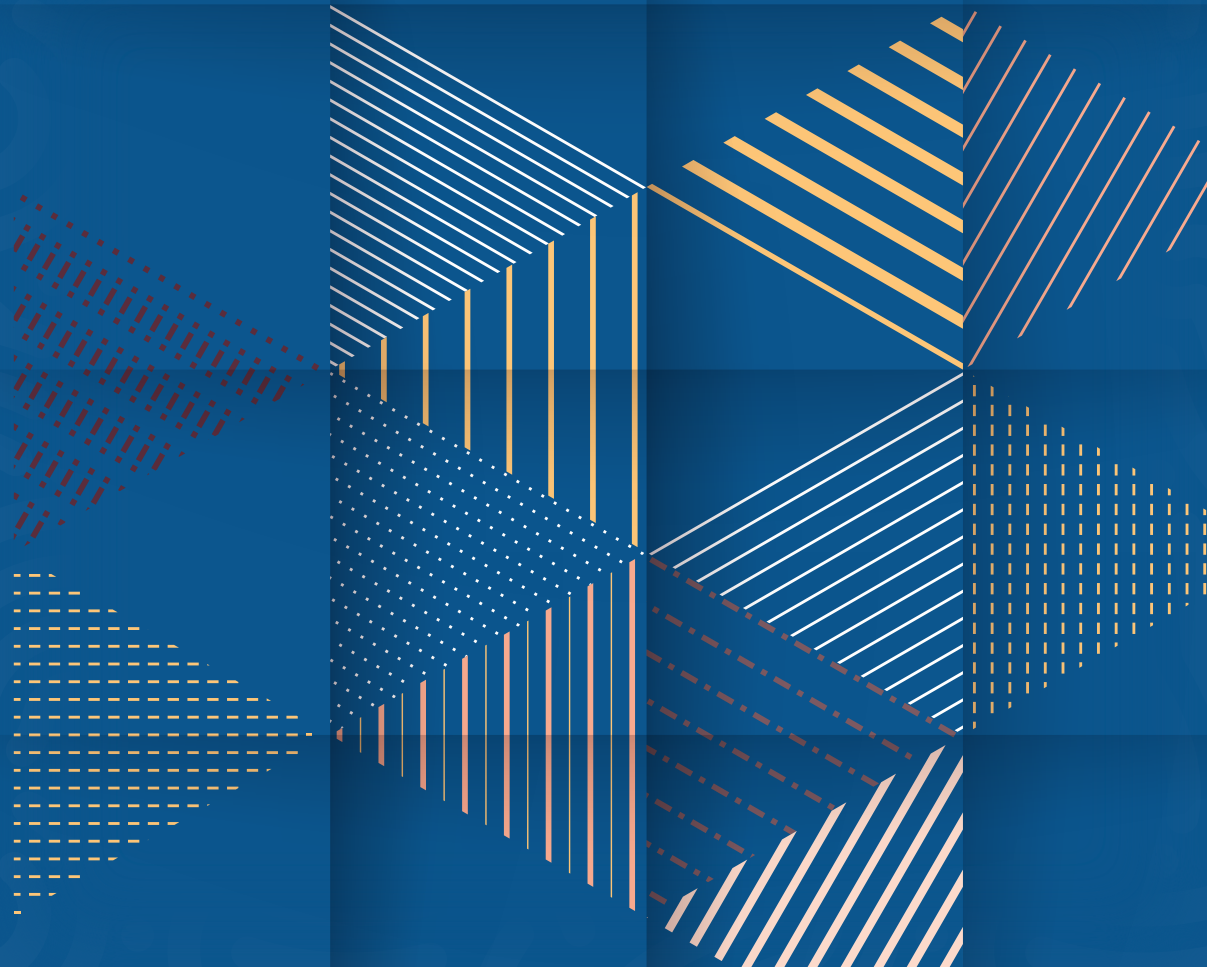


ANNUAL ACTIVITIES REPORT

2025



02



Civic-Tech Platforms Launched

- Emissions Monitoring & Accountability Tool (EMAT) - A digital platform enabling citizens, governments, and civil society to track emissions data, climate actions, and governance commitments in real time, strengthening climate accountability.

- ADÉHÛN - Nigeria's first candidate comparison and promise-tracking platform, designed to promote informed voting, transparency, and post-election accountability by linking campaign commitments to governance outcomes.

22



Civic Actors Trained on the PFM Cycle

At the 2025 Cedars for Human Welfare Initiative Fellowship in Ogbomoso, PLSI trained 22 young civic actors on the full Public Financial Management cycle - explored how each stage from budgeting to auditing impacts transparency and strengthens service delivery.

04



Knowledge Products Produced

PLSI published four key knowledge products this year, providing insights on public finance, electoral accountability, gender equality, and local service delivery: Value for Public Debt in Nigeria: Examining Roles of SAs and Oversight Actors; ADEHUN: Powering Electoral Accountability; Boosting Nigeria's Gender Equality: Public Finance & Policy Strategies; and Strengthening Accountability and Service Delivery at Local Levels.

01



Policy Brief Published

"From Audit to Action: Leveraging Oversight Institutions to Prevent Corruption in the Global South" explores actionable strategies for using oversight institutions to enhance transparency and fight corruption across the Global South.

500+



Smallholder Women Farmers Engaged

Through the SPARK 2 Project with the International Budget Partnership (IBP), PLSI facilitated engagements for over 500 women farmers in Nasarawa, Niger, Anambra, Jigawa, and Oyo, with Auditors-General, Permanent Secretaries from Finance, Agriculture, and Women Affairs, CSOs, and media - promoting inclusive agricultural budgeting and performance audits.

05



Courtesy and Advocacy Visits

PLSI engaged with influential leaders and institutions to advance accountability and civic initiatives, visiting: HE Mai Mala Buni, Governor of Yobe State; Ambassador Richard Mills Jr., U.S. Ambassador to Nigeria; U.S. Embassy, Nigeria; UNODC Nigeria; Shehu Musa Yar'Adua Foundation.

2025 IMPACT SNAPSHOT

5M+



Citizens Reached

Through sustained engagement across our digital platforms, TV features, radio features, and social media channels, PLSI amplified civic awareness, strengthened public discourse, and expanded citizen participation on governance and accountability issues nationwide.

01



Nigeria
Accountability
Summit
2025

National Summit Hosted

Convened 400+ stakeholders from within and outside Nigeria, including policymakers, the private sector, development partners, media, CSOs, academia, and citizen groups at the 2025 Nigeria Accountability Summit, culminating in 14 actionable reform priorities for key stakeholder clusters to drive accountability and governance reforms.

42



Weekly Newsletters Delivered

Throughout 2025, we kept our stakeholders informed and inspired by sharing key activities, impacts, and milestones. Each newsletter helped deepen knowledge of Nigeria's public accountability ecosystem and highlighted our ongoing work.

12



Episodes of Awaken the Citizens Radio Programme

Aired every third Thursday of the month on Splash FM, Ibadan, the programme created an accessible platform for millions of citizens to engage with issues of governance, public finance, and accountability - bridging knowledge gaps and stimulating informed civic action at the grassroots.

01



SAE Index Report Launched

Convened 400+ stakeholders from within and outside Nigeria, including policymakers, the private sector, development partners, media, CSOs, academia, and citizen groups at the 2025 Nigeria Accountability Summit, culminating in 14 actionable reform priorities for key stakeholder clusters to drive accountability and governance reforms.

01



SAI-CSO Collaboration Regional Workshop

Held in Yobe State with support from the INTOSAI Development Initiative (IDI), PLSI trained 12 State and Local Government Auditors-General and 6 CSO actors for 2 days on systems for stronger collaboration, enhancing audit independence and improving service delivery to citizens in Nigeria's North-East region.

