | Media and Journalism | Joinbodi | Behavior Change | Non-grantee

● NGO | ■ Government Agency/Organization | ▲ Private Business/Company

— high collaboration | - - medium collaboration | ... low collaboration | — aggregated connections

¹⁴ A larger version of the GESI SNA map is available in Annex 1.

What is needed to ensure a successful On Nigeria–27centered network in 2024?

During an in-person learning event focused on the preliminary SNA findings, held in Abuja on October 6, 2022, grantees identified several areas—collaboration, GESI, sustainability—in which action is needed to achieve a stronger, more durable network of accountability actors in 2024.

Finding 12: Grantees report that they are well-positioned to draw on existing strengths—the breadth and depth of grantee and partner expertise, ongoing interactions among accountability actors, and platforms for connection and innovation—to develop the collaborative initiatives needed to improve the inclusiveness and sustainability of the On Nigeria–27centered network. To capitalize on those strengths more work and action are needed.

Almost all On Nigeria grantees participated in an in-person learning event held in Abuja on October 6, 2022, in which the On Nigeria Evaluation and Learning Partner presented the SNA methodology and findings, followed by an interactive discussion on the findings and their implications. During that discussion, grantees discussed their visions for success for the On Nigeria–27centered network, and the broader accountability ecosystem by 2024, and identified three thematic areas in which progress is needed to achieve that success: collaboration, GESI, and sustainability. Success in each of these domains looks different, with collaboration seen as a precursor to the other two.

Grantees feel they will be able to bring more actors—including historically marginalized groups like women, youth, and people with disabilities—into their work by further broadening and deepening collaborative efforts with government, with community-level stakeholders, and across grantee modules. In doing so, they expect to build collective ownership of the fight against corruption, strengthen accountability mechanisms, and identify and share lessons, thereby improving the sustainability of their individual and collective programming, both now and beyond 2024.

Grantees identified several existing strengths that they can leverage to achieve success in these domains. The diversity and richness of current actors in the On Nigeria–27centered network, and the existing connections among these actors, reflect a level of expertise and knowledge relevant to other actors and a possible pathway to sharing it. Currently, network actors have access to several platforms—biannual module meetings, occasional cross-module meetings, Partners United (a website on which many On Nigeria grantees already share information, reports, and lessons), WhatsApp groups, X-grants (small grants provided by the MacArthur Foundation that support exchange and convening), and ad-hoc meetings²⁷—that support interaction and knowledge sharing. In addition, On Nigeria grantees and their partners are, in many cases, engaged in innovative work. By learning from and sharing about their programming, network actors can further strengthen the work of others.

To capitalize on these strengths and reinforce Nigeria’s accountability ecosystem, more work remains to be done, specifically to increase the frequency and strength of “value-add” connections and bring additional key actors into the network. To catalyze collaboration, grantees noted a variety of resources that would be useful: more formal platforms for exchanging lessons and information, guidelines for collaboration within and across modules, and intentional engagement of grantees that

focus on issues related to GESI. Grantees outlined some key actions to improve the integration of GESI considerations: deliberate, strategic engagement of vulnerable and historically marginalized groups throughout the design and implementation of their programming, and alignment of GESI considerations with their own unique contexts and goals. To ensure the sustainability of their work, grantees highlighted a variety of needs, including exploring alternative revenue generation models, further improving the capacity of government and community partners, and institutionalizing existing strategic collaborations.

Conclusions

Conclusion 1: Network actors have yet to realize a high proportion of all potential interactions. While all potential interactions are not equally relevant, several factors—the relative density of module-level networks, the prominence of several connecting hub organizations, and the strength of existing grantee–non-grantee and grantee–grantee collaborations—indicate that the accountability ecosystem could be deepened and sustained by selectively expanding network actors’ collaborative efforts in the future. (Aligned with Findings 1, 2, 3, 4, 8, 12)

The overall social network captured in Exhibit 3 is not very dense at present. A scant 1 percent of all possible collaborations are taking place, and many of the organizations in the network share only a single connection to other actors. While not all organizations need to engage with every other actor (this would not be efficient or useful), there appears to be significant space to further deepen collaboration and connections among specific organizations in ways that add value to grantees’ anti-corruption work, including by further incorporating a GESI lens, and ultimately, to the sustainability and effectiveness of the accountability ecosystem. There are several promising signs regarding collaboration among and between grantees and non-grantees, including with organizations not currently visible in this data set.

First, many grantees are highly connected to non-grantee organizations. This type of connection is the most frequent in all modules except Media and Journalism and reflects the focus of each grantee’s projects (few grantees have grantee–grantee connections as the focus of their On Nigeria programming).

Second, while still fairly low density, module-level networks are denser than the overall network. Within modules, grantee–grantee collaboration is comparatively frequent. While some of the differences in density seen in the overall- versus module-level data can be explained by the smaller number of actors in the module networks, the data demonstrate higher rates of collaboration *within* the modules than *across* modules.

Third, when network actors do collaborate, they do so intensely and frequently. This is true of both grantee–non-grantee and grantee–grantee interactions, suggesting that when organizations decide to invest in collaborative initiatives, they do so in a committed fashion.

Fourth, at the overall network level, there are several prominent hub organizations that have connections with many non-grantees and grantees working on a variety of issues and deploying

different social accountability approaches. These central organizations link a diverse set of accountability actors, directly and indirectly. These hubs have the potential to connect other actors with each other to expand the breadth of the social network and potentially improve the chances that different organizations might coordinate in the future.

Considered together, and in conjunction with the strengths, priorities, and opportunities identified by grantees, these factors suggest that, although the overall network density is currently low, robust and effective collaboration involving a number of actors is already present in the On Nigeria–centered network. Network actors’ efforts to capitalize on existing connections and strategically identify and engage other key anticorruption players could further broaden and deepen the accountability ecosystem in the future.

Conclusion 2: Grantees and the MacArthur Foundation have developed strategies for identifying new partnerships, building trust, and strengthening collaborative initiatives with grantee and non-grantee actors across the accountability ecosystem. These strategies have contributed to some notable successes. However, network actors continue to face challenges when it comes to working effectively with the government actors. (Aligned with Findings 7, 8, 9, 10, 12)

Grantees in all four modules noted that the existence of the module itself, along with the MacArthur Foundation’s strong emphasis on collaboration, helped them identify partners—both other grantees and non-grantees—with whom to collaborate. They felt the Foundation’s strategies to promote camaraderie and learning, such as hosting regular module meetings, establishing WhatsApp groups, sharing new reports, and supporting Partners United as a platform, successfully contributed to collaboration between grantees.

Grantees noted that trust is essential to the success of their collaborative relationships with non-grantees and other grantees alike. They described intentionally building trust with frequent early meetings to set goals, define risks, and identify complementary strengths and skills. They also maintained frequent, ongoing touch points to share lessons, hold partners mutually accountable for commitments, and identify ways to overcome hurdles. Grantees have leveraged these resources and strategies to access a broader range of potential collaborators through other module members’ networks, including government partners, and to successfully form partnerships.

Taking trust-building steps, however, can be challenging, especially when it comes to working with government actors. Although grantees noted the presence of civil servants dedicated to the anti-corruption fight who were valuable allies, they often confronted the slowness inherent in bureaucracy and public resource constraints when trying to engage government partners. In the anticorruption space, there is an inherent lack of trust and high suspicion between government actors and civil society—despite the use of the strategies and resources just described—which can hinder efforts to establish and maintain collaborative partnerships, especially with government actors.

Conclusion 3: Potential areas for strengthening the On Nigeria–centered network and the broader accountability ecosystem include: selectively engaging more teeth actors to further activate the

sandwich strategy, increasing the voice and participation of marginalized groups in anticorruption efforts, and identifying and carrying out specific actions with regard to sustainability and institutionalization. (Aligned with Findings 1, 2, 4, 5, 6, 11, 12)

Most of the network actors represented in this social network analysis are voice actors, who carry out voice-side initiatives, although many employ both vertical and diagonal social accountability strategies. The network reflects On Nigeria 2.0 funding patterns—most grants go to voice actors (although funding is also provided to some teeth actors). The relative scarcity of teeth-side actors in the overall network map is therefore unsurprising (especially as, in many cases, it may only make sense for one key actor to participate in any given collaboration and for one teeth actor to have many unique partners). Nevertheless, it is notable that most interactions with teeth actors captured in this analysis involve grantees in the Criminal Justice module and that Criminal Justice grantees, with a few exceptions, rarely interact with grantees in other modules (ICPC is a clear and obvious exception to this rule). This could have the effect of isolating teeth actors within the network, as well as potentially limiting the engagement of government partners in On Nigeria programming, thereby restricting government buy-in for initiatives supported by On Nigeria grantees. Improving the sustainability of the network and grantees' work may require increasing efforts to engage strategic teeth actors, now and in the longer term.

From both the SNA data and discussions with grantees at the Abuja event, there is potential and space to increase collaboration related to GESI considerations, including through scaling up cross-module collaboration. Although several grantees report introducing a GESI lens into their anticorruption work, the GESI network map indicates that these organizations and their partners do not appear to collaborate with others frequently. Increasing connections among GESI-focused organizations and others could help expand the inclusiveness of the anticorruption work taking place under On Nigeria and broaden the participation of historically marginalized groups like women, youth, and people with disabilities.

Finally, grantees expressed notable concerns about the extent to which their work is institutionalized enough to persist beyond the closure of On Nigeria in 2024. Taking action to strengthen collaboration, improve the inclusiveness of On Nigeria programming, and contribute to sustainability is a clear priority for grantees, but more work is needed to identify and concretize those actions into specific commitments, owned by particular organizations, at the module and portfolio levels.

Areas for Further Exploration

To further strengthen, institutionalize, and sustain the robust network of accountability actors connected to On Nigeria, and contribute to the broader accountability ecosystem in Nigeria, further exploration and action are needed. Specifically, the Program Team (and eventually, grantees), would benefit from reflecting on, and attempting to craft answers to, the following questions:

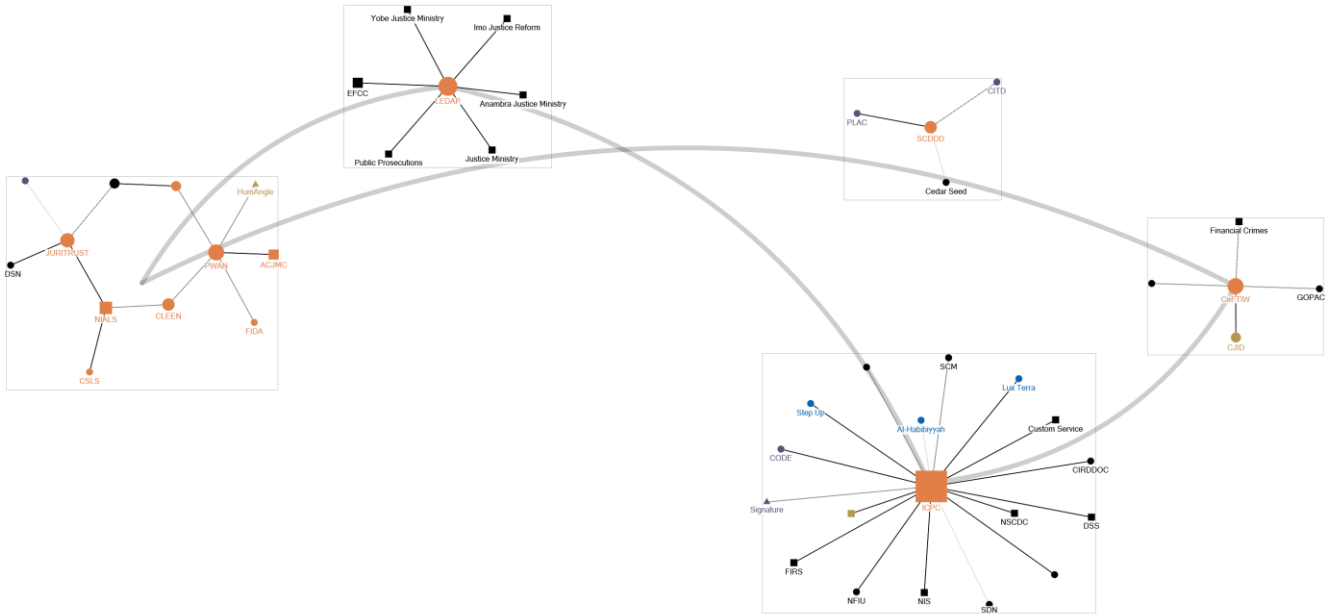
1. *What new connections and/or collaborations would add most value to the work of On Nigeria, and support further sustaining and institutionalizing the work of grantees and non-grantees? Who should be involved in these collaborations, and what should they focus on?*
2. *What kinds of strategies and approaches are needed to sustain collaborations between voice and teeth actors over time, including through transitions in government personnel?*
3. *What would it take to facilitate the creation of high-value new connections, and to sustain them? Who should lead those efforts, initially and over time, and at what level should they take place: grantee, module, and/or overall portfolio?*
4. *What are the respective responsibilities of the Program Team and grantees when it comes to taking action to improve collaboration, strengthen GESI, and sustain the work of On Nigeria beyond 2024? Who is best positioned to do what?*

Once the Program Team tentatively answers these questions, the Foundation will be well positioned to work with grantees to develop shared commitments for collective action and ensure the enduring legacy of the On Nigeria program beyond its closing in 2024.

Annex 1: Additional Tables, Charts, and SNA Maps

The additional tables, charts, and SNA maps below are referenced throughout the report.

Exhibit 13. Criminal Justice Module-Level, undirected SNA Map



Created with NodeXL (http://nodexl.com/)

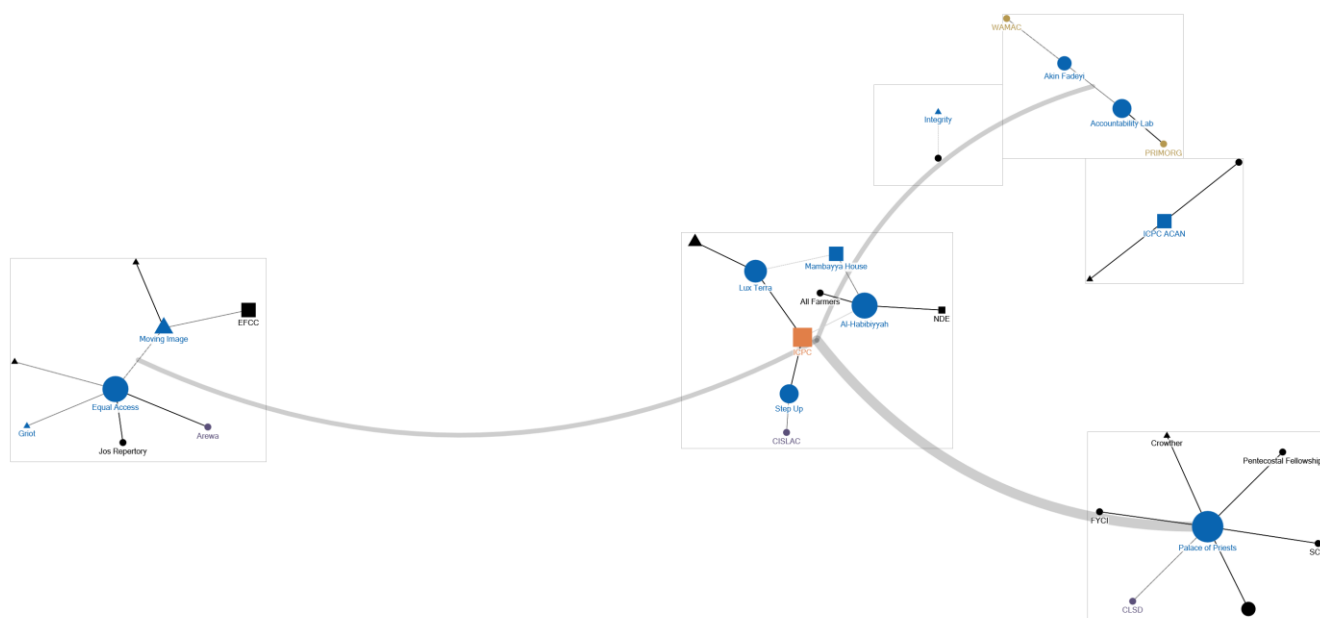
Legend: **Criminal Justice** | **Media and Journalism** | **Joinbodi** | **Behavior Change** | **Non-grantee**
 ● NGO | ■ Government Agency/Organization | ▲ Private Business/Company
 — high collaboration | - - medium collaboration | ... low collaboration | — aggregated connections

The CJ module-level SNA map is a hub and spoke network with one government agency acting as the hub with many connections, or ties. There is one fragmented network with four organizations and there are four organizations that are acting as single-node connectors to smaller networks.

- NGO | ■ Government Agency/Organization | ▲ Private Business/Company
- high collaboration | -- medium collaboration | ... low collaboration | — aggregated connections

The JB module-level SNA map is a core and periphery network with JB grantee hubs at the core of the network and many organizations towards the periphery. There are multiple ties among the JB grantee organizations and there are many single-node ties with JB grantees at the periphery of the network.