05



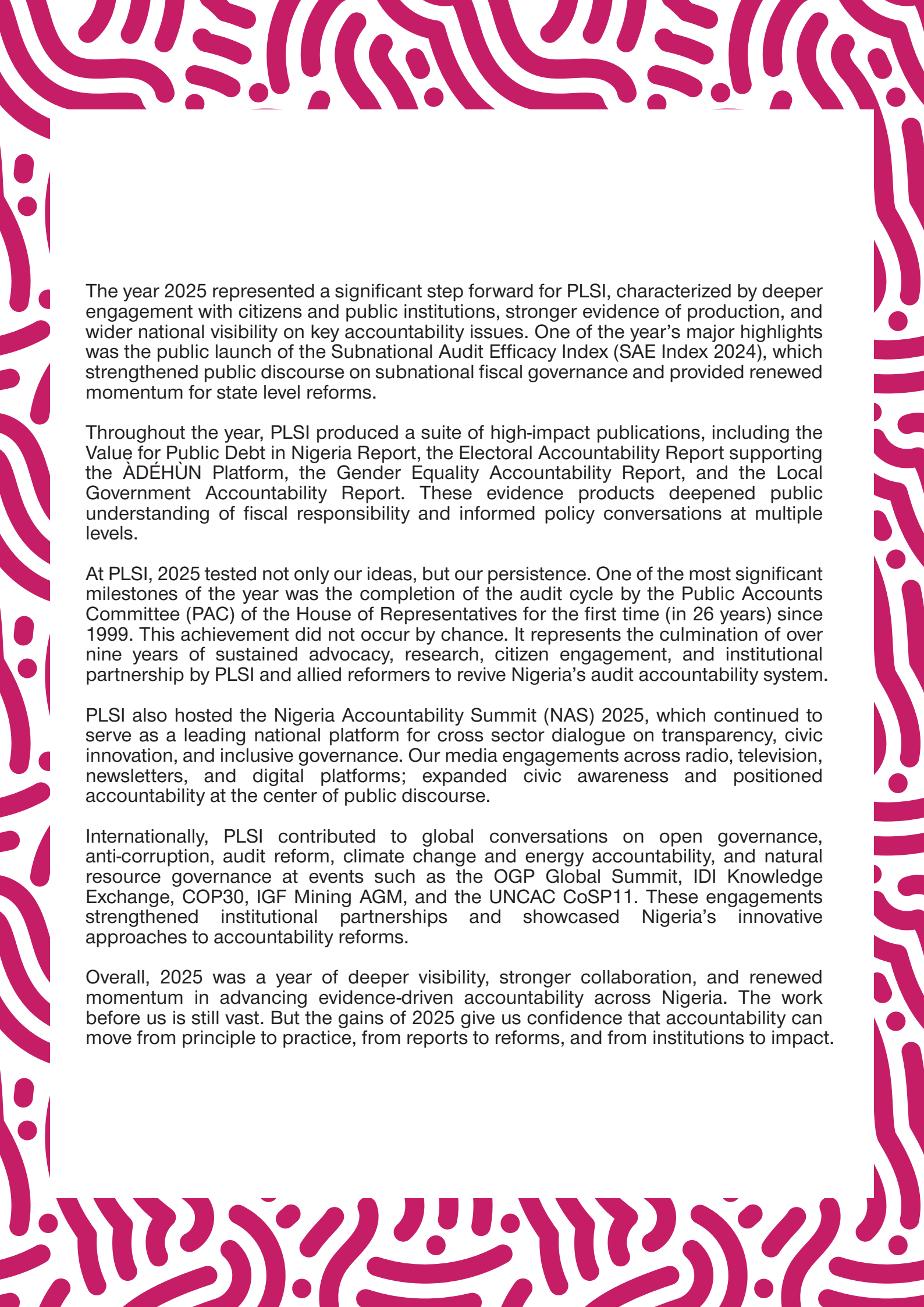
Key International Engagements in 2025

In 2025, PLSI represented Nigeria at COP30 (Brazil), IGF AGM (Switzerland), IDI Knowledge Exchange (Norway), OGP Global Summit (Spain), and UNCAC CoSP11 (Qatar), boosting insights and international collaboration.



THEME
**STRENGTHENING ACCOUNTABILITY
FOR INCLUSIVE ECONOMIC GROWTH**

Year in Review – 2025 in Summary



The year 2025 represented a significant step forward for PLSI, characterized by deeper engagement with citizens and public institutions, stronger evidence of production, and wider national visibility on key accountability issues. One of the year's major highlights was the public launch of the Subnational Audit Efficacy Index (SAE Index 2024), which strengthened public discourse on subnational fiscal governance and provided renewed momentum for state level reforms.

Throughout the year, PLSI produced a suite of high-impact publications, including the Value for Public Debt in Nigeria Report, the Electoral Accountability Report supporting the ÀDÉHÙN Platform, the Gender Equality Accountability Report, and the Local Government Accountability Report. These evidence products deepened public understanding of fiscal responsibility and informed policy conversations at multiple levels.

At PLSI, 2025 tested not only our ideas, but our persistence. One of the most significant milestones of the year was the completion of the audit cycle by the Public Accounts Committee (PAC) of the House of Representatives for the first time (in 26 years) since 1999. This achievement did not occur by chance. It represents the culmination of over nine years of sustained advocacy, research, citizen engagement, and institutional partnership by PLSI and allied reformers to revive Nigeria's audit accountability system.

PLSI also hosted the Nigeria Accountability Summit (NAS) 2025, which continued to serve as a leading national platform for cross sector dialogue on transparency, civic innovation, and inclusive governance. Our media engagements across radio, television, newsletters, and digital platforms; expanded civic awareness and positioned accountability at the center of public discourse.

Internationally, PLSI contributed to global conversations on open governance, anti-corruption, audit reform, climate change and energy accountability, and natural resource governance at events such as the OGP Global Summit, IDI Knowledge Exchange, COP30, IGF Mining AGM, and the UNCAC CoSP11. These engagements strengthened institutional partnerships and showcased Nigeria's innovative approaches to accountability reforms.

Overall, 2025 was a year of deeper visibility, stronger collaboration, and renewed momentum in advancing evidence-driven accountability across Nigeria. The work before us is still vast. But the gains of 2025 give us confidence that accountability can move from principle to practice, from reports to reforms, and from institutions to impact.

PLSI is

Value for Money

Policytracker

ÀDÉHÙN



Nigeria
Accountability
Summit

PLSI At 9 – Celebrating Nine Years of Impact and Innovation

For nearly a decade, we've championed one mission:

**Making public resources work for Nigerians through
Audit Accountability.**



In 2025, PLSI marked its ninth year of driving transparency and strengthening public sector accountability across Nigeria. What began as a modest effort to analyze federal audit reports has evolved into a nationally recognized ecosystem builder influencing legislation, civic-tech innovation, institutional strengthening, and global discourse on governance reform.

Across nine years, the organization has:

Built a strong and trusted reputation among Supreme Audit Institutions (SAIs), Public Accounts Committees (PACs), Government agencies, Civil society partners, and Citizen groups, while also advancing flagship platforms such as the Subnational Audit Efficacy Index and the Nigeria Accountability Summit. Over the years, we’ve nurtured an active community of youth fellows, researchers, journalists, and advocacy leaders dedicated to strengthening public oversight. Our work has earned wide recognition across Africa and beyond, establishing us as a leading voice in the public audit ecosystem.

The anniversary served as both a milestone and a reminder of the work ahead; to deepen institutional accountability, build citizen power, and reinforce democratic systems that work for all Nigerians.