Exhibit 16. Behavior Change Module-Level, undirected SNA Map



Created with NodeXL (http://nodexl.com/)

Legend: **Criminal Justice** | **Media and Journalism** | **Joinbodi** | **Behavior Change** | **Non-grantee**

- NGO | ■ Government Agency/Organization | ▲ Private Business/Company
- high collaboration | -- medium collaboration | ... low collaboration | — aggregated connections

The BC module-level SNA map is a hub and spoke network with BC grantee hubs scattered across the network. There are two fragmented networks—one with three organizations and one with two organizations. There are multiple BC grantees that act as connectors between grantees and non-grantees in the network.

Exhibit 17. Collaboration by interaction type

Collaboration Level*	Grantee-Grantee	Grantee-Non-grantee	Non-grantee-Non-grantee	Total
High	47% (41)	66% (61)	47% (8)	56% (110)
Medium	44% (39)	28% (26)	47% (8)	37% (73)
Low	9% (8)	5% (5)	6% (1)	7% (14)
Total	88	92	17	197

*Collaboration Levels were described as the following: high (frequent communication, long-term interaction and coordination, share ideas and resources), medium (formal communication as needed, interaction on discrete activities or projects), and low (networking, infrequent information sharing)

Exhibit 18. Frequency level by interaction type

Frequency Level	Grantee-Grantee	Grantee-Non-grantee	Non-grantee-Non-grantee	Total
Weekly	7% (6)	20% (18)	12% (2)	13% (26)
Monthly	32% (28)	16% (15)	12% (2)	23% (45)
Quarterly	42% (37)	45% (41)	29% (5)	42% (83)
Annually	19% (17)	20% (18)	47% (8)	22% (43)
Total	88	92	17	197

Exhibit 19. Complementary tactics level by interaction type

Complementary Tactics*	Grantee-Grantee	Grantee-Non-grantee	Non-grantee-Non-grantee	Total
High	30% (26)	51% (47)	29% (5)	40% (78)
Medium	51% (45)	38% (35)	35% (6)	44% (86)
Low	13% (11)	6% (6)	29% (5)	11% (22)
Don't Know/Decline to Answer	7% (6)	4% (4)	6% (1)	6% (11)
Total	88	92	17	197

*Complementary tactic levels were defined as the following: high (frequent communication, long-term interaction, and coordination to develop AND use complementary tactics); medium (formal communication as needed and/or some interaction on discrete activities, but no systematic coordination to develop AND/OR use complementary tactics), and low (infrequent communication and/or little to no interaction, coordination, or collaboration to develop OR use complementary tactics)

Exhibit 20. Integrated strategies level by interaction type

Integrated Strategies	Grantee-Grantee	Grantee-Non-grantee	Non-grantee-Non-grantee	Total
High	28% (24)	51% (47)	29% (5)	39% (76)
Medium	44% (39)	33% (30)	65% (11)	41% (80)
Low	25% (22)	10% (9)	6% (1)	16% (32)
Don't Know/Decline to Answer	3% (3)	6% (6)	0% (0)	5% (9)
Total	88	92	17	197

*Integrated strategy levels were defined as the following: high (frequent communication, long-term interaction, and coordination), medium (formal communication as needed and/or some interaction on discrete activities, but no systematic coordination), and low (infrequent communication and/or little to no interaction, coordination, or collaboration)

Exhibit 21. Collaboration level across modules, within modules, and with non-grantees

Collaboration Level	Module Interaction Type					Total
	CJ-BC	CJ-CJ	CJ-JB	CJ-MJ	CJ-non-grantee	
High	67% (2)	44% (4)	50% (2)	40% (2)	68% (17)	59% (27)
Medium	0% (0)	56% (5)	25% (1)	60% (3)	24% (6)	33% (15)
Low	33% (1)	0% (0)	25% (1)	0% (0)	8% (2)	9% (4)
Collaboration Level	Module Interaction Type					Total
	MJ-BC	MJ-CJ	MJ-JB	MJ-MJ	MJ-non-grantee	
High	67% (2)	40% (2)	38% (5)	61% (11)	90% (9)	59% (29)
Medium	33% (1)	60% (3)	46% (6)	39% (7)	10% (1)	37% (18)
Low	0% (0)	0% (0)	15% (2)	0% (0)	0% (0)	4% (2)
Collaboration Level	Module Interaction Type					Total
	JB-BC	JB-CJ	JB-JB	JB-MJ	JB-non-grantee	
High	33% (1)	50% (2)	43% (9)	43% (6)	50% (18)	46% (36)
Medium	67% (2)	25% (1)	43% (9)	43% (6)	44% (16)	44% (34)
Low	0	25% (1)	14% (3)	14% (2)	6% (2)	10% (8)
Collaboration Level	Module Interaction Type					Total
	BC-BC	BC-CJ	BC-JB	BC-MJ	BC-non-grantee	
High	17% (1)	67% (2)	33% (1)	50% (1)	72% (13)	56% (18)
Medium	67% (4)	0% (0)	67% (2)	50% (1)	22% (4)	34% (11)
Low	17% (1)	33% (1)	0% (0)	0% (0)	6% (1)	9% (3)

Exhibit 22. Frequency of collaborations within modules, across modules, and with non-grantees

Frequency Level	Module Interaction Type					Total
	CJ-BC	CJ-CJ	CJ-JB	CJ-MJ	CJ-non-grantee	
Weekly	0% (0)	11% (1)	0% (0)	0% (0)	32% (8)	20% (9)
Monthly	33% (1)	22% (2)	25% (1)	20% (1)	4% (1)	13% (6)
Quarterly	67% (2)	56% (5)	50% (2)	80% (4)	44% (11)	52% (24)
Annually	0% (0)	11% (1)	25% (1)	0% (0)	20% (5)	15% (7)