Institutional Engagements, Courtesy Visits, and High-Level Meetings

2025 National Conference on Public Accounts and Fiscal Governance (Abuja)

PLSI's Executive Director, Olusegun Elemo served as a panelist at the 2025 National Conference on Public Accounts and Fiscal Governance hosted by the Public Accounts Committees (PACs) of House of Representatives, Federal Republic of Nigeria and the Nigerian Senate. During the session, titled "Supreme Audit Institutions (SAIs) and Legislative Oversight: Enhancing Independence and Impact", Elemo shared insights from PLSI's work engaging with Supreme Audit Institutions (SAIs), Public Accounts Committees (PACs), and citizens across Nigeria. He emphasized the urgent need for strengthening the legal and financial independence of SAIs, institutionalizing citizens' participation in public audit, and accelerating the passage and assent of the Audit Reform Bill. This engagement reflects our continued commitment to influencing policies that promote transparency, strengthen institutions, and deliver better development outcomes for citizens.



OAGF Stakeholders' Engagement Workshop

At the invitation of the Office of the Auditor-General for the Federation, PLSI joined stakeholders at a One-Day Stakeholders' Engagement Workshop in Abuja. We delivered a goodwill message, through which we highlighted the importance of the Auditor-General's office in driving accountability in Nigeria's public sector and emphasized the need for collaborative efforts among stakeholders to strengthen public financial management and ensure effective implementation of audit findings for better governance and service delivery to citizens.



Advocacy Visit to the Public Accounts Committee (PAC) of the House of Reps

PLSI led members of the Civil Society Coalition on Audit in Nigeria (CSCAN) on a courtesy visit to the office of the Chairman of Public Accounts Committee (PAC) of the House of Representatives, Hon. Bamidele Salam. The meeting deepened audit follow-up efforts and catalyzed renewed commitment to institutional reforms. The engagement reinforced shared priorities around audit implementation, legislative oversight, and stronger accountability frameworks.



Roundtable Engagement with U.S. Ambassador to Nigeria

PLSI's Executive Director, Olusegun Elemo, participated in a high-level roundtable meeting with the U.S. Ambassador to Nigeria, Ambassador Richard Mills Jr., to discuss ongoing transparency and accountability efforts in the country. The conversation highlighted PLSI's work in leveraging audit data, civic technology, and media advocacy to strengthen national and subnational governance systems.



Courtesy Visit to the Governor of Yobe State

During the Northeast Regional Workshop on SAI-CSO Collaboration, PLSI Executive Director, Olusegun Elemo, paid a courtesy visit to the Governor of Yobe State, HE Mai Mala Buni, alongside the Communications Associate, Taiwo Sunday Timothy, Yobe State Auditor-General and the workshop participants. In the meeting, he emphasized PLSI's long-standing technical support to audit institutions in the Northeast, highlighted Yobe State's strong performance in the SAE Index, and encouraged full implementation of the State Audit Law to reinforce audit autonomy and accountability.



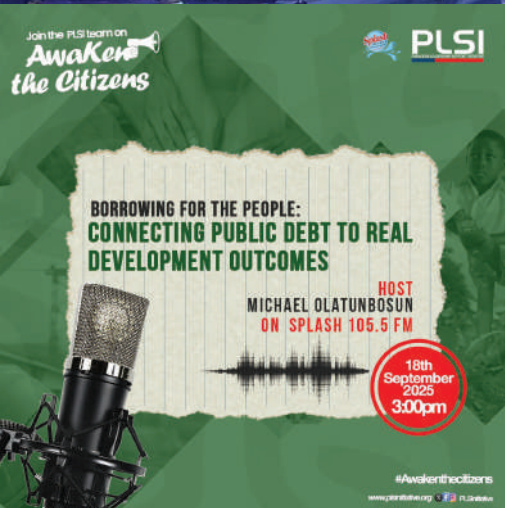
A photograph of a man and a woman sitting at a table with several microphones in front of them. The man is on the left, wearing a checkered shirt, and the woman is on the right, wearing a patterned top and glasses. They appear to be in a formal or professional setting, possibly a press conference or a media interview. The image is overlaid with a blue gradient.

Media and Public Awareness

In 2025, PLSI strengthened its nationwide civic education efforts through sustained presence on radio and television platforms. These engagements served as powerful tools for demystifying public finance issues, promoting accountability, and empowering citizens to participate meaningfully in governance.

Radio and Television Engagements

PLSI’s flagship radio program, Awaken the Citizens, continued to run monthly on Splash 105.5 FM Ibadan, reaching thousands of listeners across southwestern Nigeria and online. Our team produced 11 episodes of the radio show in 2025. Each edition focused on stimulating citizens' interest in public affairs, simplifying governance issues, translating complex policies into accessible language, and reinforcing the civic responsibilities of citizens in a democratic society.



On different occasions, our Executive Director, Olusegun Elemo, and Communications Associate, Taiwo Sunday Timothy, featured on Radio Now 95.3 FM to contribute to national policy and governance conversations around President Tinubu's macro-economic policies and the extension of the 2024 capital budget by the National Assembly.

THE BIG STORY
Radio Now 95.3 FM

With **ZAINAB BALOGUN-OLUWU**
TUESDAY 3RD SEPT 2025 5:00 PM WAT

Guests
OLUSEGUN ELEMO (Executive Director, Paradigm Leadership Support Initiative (PLSI))
MUKTAR MUHAMMAD (International Finance and Economic Analyst)

Topic
Tinubu: Revenue Met, No Borrowing Reality or Rhetoric?

TUNE IN 95.3 FM | **FOLLOW US** @radionow953fm | **CALL/MESSAGE** +2349135000953

THE BIG STORY
Radio Now 95.3 FM

With **GEORGE NATURAL ONUORAH**
THURSDAY 25TH JUNE 2025 5:00 PM WAT

Guests
TAIWO SUNDAY TIMOTHY (Communications Associate, PLSI (Paradigm Leadership Support Initiative))
ADAKOLE IJOGI (Fiscal Economist)

Topic
Senate Extends 2024 Budget Capital Components Implementation to December 2025: Ripple Effect on Nigerians and the Economy

JOIN THE CONVERSATION
LISTEN LIVE: thisisRadioNow.com | **FOLLOW US** @radionow953fm | **CALL / MESSAGE US** +2349135000953

Beyond radio, PLSI's Executive Director, Olusegun Elemo featured across multiple national television platforms throughout the year, offering expert commentary on audit reforms, fiscal transparency, civic-tech innovation, and citizen participation. These televised engagements expanded our reach, strengthened our national influence, and ensured that evidence-driven accountability conversations remained visible to millions of Nigerians.

TV NEWS BREAKFAST
Channelstv.com

TOPIC: TINUBU ECONOMIC REFORMS: FOREIGN DEBT DROPS TO \$94.22BN

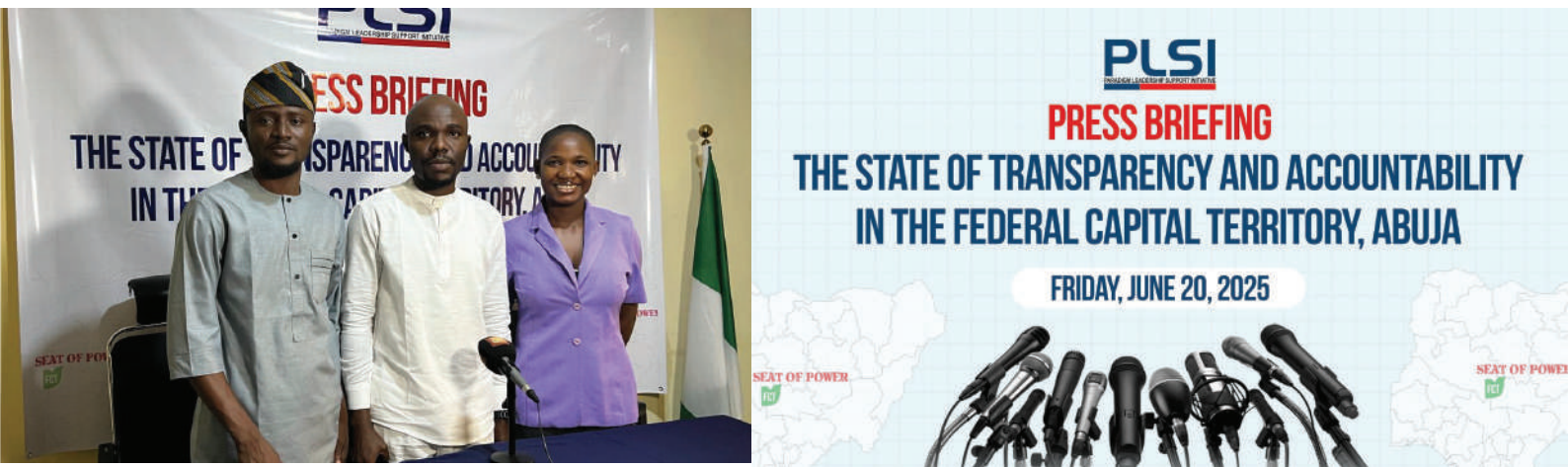
GUEST: OLUSEGUN ELEMO (Public Finance Analyst)