Frequency Level	Module Interaction Type					Total
	MJ-BC	MJ-CJ	MJ-JB	MJ-MJ	MJ-non-grantee	
Weekly	0% (0)	0% (0)	8% (1)	11% (2)	10% (1)	8% (4)
Monthly	67% (2)	20% (1)	23% (3)	50% (9)	40% (4)	39% (19)
Quarterly	33% (1)	80% (4)	46% (6)	28% (5)	20% (2)	37% (18)
Annually	0% (0)	0% (0)	23% (3)	11% (2)	30% (3)	16% (8)
	JB-BC	JB-CJ	JB-JB	JB-MJ	JB-non-grantee	
Weekly	33% (1)	0% (0)	5% (1)	7% (1)	17% (6)	12% (9)
Monthly	0% (0)	25% (1)	24% (5)	29% (4)	22% (8)	23% (18)
Quarterly	33% (1)	50% (2)	43% (9)	43% (6)	42% (15)	42% (33)
Annually	33% (1)	25% (1)	29% (6)	21% (3)	19% (7)	23% (18)
	BC-BC	BC-CJ	BC-JB	BC-MJ	BC-non-grantee	
Weekly	0% (0)	0% (0)	33% (1)	0% (0)	17% (3)	13% (4)
Monthly	0% (0)	33% (1)	0% (0)	50% (1)	28% (5)	22% (7)
Quarterly	50% (3)	67% (2)	33% (1)	50% (1)	39% (7)	44% (14)
Annually	50% (3)	0% (0)	33% (1)	0% (0)	17% (3)	22% (7)

Exhibit 23. Social accountability approaches, grantees versus non-grantees

Approaches*	Grantees	Non-Grantees	Total
Vertical Approaches	35% (29)	44% (19)	38% (48)
Horizontal Approaches	22% (18)	21% (9)	22% (27)
Diagonal Approaches	37% (30)	33% (14)	35% (44)
Don't know/Decline to answer	6% (5)	2% (1)	5% (6)
Total	82	43	125

*Respondents could select multiple answer choices

Exhibit 24. Proportion of voice and teeth actors

Actor Type	% (No.)
Voice Actor	79% (100)
Teeth Actor	21% (27)
Total	127

Exhibit 25. Proportion of responses for the types of voice and teeth approaches used by organizations for their anti-corruption work by grantees vs. non-grantees (n = 75 respondents)

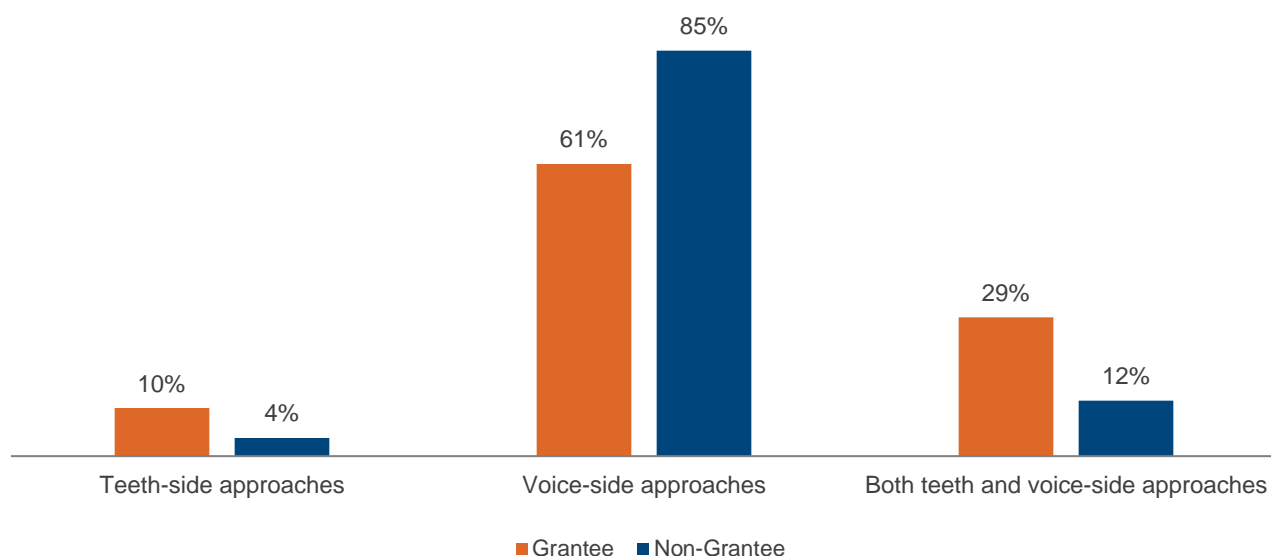


Exhibit 26. Proportion of voice and teeth interactions by interaction type

Actor Type	Grantee-Grantee	Grantee-Non-grantee	Non-grantee-Non-grantee	Total
Voice-Voice actors	90% (79)	64% (59)	53% (9)	75% (147)
Voice-Teeth actors	10% (9)	36% (33)	47% (8)	25% (50)
Teeth-Teeth actors	0% (0)	0% (0)	0% (0)	0% (0)
Total	88	92	17	197

Annex 2: Organizations Named in the Data

A complete list of all the unique organizations mentioned in the SNA sample is provided below.