20 MAY, 2025 7:03am-8:00am

Sunrise | sunrisedaily@channelstv.com

Press Briefings and Press Releases

PLSI maintained active engagement with media outlets through press releases, commentaries, and public statements on fiscal governance and legislative accountability. A notable example was our high-profile press briefing on FCTA audit transparency, where we raised concerns about the perpetual non-publication of audit reports by the Federal Capital Territory Administration (FCTA) and called for greater accountability in the over ₦39 billion spent on the ICC renovation.



We also issued a public statement recognizing the milestone achieved by the House Public Accounts Committee, which completed the country’s first full audit cycle in 26 years and exposed financial infractions totaling over ₦103.8 billion and \$950,912 in 31 MDAs. PLSI petitioned Nigeria’s anti-corruption agencies to act on these findings, recover mismanaged funds, and help translate this legislative progress into stronger accountability across government.



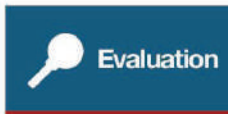
Digital Advocacy and Social Media Engagement

PLSI strengthened its digital footprint through a wide range of accessible content, including the Public Debt Report Video explainer, SAE Index infographics, ADEHUN platform materials, NAS 2025 highlight reels, and targeted gender-budgeting infographics designed to highlight women’s participation in governance and budget processes. These materials increased public engagement and made accountability conversations easier to navigate. Complementing our social media outreach, PLSI’s monthly newsletters offered extended insights into policy issues, program outcomes, and sector developments, becoming a trusted knowledge resource for our digital community.

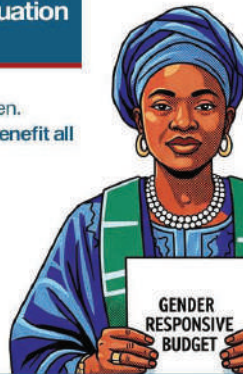
PLSI

WHAT IS GENDER-RESPONSIVE BUDGETING (GRB)?

GRB = Integrating gender analysis into every stage of the budget cycle:



It is **NOT** about creating separate budgets for women. It is about ensuring **fiscal policies and spending benefit all genders equitably.**



PLSI

Newsletter Alert!!

Our latest edition is out! Stay updated on PLSI's latest activities, impact, and insights.

Sign up via :tinyurl.com/PLSIEmailNewsletter

www.plsinitiative.org



Subnational Audit Efficacy Index (SAE Index 2024) Launch

Nigeria’s Premier Subnational Audit Assessment Tool

PLSI hosted the launch of the SAE Index 2024, a landmark event that convened stakeholders from government institutions, civil society, the media, development partners, and oversight bodies. The 2024 edition, launched in March 2025, exposed systemic weaknesses in state-level audit processes, and opened new pathways for subnational reform advocacy.



The launch presented key findings and state rankings, followed by expert discussions that examined audit gaps, institutional responses, and the broader implications for public finance management across the country. Policymakers and state actors engaged actively with the evidence, reflecting opportunities to strengthen audit implementation and improve financial discipline. The event also generated extensive media coverage, contributing to national and subnational conversations on fiscal accountability.



By convening this high-profile launch, PLSI reinforced its leadership in producing credible, data-driven insights that shape reform dialogue and strengthen governance structures across Nigeria.

THEME

STRENGTHENING ACCOUNTABILITY FOR INCLUSIVE ECONOMIC GROWTH

Nigeria Accountability Summit (NAS 2025)



THEME
Strengthening Accountability
for Inclusive Economic Growth



THEME
Strengthening Accountability
for Inclusive Economic Growth

Dotaphyte
Foundation



The Largest Multi-Stakeholder Accountability Convergence in Nigeria

PLSI hosted the 2025 edition of the Nigeria Accountability Summit (NAS), which has grown into the nation’s most influential gathering of accountability actors, civic innovators, policymakers, and institutional leaders. The Summit brought together diverse voices from audit institutions, legislative bodies, civil society, private sector, academia, the media, youth movements, and development partners, creating a dynamic space for dialogue and collective problem-solving.



The 2025 Summit featured rich conversations on audit implementation, fiscal transparency, election accountability, digital governance, gender inclusion, climate accountability, and the emerging role of artificial intelligence in public sector reform. PLSI delivered a live demonstration of **ÀDÉHÙN**, Nigeria’s first candidate comparison tool, showcasing how civic-tech can simplify election information and strengthen informed voter participation. PLSI also presented its Pre-Election Accountability Report for the Anambra 2025 Governorship Election, sparking important discussions on transparency within political campaigns.



Through these conversations, NAS 2025 reaffirmed PLSI’s role as a central convener in Nigeria’s accountability ecosystem and demonstrated how collective action can drive meaningful reform. The Summit generated significant national attention and reinforced the ongoing shift toward evidence-driven public discourse and participatory governance.



While PLSI directly hosted two major national programs in 2025 - the SAE Index launch and NAS 2025, our impact extended far beyond the events we convened ourselves. Throughout the year, we collaborated with a wide network of national and international partners to deliver joint workshops, technical sessions, policy dialogues, and civic-tech engagements. These partnerships broadened our reach, strengthened institutional relationships, and enabled shared learning across Nigeria’s accountability ecosystem.

NAS 2025 Partner Breakout Sessions

Through strategic collaborations with a range of partners, including IDI, Dataphyte, Accountability Lab Nigeria, UNODC Nigeria, Connected Development (CODE), Step Up Nigeria, and the Shehu Musa Yar’Adua Foundation. NAS 2025 featured a rich selection of thematic sessions. These partners contributed expertise on digital governance, gender inclusion, climate accountability, civic education, anti-corruption systems, and the emerging influence of AI, significantly enhancing the Summit’s national impact.



In addition to co-creating programs with partner organizations, PLSI also participated in several high-level events across Nigeria and internationally. These engagements offered platforms to share our research, contribute to policy discussions, learn from global best practices, and represent Nigeria’s accountability movement on the world stage. By attending these strategic forums, PLSI strengthened its voice within regional and global governance conversations and deepened its influence across multiple reform communities.



Institutional Engagements (Contd)

Northeast SAI-CSO Collaboration Workshop

In partnership with the INTOSAI Development Initiative (IDI), PLSI convened Auditors-General and civil society actors from across the Northeast for a two-day regional workshop in Yobe State. Building on earlier editions held in Abuja and Katsina, the workshop strengthened SAI CSO interactions and supported ongoing efforts to enhance audit independence, collaboration, and policy alignment across the region. A highlight of the workshop was the joint development of the Collaboration Framework for Northeast Supreme Audit Institutions (SAIs) and Civil Society Organizations (CSOs), tailored to the region’s unique governance landscape.