Organization Acronym/Shorthand	Organization Name
100 Women	100 Women Lobby Group
Accountability Lab	Accountability Lab Nigeria

ActionAid	ActionAid
ACJMC	Administration of Criminal Justice Monitoring Committee
Advocacy	Advocacy Nigeria
Africa Check	Africa Check
AEDPI	Africa Economic Development Policy Initiative
CLSD	African Centre for Leadership, Strategy, and Development
AFRICMIL	African Centre for Media and Information Literacy
Akin Fadeyi	Akin Fadeyi Foundation
Al-Habibiyyah	Al-Habibiyyah Islamic Society
All Farmers	All Farmers Association of Nigeria
Arewa	Arewa Research and Development Project (Arewa24 TV station)
Bayero University	Bayero University, Kano, Faculty of Communication
BBC	British Broadcasting Corporation
BudgIT	BudgIT Foundation
Cable Newspaper	Cable Newspaper Journalism Foundation
Global Peace	Catalyst for Global Peace and Justice Initiative
Cedar Seed	Cedar Seed Foundation
CeFTIW	Centre for Fiscal Transparency and Integrity Watch
CITD	Centre for Information Technology and Development
CJID	Centre for Journalism, Innovation, and Development/Premium Times Centre for Investigative Journalism
CPRDS	Centre for Policy Research and Development Solutions
CSJ	Centre for Social Justice
CSLS	Centre for Socio-Legal Studies
Christian Council	Christian Council of Nigeria
CIRDDOC	Civil Resource Development and Documentation Centre
CISLAC	Civil Society Legislative Advocacy Centre
CLEEN	CLEEN Foundation
CLP	Community Life Project
CODE	Connected Development Initiative
CHCR	Conscience for Human Rights and Conflicts Resolution
Crowther	Crowther Radio 104.5 FM
Daily Trust	Daily Trust Foundation/ Media Trust
DSS	Department of State Services
Public Prosecutions	Directors of Public Prosecutions Forum
DSN	Duty Solicitors Network
EFCC	Economic and Financial Crimes Commission
Equal Access	Equal Access International
FIRS	Federal Inland Revenue Service
Finance Ministry	Federal Ministry of Finance, Budget, and National Planning
Justice Ministry	Federal Ministry of Justice

Against Corruption	Fight Against Corruption in the Judiciary
Zamfara Radio	FM Zamfara Radio and Social Media Bloggers
FIJ	Foundation for Investigative Journalism
FYCI	Frontline Youth Creativity Initiative
GOPAC	Global Organization Of Parliamentarians Against Corruption Nigeria in the Office of Senate Committee on Anti-Corruption and Financial Crimes, NASS, Abuja, Nigeria.
Griot	Griot Studio
HDFA	High Definition Films Academy
Financial Crimes	House Committee on Financial Crimes
HEDA	Human and Environmental Development Agenda
HumAngle	HumAngle Media Limited
ICPC ACAN	ICPC's Anti-Corruption Academy of Nigeria
Imo Justice	Imo Justice Reform Committee, The Judiciary, Owerri
ICPC	Independent Corrupt Practices and Other Related Offences Commission
INGRA	Initiative for Grassroot Advancement in Nigeria
IRIAD	Initiative for Research, Innovation, and Advocacy in Development
Integrity	Integrity Organization
ICIR	International Centre for Investigative Reporting
FIDA	International Federation of Women Lawyers
Jos Repertory	Jos Repertory Theatre
JURITRUST	JURITRUST Centre for Socio-Legal Research and Documentation
Kebetkache	Kebetkache Women Development Centre
KONGONET	Kogi NGOs Network
Landmark	Landmark FM Kontagora
LEDAP	Legal Defence and Assistance Project
Love	Love 104.5 FM Abuja
Lux Terra	Lux Terra Leadership Foundation
Mambayya House	Mambayya House, Aminu Kano Centre for Democratic Studies, Bayero University, Kano
Anambra Justice Ministry	Ministry of Justice, Anambra State
Yobe Justice Ministry	Ministry of Justice, Yobe State
Moving Image	Moving Image Limited
NDE	National Directorate of Employment
NILDS	National Institute for Legislative and Democratic Studies
NOA	National Orientation Agency
SM	Nigeria Civil Society Situation Room
Custom Service	Nigeria Custom Service
NIS	Nigeria Immigration Service
Nigeria Info	Nigeria Info
Nigeria Police	Nigeria Police
NSCDC	Nigeria Security and Civil Defense Corps

NBA	Nigerian Bar Association
NFIU	Nigerian Financial Intelligence Unit
NIALS	Nigerian Institute of Advanced Legal Studies
Zamfara Medical	Nigerian Medical Association Zamfara State
Women Journalists	Nigerian Union of Women Journalist
Women Trust	Nigerian Women Trust Fund
OGP	Open Government Partnership/Federal Ministry of Finance, Budget and National Planning
Order Paper	Order Paper
Oya Media	Oya Media Limited
Oyo Govt Service	Oyo State Local Government Service Commission
Palace of Priests	Palace of Priests Assembly
PWAN	Partners West Africa Nigeria
PERL	Partnership to Engage, Reform, and Learn
Pentecostal Fellowship	Pentecostal Fellowship of Nigeria
Kaduna Planning, Budget	Planning and Budget Commission, Kaduna State
PLAC	Policy and Legal Advocacy Centre
PYDI	Productive Youths Development Initiative
PRIMORG	Progressive Impact Organization for Community Development
PPDC	Public and Private Development Centre
RECEF	Renaissance Care and Empowerment Foundation
CHRICED	Resource Centre for Human Rights and Civic Education
Rivers Women Ministry	Rivers State Ministry of Women Affairs
RoLAC	Rule of Law and Anti-Corruption Programme- British Council
Civic Media	Sahara Reporters Media Foundation (Civic Media Lab)
SCDDD	Savannah Centre for Diplomacy, Democracy, and Development
SBMC	School-Based Management Committee
SMYAF	Shehu Musa Yar'Adua Foundation
Signature	Signature Communication Limited
Social Action	Social Development Integrated Centre (Social Action)
SERAP	Socio-Economic Rights and Accountability Project
St. Ives	St. Ives Communication Limited
SDN	Stakeholder Democracy Network
Step Up	Step Up Nigeria
SCM	Student Christian Movement of Nigeria
New Telegraph	The New Telegraph Newspaper
TUGAR	The Technical Unit on Governance and Anti-Corruption Reforms
UNODC	The United Nations Office on Drugs and Crime
TVC News	TVC News
Value Plus	Value Plus Creation and Data Technology Managers
WAMAC	Wadata Media and Advocacy Centre