Northeast Regional Workshop on Audit Office - Civil Society Organization (CSO) Collaboration in Support of Audit Independence in Nigeria

3rd - 4th February 2025
Yobe State, Nigeria

Methane Governance & Emissions Accountability Dialogues

As part of PLSI’s growing focus on climate and energy accountability, we partnered with NRGi and NEITI to co-convene high-level policy dialogues on methane regulation and emissions governance. The sessions brought together government officials, regulators, and civil society actors to examine gaps in Nigeria’s environmental oversight framework and explore practical pathways for strengthening emissions accountability in line with national and global climate commitments.



**POLICY DIALOGUE ON
STRENGTHENING PUBLIC ACCOUNTABILITY
AND CORPORATE COMPLIANCE FOR METHANE EMISSIONS
REDUCTION IN NIGERIA’S OIL AND GAS SECTOR**

🕒 9AM
📅 30TH MAY 2025
📍 ABUJA CONTINENTAL HOTEL



PLSI Partnered SWOFON to Enhance Oversight Functions on Budget Implementation for Smallholder Women Farmers in Nigeria.

PLSI, as a leading civic organization with a proven track record of enhancing public finance management in Nigeria, provided technical support to SWOFON to engage key stakeholders on effective budgeting, timely fund release, and robust auditing of agricultural funds. The project aimed to ensure that smallholder women farmers receive a fair share of the commonwealth, addressing their unique challenges through structured stakeholder dialogues.



The Stakeholders Dialogue on Enhancing Accountability and Transparency with Oversight Institutions was organized across the SPARK2 five focal states. It brought together Offices of Auditors-General, Accountant-Generals, Public Accounts Committees, CSOs, relevant MDAs, and women farmer leaders. PLSI’s Program Officer, Monsuru Olatunji, and Communications Associate, Taiwo Sunday Timothy, led discussions and provided insights on budget transparency, inclusion, and performance auditing.



Civil Society & Media Briefings on Methane and Emissions Governance

PLSI attended and contributed to policy conversations hosted by NRGI and CJID focused on methane regulation, emission oversight, and Nigeria’s alignment with global climate commitments, reinforcing climate accountability as a key thematic area for PLSI



Youth Engagement: CEHUWEI Fellowship Program



PLSI's Communications Associate, Taiwo Sunday Timothy, facilitated a session on the Public Financial Management (PFM) Cycle at the Cedars for Human Welfare Initiative (CEHUWEI) 2025 Fellowship Program in Ogbomosho. He unpacked how budget formulation, resource allocation, expenditure tracking, accounting, and auditing are interconnected - and why each stage is critical for transparency and effective service delivery. More importantly, he helped the fellows see the unique role of citizens - and themselves as young civic leaders - in influencing each stage of the PFM cycle. From engaging in budget discussions to monitoring project delivery and amplifying audit findings, he encouraged them to take active steps to drive better governance outcomes in their communities.



Experts Consultative Meeting on Human Rights & Public Interest Litigation (Abuja)

PLSI, represented by our Research and Policy Officer, Victoria Saanu, participated in an experts consultative meeting hosted by PLAC on the Guide to Human Rights and Public Interest Litigation in Nigeria. The session brought together legal practitioners, human rights advocates, and civic actors to review the manual and refine strategies for strengthening responses to rights violations and improving access to justice. PLSI contributed insights on how accountability and citizen empowerment intersect with public interest litigation



FRC Strategic Planning & Validation Workshop (Abuja)

PLSI, represented by Taiwo Sunday Timothy, attended the External Validation Workshop for the Fiscal Responsibility Commission’s 2026–2028 Strategic Plan, supported by International IDEA (RoLAC). The session brought together key fiscal governance stakeholders to refine the Commission’s draft plan.

PLSI contributed perspectives on strengthening fiscal transparency, highlighted relevant evidence products such as the SAE Index and public debt report, and emphasized CSO support for improving awareness and enforcement of the Fiscal Responsibility Act. A recommendation for adding Responsiveness to FRC’s core values was positively received, and follow-up engagement with the Commission was initiated.



11th SARC Network Conference on Sexual and Gender-Based Violence (Abuja)

PLSI, represented by its Gender Program Officer, Favour Sunday, joined national stakeholders at the 11th SARC Network Conference held during the #16DaysOfActivism campaign. The engagement focused on strengthening accountability responses to Sexual and Gender-Based Violence, with particular attention to Technology-Facilitated GBV (TFGBV).

Discussions explored gaps in funding, reporting, evidence management, and institutional coordination, while showcasing emerging digital tools improving survivor support and safety. The conference reinforced the need for stronger frameworks, digital readiness, and accountability across all agencies responsible for protecting survivors.



Capacity Building Workshop on Mitigating Terrorism Financing Risks for NPOs

PLSI, represented by its Finance Officer, Oreoluwa Salako, participated in the 2-day workshop on “Mitigating Terrorism Financing Risks for Non-Profit Organisations (NPOs) organized by Spaces for Change (S4C) in Ijebu-Ode, Ogun State.

While many NPOs in the South-West are considered low risk, they are never entirely risk-free. This makes it vital to strengthen internal systems from proper risk assessment to safe banking practices and regulatory compliance. The sessions deepened PLSI’s understanding of the regulatory landscape for NPOs in Nigeria, risk assessment and FATF Recommendation 8, de-risking and safe banking practices, and strengthening accountability and transparency in the sector.





OGP Global Summit
Open Government

OGPren Munduko Goi Bilera
Gobernu Irekia

OCTOBER / URRIA /

SEPTIEMBRE

6-10

VITTO

#OGPSpain25



International Engagements



OGP Global Summit (Spain)

PLSI participated in the Open Government Partnership Global Summit, where Nigeria received two global recognitions for its progress in open governance. The Executive Director joined global leaders, civic innovators, and reform advocates in high-level dialogues on transparency, participatory governance, and institutional reform. This engagement strengthened Nigeria’s visibility on the global accountability stage and reinforced PLSI’s role in shaping open government conversations internationally.



INTOSAI Development Initiative (IDI) Knowledge Exchange (Oslo, Norway)

At the IDI headquarters in Oslo, PLSI contributed to knowledge sharing sessions focused on strengthening SAI Parliament Civil Society collaboration. The Executive Director shared insights from the SAE Index and the Nigeria Accountability Summit, offering practical perspectives on audit ecosystem innovation. PLSI also participated in a global documentary project led by IDI, showcasing models and lessons that can support countries working to improve public audit systems worldwide.



IGF Mining Annual General Meeting (Switzerland)

PLSI attended the 21st Annual General Meeting of the Intergovernmental Forum on Mining (IGF), which explored the theme “Value Beyond Extraction; Rethinking Mining for a Resilient Future.” The discussions focused on how mining can deliver fair benefits to governments, small businesses, and local communities while reducing environmental harm.

This engagement aligned with PLSI’s work on natural resource governance through the Resource Benefits initiative and our partnership with NRGI. It also highlighted the usefulness of PLSI’s PolicyTracker tools, including the new Emissions Monitoring and Accountability Tool (EMAT), in improving transparency and accountability within the mining and extractive sectors.