WSCIJ	Wole Soyinka Centre for Investigative Journalism
WARDC	Women Advocates Research and Documentation Center
WRAPA	Women's Rights Advancement and Protection Alternative
World Student	World Student Christian Federation
Zamfara Accountability	Zamfara State Accountability Mechanism on Maternal, Neonatal, and Child Health
Zamfara Tracker	Zamfara Tracker

Annex 3: Concepts and Definitions

Understanding Network Data

SNA Maps: Nodes and Ties

Network maps visualize the actors and connections between them

At the most basic level, network maps are comprised of nodes(circles) and ties(lines). Each node represents an organization, and a tie represents a confirmed relationship between two organizations (meaning both organizations said they connected). A node's color represents the type of organization, as shown by the legend under the network maps in this report.

Network Measures: Centrality

Centrality measures how connected an organization is to the broader network

There are many different measures of centrality. This analysis focuses on in-degree, out-degree, and betweenness centrality (see Glossary below for definitions). The visualizations in this report present nodes' sizes based on degree centrality, which is the simplest centrality score and is simply calculated as the number of direct connections to other nodes (in short, the number of ties running to/from an organization).

Placement of organizations within the maps is generated using NodeXL, a network analysis and visualization software. The software's layout of the organizations was based on the Harel-Koren Fast Multiscale layout algorithm. In this layout, the nodes that are adjacent to each other are shown near each other, whereas nodes that are not adjacent are far apart.¹⁵ In highly connected networks, the actual placement of organizations in the maps will be less meaningful because numerous organizations are highly central in the network.

¹⁵ For more on the mathematics underlying network visualizations, please see Hansen and Schneiderman, et. al, *Analyzing Social Media Networks with NodeXL: Insights from a Connected World*.

Network Measures: Density

Network density refers to the overall extent of connectedness of the network

Density is calculated as the proportion of realized ties out of the total number of all possible ties. The higher the proportion, the denser the network: a network in which every actor is connected to every other actor would have a density of 100 percent.

SNA Glossary

Term	Definition
Centrality	A node-level measure expressing how connected an organization is to the rest of the network.
Centralization	A network-level measure expressing how equally (or unequally) centrality is distributed in the network. It is the extent to which the network is organized around its most central (connected) actor.
Centrality/Centralization Types	Centrality (a node-level measure), and centralization (a network-level measure) can be measured in several different ways; this analysis uses four measures: Betweenness: the extent to which an entity is connected to other nodes that are not connected to each other or the proportion of paths that an entity lies on between other entities in the network (reflects and organization's ability to act as a "bridge" between unconnected nodes) <ul style="list-style-type: none">• Degree Centrality: for directed networks, degree centrality and degree centralization are additionally measured by:• In-degree: Examining the number of directed ties being received (reflects prominence)• Out-degree: Examining the number of directed ties being provided (reflects influence)
Confirmed vs. Unconfirmed Interactions	When both entities corroborate the interaction, this is a confirmed tie. If only one entity mentions the interaction, it is considered an unconfirmed tie.
Density	A network-level measure expressing the overall strength of connectedness of the network. Density is calculated as the proportion of realized ties out of the total number of all possible ties.
Directionality	A way of representing the provider and receiver in an interaction represented as an arrow. There are two types of SNA maps used in this analysis: <ul style="list-style-type: none">• Directed Graphs: designate a provider and receiver to every interaction, such that, for any given tie, information and/or resources are considered to be flowing in one or both directions between connected nodes.• Undirected Graphs: do not designate a provider and receiver in a given interaction; instead, an interaction is simply represented as existing, without any attempt to specify the direction in which information and/or resources are flowing from one node to another.
Network map	A visualization of a network, comprising of nodes (actors) and ties (interactions)
Node	A symbol representing an entity represented in the network (individuals, organizations, etc.). it can be colored or shaped to represent various stakeholder groups and/or sized to represent degree centrality.

Term	Definition
Tie	A symbol representing some interaction between nodes. Ties can be colored or styled (bold, dashed, etc.) to represent different kinds of levels of connections or agreement/disagreement in interactions.

Understanding Social Accountability Concepts

This report mentions a variety of terms related to social accountability. Such terms are defined in the glossary below.

Social Accountability Glossary

Social Accountability Term	Definition
Accountability Ecosystem	The broad network of actors and infrastructure that support responsive government in the public interest, including the interest of marginalized communities. The accountability ecosystem includes formal and informal organizations as well as individual actors and champions from all sectors of society (public, private, and civil), who collaborate and draw on the infrastructure provided by laws, policies, programs, and norms.
Accountability	Ensuring that officials in public, private, and voluntary sector organizations are answerable for their actions and that there is redress when duties and commitments are not met. Accountability is an institutionalized (i.e., regular, established, accepted) relationship between different actors. One set of people/organizations are held to account ('accountees'), and another set do the holding ('accounters'). ¹⁶
Social Accountability Initiatives	Strategies that attempt to improve institutional performance by bolstering both citizen engagement and the public responsiveness of states and corporations. These include, but are not limited to: citizen monitoring and oversight of public and/or private sector performance, user-centered public information access/dissemination systems, public complaint and grievance redress mechanisms, as well as citizen participation in actual resource allocation decision-making, such as participatory budgeting. ¹⁷ Social accountability approaches fall into several categories, including vertical, horizontal, and diagonal approaches.
Vertical Accountability Approaches	When individual citizens, groups, and organizations play a direct role in holding governments to account using political voice through participation in democratic political processes, and with service providers using consumer voice. ¹⁸ There are formal processes, such as elections, which are an institutional channel of vertical accountability; and there are informal processes through which citizens organize themselves into associations capable of lobbying governments and private service providers, demanding explanations and threatening fewer formal sanctions like negative publicity. ¹⁹

¹⁶ Transparency & Accountability Initiative. "How do we define key terms? Transparency and accountability glossary." (2017, April 12).

¹⁷ Fox, Jonathan. "Social Accountability: What Does the Evidence Really Say?" Global Partnership for Social Accountability. Working Paper 1. 2014.

¹⁸ Department for International Development (DFID). Measuring Change and Results in Voice and Accountability Work. 2009.

¹⁹ Department for International Development (DFID). "Accountability Briefing Note." 2008.

	<p>Respondents were provided with the following description of vertical accountability approaches and were asked to select which approaches they used: “my organization’s work seeks to hold governments accountable by supporting participation in formal political processes, like elections, and/or by supporting citizens to organize and collectively advocate for government officials and/or agencies, demand explanations, or raise awareness of government performance.”</p>
Horizontal Accountability Approaches	<p>Consists of formal relationships within the state itself, with a focus on internal checks and oversight processes, whereby one state actor has the formal authority to demand explanations or impose penalties on another.²¹ For example, executive agencies must explain their decisions to legislatures, and can in some cases be overruled or sanctioned for procedural violations.²²</p> <p>Respondents were provided with the following description of horizontal accountability approaches and were asked to select which approaches they used: “my organization’s work seeks to develop and/or support internal checks and oversight processes within and between government officials or institutions, so that they can hold one another accountable. We help state actors investigate and sanction irregularities, such as corrupt behavior or procedural violations.”</p>
Diagonal Accountability Approaches	<p>Refers to hybrid combinations of vertical and horizontal oversight, involving direct citizen engagement within state institutions. This can involve either participation in or direct management of official oversight bodies.²⁰</p> <p>Respondents were provided with the following description of diagonal accountability approaches and were asked to select which approaches they used: “my organization’s work seeks to create and/or support spaces or processes in which citizens participate in oversight processes, or directly oversee the performance of public or private sector officials, agencies, institutions, and/or organizations.”</p>
Collaboration	<p>A short or longer-term interaction involving two or more actors representing different organizations, in which at least one of the participating parties does at least one of the following: proactively communicates to share information and/or lessons with the other party; contributes to building the capacity of the other party, including by sharing resources, training, and/or expertise; develops and/or implements strategies with common or complementary goals and/or activities; partners on the implementation of common or complementary activities.</p>
Complementary Tactics	<p>Approach bounded interventions (also known as tools) limited to “society-side” efforts to project voice.²⁰ This approach assumes that access to information alone will motivate localized collective action, which will in turn generate sufficient power to influence public sector performance.²⁰ CSOs and other actors seek to strengthen accountability by making use of multiple tools and tactics. These include media exposure, litigation, citizen monitoring, freedom of information requests, peaceful collective action, etc.²¹</p> <p>Respondents were provided with the following description of complementary tactics and were asked to provide the level at which they use these tactics: “Complementary tactics could include litigation, media coverage, citizen monitoring, and others mean to help address corruption:</p> <ul style="list-style-type: none"> • High: frequent communication, long-term interaction, and coordination to develop AND use complementary tactics

²⁰ Chemonics. “Accountability Ecosystems in Practice.” 2019.

²¹ Halloran, Brendan. “Strengthening Accountability Ecosystems: A Discussion Paper.” Transparency and Accountability Initiative. 2015.

	<ul style="list-style-type: none"> • Medium: formal communication as needed and/or some interaction on discrete activities, but no systematic coordination to develop AND/OR use complementary tactics • Low: infrequent communication and/or little to no interaction, coordination, or collaboration to develop OR use complementary tactics”
Integrated Strategies	<p>Emphasizes the use of both vertical accountability approaches across scales and horizontal accountability approaches across accountability mechanisms and processes.²² Employs multiple tactics, encourages enabling environments for collective action for accountability, and coordinates citizen voice initiatives with reforms that bolster public sector responsiveness.²³</p> <p>Respondents were provided with the following description of integrated strategies and were asked to provide the level at which they use these strategies: “Strategic collaboration might focus on holding state actors to account AND supporting monitoring and enforcement of anticorruption laws, policies, and/or regulations:</p> <ul style="list-style-type: none"> • High: frequent communication, long-term interaction, and coordination • Medium: formal communication as needed and/or some interaction on discrete activities, but no systematic coordination • Low: infrequent communication and/or little to no interaction, coordination, or collaboration”
Voice Actors	Members of civil society, private citizens, media organizations, etc., demanding accountability, advocating for reforms, engaging citizens in anticorruption issues, monitoring public projects and legal compliance, and/or publishing more reporting on corruption and anticorruption issues.
Teeth Actors	Public institutions and agencies, government officials, policymakers, decisionmakers, and other high-level actors that develop and enforce laws and regulations, including by implementing systems for transparency, monitoring compliance, and using incentives to discourage corruption and sanctions to punish corruption as well as reduce and prevent corruption.
Module (cohort) Model	On Nigeria’s module-based, or cohort-based, approach to grantmaking is intended to facilitate collaboration across grantee organizations. The module/cohort model includes making grants on an aligned scheduled to the organizations that work within each module, as well as convening regular meetings where grantees share learning and coordinate activities and interventions. The module/cohort is comprised of the grantee organizations working in each module.

Annex 4: References

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²² Fox, Jonathan. “Accountability Keywords.” Accountability Research Center, *Working Paper* 11. 2022.

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