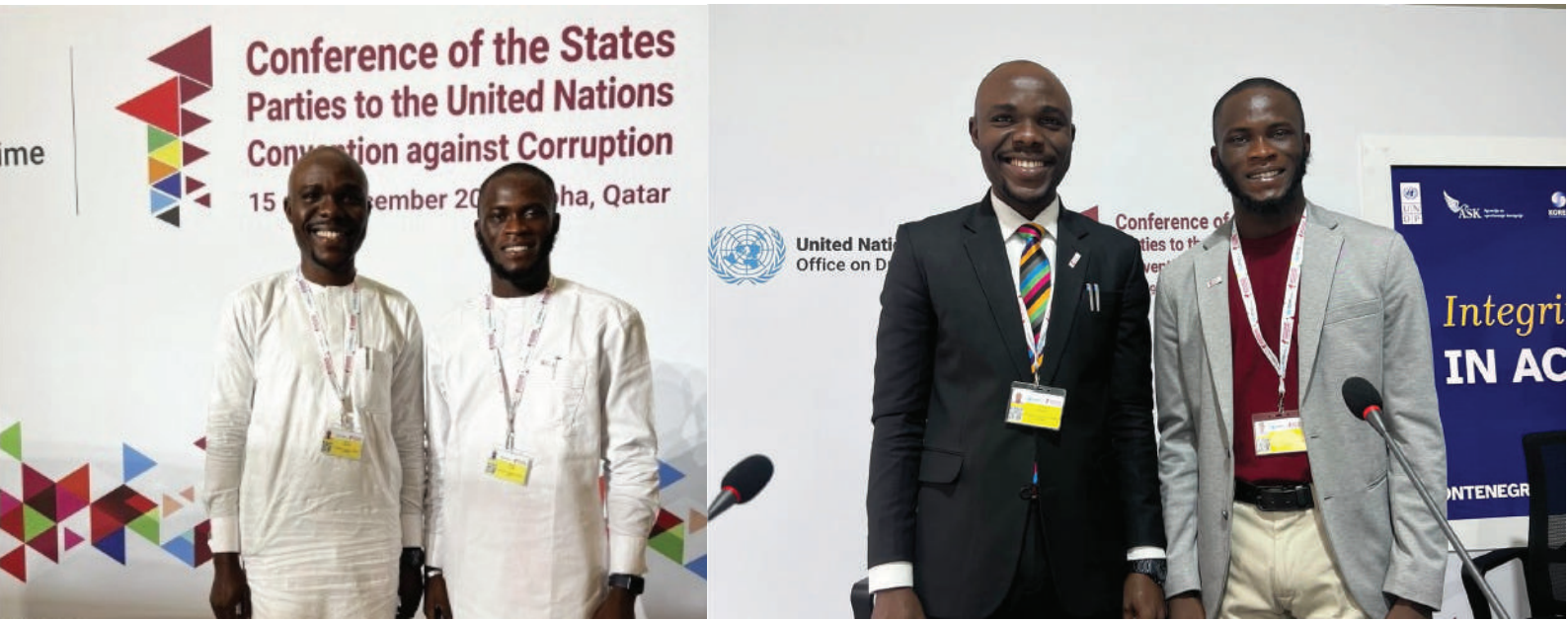
COP30, Belém (Brazil)

PLSI took part in COP30, joining discussions at the High-Level Ministerial Roundtable on Just Transition and participating in broader dialogues on climate justice, emissions accountability, and fair energy transitions. Through this engagement, PLSI amplified African perspectives on equitable climate action and highlighted the need for transparent, people-centered governance in environmental decision making. The experience deepened our growing thematic focus on climate and energy accountability.



United Nations Convention Against Corruption (UNCAC) Conference of States Parties – CoSP11 (Doha, Qatar)

PLSI, represented by the Executive Director, Olusegun Elemo and the Communications Associate, Taiwo Sunday Timothy, participated in the eleventh session of the Conference of the States Parties to the UN Convention against Corruption (the UN Anti-Corruption Conference) in Doha, Qatar, contributing to global discussions on strengthening anti-corruption systems. Through its engagement in technical and policy-oriented sessions, PLSI shared perspectives grounded in its accountability work, reinforcing the relevance of national and sub-national oversight and public financial governance within global anti-corruption conversations.



Beyond participation, PLSI convened and hosted a strategic side event titled “Guardians of Integrity: Strengthening Oversight Institutions,” bringing together international oversight actors, policymakers, and development practitioners. The session positioned PLSI as a convening institution within the global accountability space, advancing dialogue on the role of oversight institutions in promoting integrity, transparency, and effective use of public resources. This engagement underscored PLSI’s growing footprint in shaping international discourse on audit effectiveness, institutional reform, and citizen-centred accountability.



PROUDLY INTRODUCING

ASHOKA

FELLOW

OLUSEGUN ELE

Professional Milestones

PARADIGM LEADERSHIP SU
INITIATIVE

ECONOMIC DEVELOPMENT



Selection of PLSI’s Executive Director as an Ashoka Fellow

In 2025, PLSI’s Executive Director, Olusegun Elemo, was selected as an Ashoka Fellow, joining a global network of social entrepreneurs recognised for driving systemic change and strengthening institutions. The Fellowship recognises Elemo’s leadership in advancing accountability-focused reforms through evidence-based advocacy and citizen engagement.

This recognition reflects the cumulative impact of PLSI’s work in advancing public accountability and governance reform in Nigeria, including the Subnational Audit Efficacy (SAE) Index, audit-focused civic engagement, and the use of civic-tech tools to promote transparency and institutional performance. The Fellowship strengthens PLSI’s institutional credibility and reinforces its role in contributing to global accountability and open governance conversations.



PROUDLY INTRODUCING

ASHOKA FELLOW

OLUSEGUN ELEMO
PARADIGM LEADERSHIP SUPPORT INITIATIVE
ECONOMIC DEVELOPMENT

ASHOKA

United States

About What We Do Our Net



OLUSEGUN ELEMO
PARADIGM LEADERSHIP SUPPORT INITIATIVE

Olusegun is redefining how citizens hold governments accountable for public spending by making government audit spending participatory, timely, and transparent. His innovation lies in his development of the first Nigerian subnational audit efficacy index—a tool that tracks and compares how state governments across Nigeria budget, spend, and deliver on their promises. This index, grounded in internationally endorsed auditing standards, gives citizens, civil society, media, and oversight institutions the power to evaluate government spending in real time.




Ashoka Fellow since 2025 | Nigeria

OLUSEGUN ELEMO

Paradigm Leadership Support Initiative (PLSI)

Olusegun is addressing Nigeria’s systemic issues with public finance auditing by fostering citizen engagement, advocating for reforms in public finance auditing, and enhancing the capacity of auditing...

[Read more](#)

STRENGTHENING ACCOUNTABILITY AND SERVICE DELIVERY AT LOCAL LEVELS IN NIGERIA

For
Public A
in

At PLSI, we believe
for improved ser
with a

We use a combin
civic-tech, pu
dialogue and

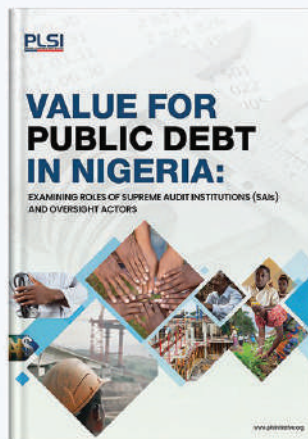
Publications and Knowledge Products Published in 2025

In 2025, PLSI produced several knowledge products that strengthened public understanding of governance issues, supported institutional reforms, and expanded access to reliable accountability data. These publications informed national conversations, guided policy actors, and enhanced citizens' ability to demand transparency from public institutions

1. Value for Public Debt in Nigeria Report

PLSI released an updated analysis of Nigeria's public debt profile, focusing on the efficiency of government spending, the sustainability of borrowing trends, and the implications for service delivery. The report simplified complex debt data for wider public understanding and assessed whether public investments delivered value for money across key sectors. It served as an important tool for policymakers, journalists, and civil society organizations working on fiscal governance

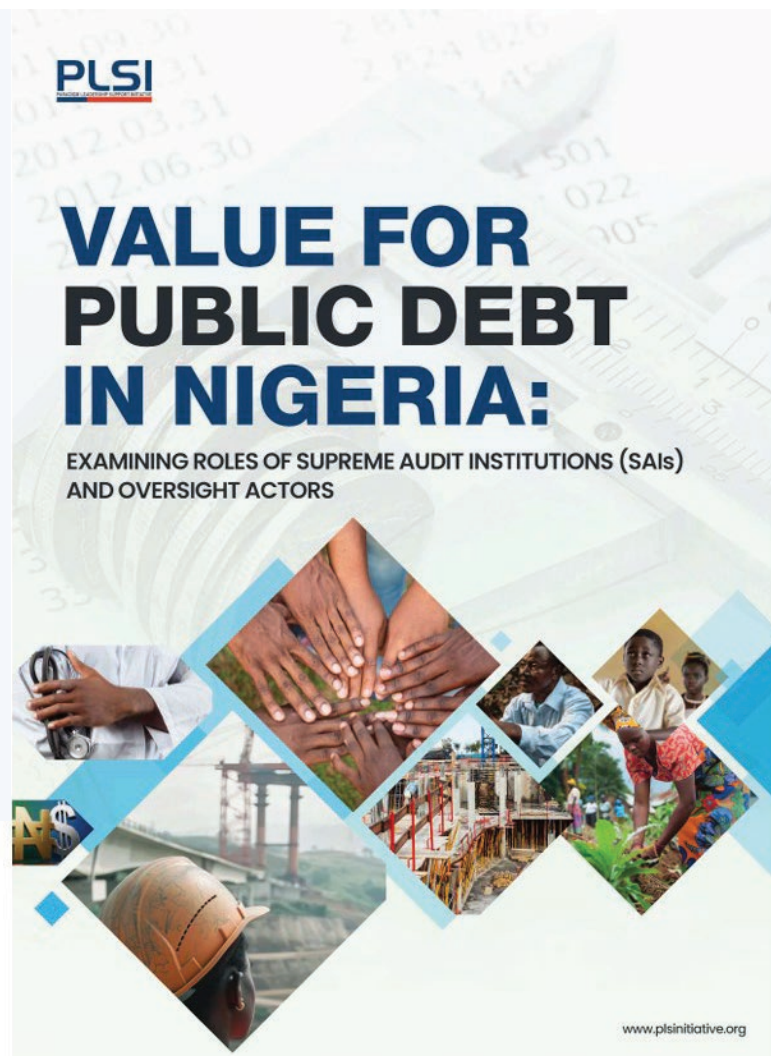
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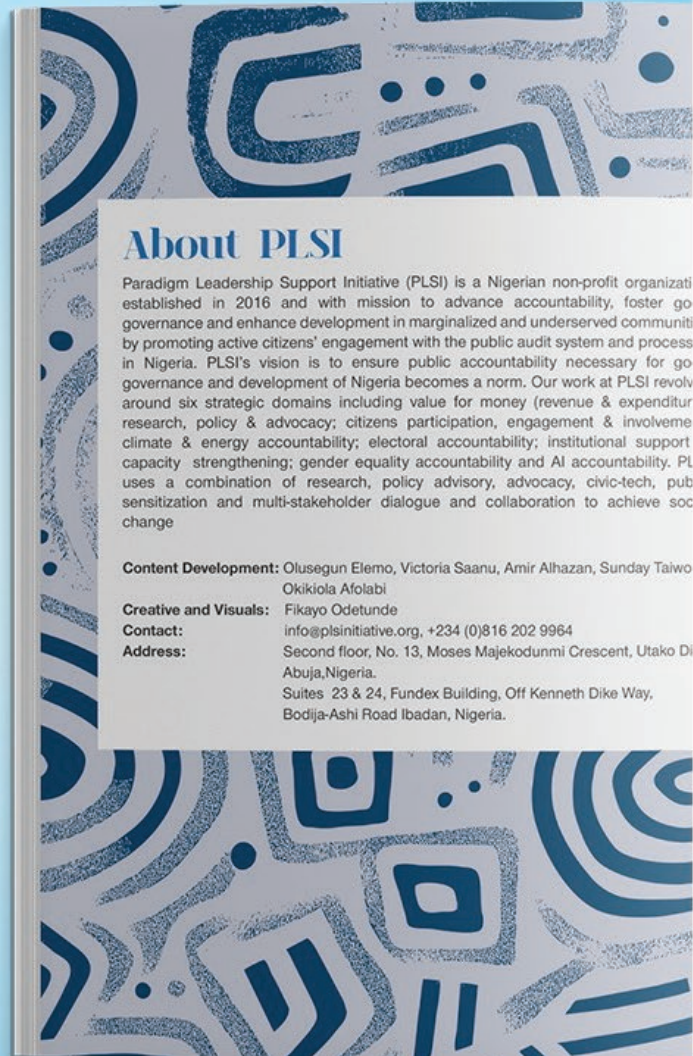
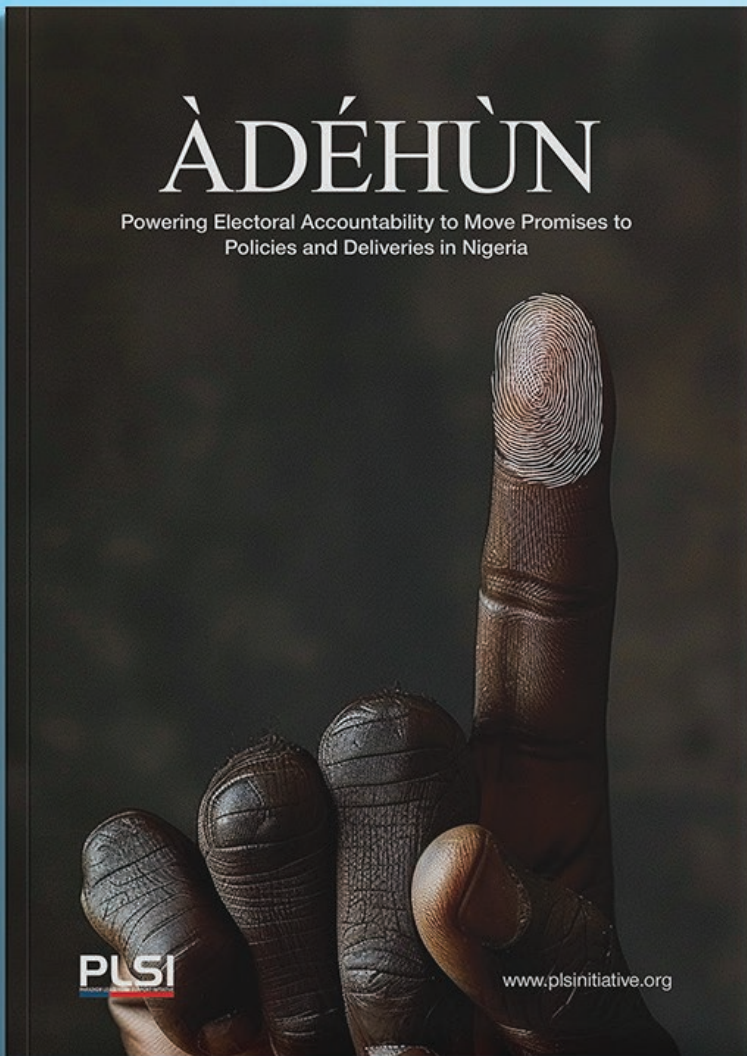
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2.ADEHUN Electoral Accountability Report

PLSI unveiled its special research report: ÀDEHÙN – Powering Electoral Accountability to Move Promises to Policies and Deliveries in Nigeria. This report, developed as an extension of the Nigeria Accountability Summit’s Political Accountability domain, explores the link between electoral promises, public policies, and service delivery at both national and subnational levels. It underscores how citizen demand, technology tools, and reliable data can ensure that promises made during campaigns translate into tangible results for the people.



Alongside the report, we introduced the Electoral Accountability Tool (EAT) – ÀDEHÙN, built on PLSI’s Policy Tracker platform and Policy Accountability Lab. The tool is designed to: track campaign commitments, connect promises to governance outcomes, strengthen citizen oversight, and promote trust and reciprocity in leadership.

3. Pre-Election Accountability Report on Anambra State 2025 Governorship Election

Ahead of the Anambra 2025 governorship election, PLSI developed an Electoral Accountability Report examining candidate commitments, pre-election spending disclosures, and governance track records. This publication complemented the rollout of ÀDÉHÙN, Nigeria’s first candidate comparison platform. Together, these tools enhanced electoral transparency, supported civic participation, and enabled citizens to make informed decisions based on verified evidence.

The screenshot displays the Policytracker website interface. At the top, there is a navigation bar with the following links: Home, Policy Data, Adehun, Data & Reports, Stakeholders, Blog, About Us, and Contact. A search icon is located on the right side of the navigation bar. Below the navigation bar, the main content area features six candidate profile cards arranged in a 3x2 grid. Each card includes a profile picture, the candidate's name, their role as a Governorship Candidate, their political party, and a 'View Profile' button. The vote count for each candidate is listed as 'N/A VOTES'. The candidates shown are:

- Chidi Charles Onyeeze**, Governorship Candidate, ACCORD
- Chima John Nwosu**, Governorship Candidate, AFRICAN DEMOCRATIC CONGRESS
- Christopher Chukwudubem Nweke**, Governorship Candidate, ACTION PEOPLES PARTY
- Nicholas Ukachukwu**, Governorship Candidate, ALL PROGRESSIVES CONGRESS
- Chioma Grace Ifemeludike**, Governorship Candidate, AFRICAN ACTION CONGRESS
- Charles Chukwuma Soludo**, Governorship Candidate, ALL PROGRESSIVES GRAND ALLIANCE

In the bottom right corner of the screenshot, there is a watermark that reads 'Activate Windows Go to Settings to activate W'.

4. Gender Equality Accountability Report

As part of PLSI’s growing work on gender-responsive public finance management, we released a major national publication titled “Boosting Nigeria’s Gender Equality: Public Finance and Policy Strategies,” a practical guide for integrating gender considerations into budgeting, auditing, and policy processes. The publication provides clear strategies for strengthening gender-responsive public finance and advancing inclusive accountability across government.

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**BOOSTING NIGERIA'S GENDER EQUALITY:
PUBLIC FINANCE AND POLICY STRATEGIES**
PRACTICAL GUIDELINES FOR EFFECTIVE IMPLEMENTATION OF GENDER POLICIES IN NIGERIA

PLSI

WHAT IS GENDER-RESPONSIVE BUDGETING (GRB)?

GRB = Integrating gender analysis into every stage of the budget cycle:

- Planning
- Formulation
- Execution
- Evaluation

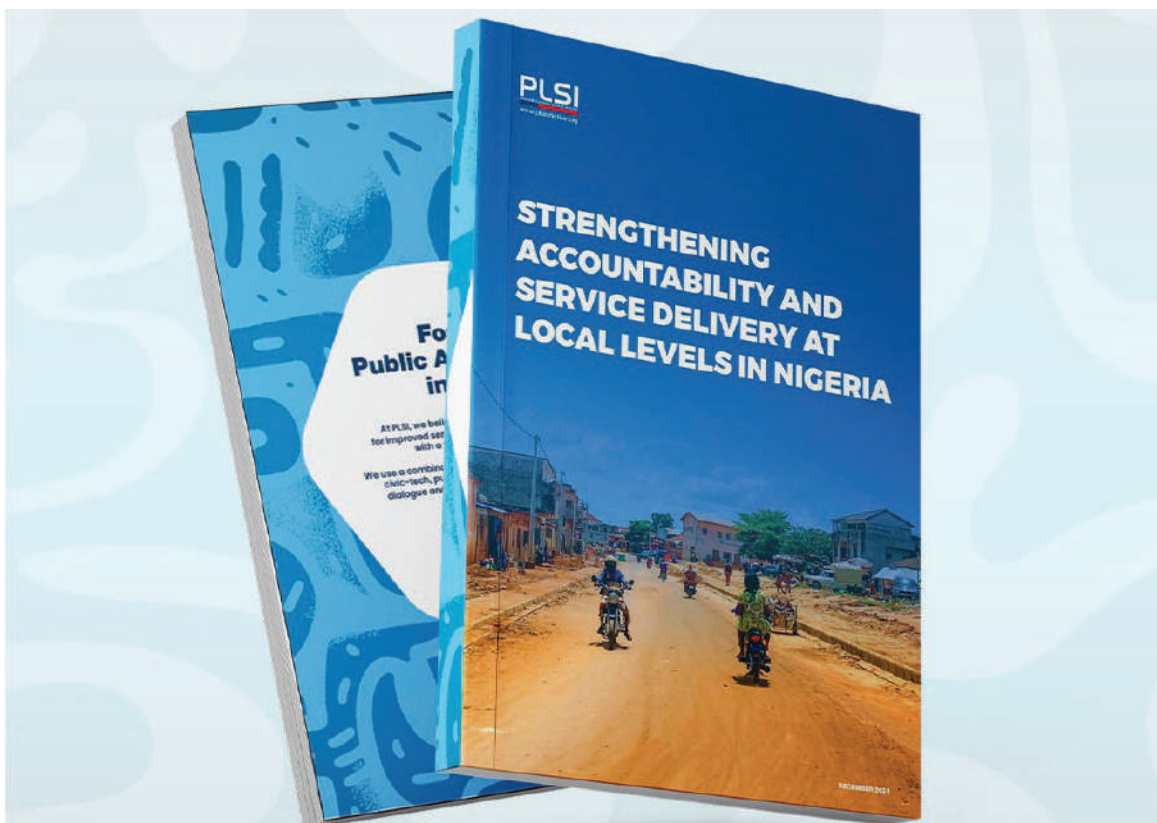
It is **NOT** about creating separate budgets for women. It is about ensuring **fiscal policies and spending benefit all genders equitably.**

**GEN-
DER
RESPONSIVE
BUDGET**

www.plsiinitiative.org | PLSI on social media | Value for Money | Policytracker

5. Local Government Accountability Report

PLSI also published a Local Government Accountability Report analyzing the governance practices, audit responsiveness, and public finance performance of local government authorities. The report provided evidence on gaps in grassroots accountability, especially following the renewed push for local government autonomy. It offered recommendations to improve transparency, financial discipline, and oversight at the local level.





Looking Ahead

Strategic Projects in the Pipeline

As PLSI looks toward the next phase of its work, two major initiatives will further anchor our strategy for deepening accountability, strengthening public institutions, and expanding citizen access to evidence.

1. Policy Accountability Lab

PLSI is establishing the Policy Accountability Lab, a dedicated space for policy evaluation, audit-to-impact translation, and the incubation of innovative accountability tools. The Lab will convene researchers, policymakers, civil society actors, and oversight institutions to:

- Translate audit findings into actionable policy reforms
- Develop practical models for strengthening audit implementation
- Test and refine civic-tech solutions that enhance transparency
- Produce rapid evidence products to support legislative and executive decision-making

The Lab is designed to serve as a national hub for applied accountability research and a catalyst for governance innovation.

2. The Policy Library

PLSI is also developing the Policy Library, a centralized digital repository that will house Nigeria's most important accountability resources; including audit reports, policy papers, legislative documents, budget analyses, research outputs, and civic-tech tools. The library will:

- Improve public access to credible, organized governance information
- Support journalists, researchers, students, policymakers, and citizens
- Strengthen transparency by consolidating fragmented public data
- Facilitate evidence-based governance monitoring and reform advocacy

By creating a publicly accessible knowledge infrastructure, the Policy Library will help close information gaps that currently weaken accountability.

Fostering Public Accountability in Nigeria

At PLSI, we believe public accountability necessary for improved service delivery in Nigeria is possible **ONLY** with a vigilant and involved citizenry.

We use a combination of research, policy advisory, advocacy, civic-tech, public sensitization and multi-stakeholder dialogue and collaboration to achieve social change.

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