ADAMAWA STATE
CITIZEN ENGAGEMENT AND PARTICIPATORY PLANNING POLICY

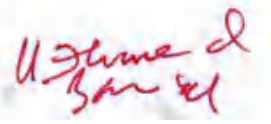
ASPC 2022

FOREWORD

In most Nigerian states, there are significant gaps and barriers to effective citizen engagement. As a result, in keeping with the desire for positive change, Adamawa State develops the country's first Citizen Engagement and Participatory Policy as a commitment to open, transparent, and all-inclusive reform processes. In many rural communities across the State citizens lack the formal framework to participate in the decisions that affect their daily lives, and this results in a lack of trust between citizens and local officials.

Crucial to bridging this gap is the use of appropriate strategies to encourage citizens and government officials to interact regularly, increase their knowledge of each other, and develop trust for sustainable development. The lives and hope of citizens for improved life everywhere are shaped by public policies. Consequently, the ongoing strategic public sector reforms are largely dependent on comprehensive social inclusion, citizen engagement and people-oriented social service delivery in a manner that allows for citizens to have equitable access to public goods and quality service. The State has made efforts by engaging local stakeholders through a Town-Hall meeting on the 10th of July 2020 and the 16th of December, 2020 and a Community Engagement of Girei Local Government Area on the 31st of May, 2021. On all occasions, the engagement with citizens of the respective communities was robust, interactive, and revealing. It was participatory, budget context-specific but not inclusive in the perspective of myriads of citizens' needs.

The Citizen Engagement and Participatory Planning Policy is a public policy designed to promote a permanent dialogue between citizens and government that are all-inclusive and within a formal framework that is carefully articulated for the sustainable development of the entire state. Important to mention as well is that this policy is accompanied by an implementation guideline. I, therefore, direct all ministries, Departments, Agencies, Development Partners, Civil Society Organizations, and all interest groups to utilize this policy by aligning priority areas relevant to citizens' demands this will curtail development disparities and governance discontent among citizens.



His Excellency,

Rt. Hon. Ahmadu Umaru Fintiri

Executive Governor, Adamawa State

PREFACE

The Citizen Engagement and Participatory Planning Policy is a policy document formulated through extensive consultation across a broad spectrum of stakeholders in Adamawa State. The policy seeks to enhance legitimacy and trust in governance through an efficient and effective consultative decision-making process that manages citizens' expectations based on ownership of development processes. It is premised on the need to pursue reforms and strategies that strengthen accountability in service delivery and is a reflection of the government's desire to address long-lasting barriers to development. This policy is centred on Social Sustainability and Inclusion and is in line with World Bank's Social Sustainability and Inclusion Global Practice.

The framework addresses aspects of citizen engagement and participatory planning in the state and is applicable at the state, local government, and ward levels. It specifies entry points, information dissemination channels, and feedback mechanisms, and it is aimed at all Adamawa State communities while ensuring the inclusion of all, including minority groups, vulnerable groups, women, men, youth, CSOs, FBOs, IDPs, and so on.

The policy's goal is to strengthen and sustain grassroots-based inclusive decision-making and governance, as well as to promote equitable local development, by enhancing citizen participation through effective, functional, and mutually accountable linkages between state and local governments, primarily through Community Development Plans (CDPs). The policy is also accompanied by an implementation guideline, which will guide and ensure proper implementation.

The production of this CEPP Policy and Implementation guideline was facilitated by the generous support of GIZ through funding and provision of technical advice as well as Ministries Departments and Agencies (MDAs), Civil Society Organizations (CSOs), Traditional leaders and the International Community. This support is laudable and is highly appreciated.

Dr. Mary Paninga
Executive Chairman
Adamawa State Planning Commission

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Gratitude and appreciations go to His Excellency the Executive Governor of Adamawa State Rt. Hon. Ahmadu Umaru Fintiri, Executive Chairman, Adamawa State Planning Commission, Dr Mary Paninga(FICA), the GIZ consultants, Mr Jonah Lah and Mr Musa Shallangwa

We appreciate GIZ management, particularly Dr Scuto Giuseppe, for their support and commitment to ensuring that Adamawa State has the first Citizen Engagement and Participatory Policy and Implementation Guideline in Nigeria. We would like to express our gratitude to Mr Chibuzor Nwabueze, GIZ Governance Advisor, and Mr Panny Yunusa Boga, GIZ Expert Embedded in the Adamawa State Planning Commission, for their unwavering commitment to the success of this policy and implementation guideline.

Appreciation also goes to the State Citizen Engagement and Participatory Planning Policy Committee members drawn from the State Planning Commission, Ministry of Finance and Budget, Ministry of Information, Ministry of Rural Infrastructure and Community Development, Ministry of Agriculture, Ministry of Livestock and Aquaculture, Ministry of Reconstruction, Rehabilitation Reintegration and Humanitarian Service, State Fiscal Responsibility Commission, District Heads of BA'A and that of Belel. Your commitment set the stage for the successful completion of this work.

The contributions of the State cadre Directors from various MDAs, Civil Society Organizations, and International Non-Governmental Organizations that supported the process are also worth mentioning. Your dedication to the completion of this policy paper is greatly appreciated.

ACRONYMS/ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
ADSPHCDA	Adamawa State Primary Health Care Development Agency
ASPC	Adamawa State Planning Commission
ADRUWASSA	Adamawa State Rural Water Supply and Sanitation Agency
CBOs	Community-Based Organisations
CDP	Community Development Planning
CSOs	Civil Society Organisations
IDPs	Internally Displaced Persons
FBOs	Faith-based Organisations
LGDCC	Local Government Coordination Committee
LGA	Local Government Area
LG	Local Government
MDAs	Ministries, Departments and Agencies
NGOs	Non- Governmental Organisations
PLWD	People Living with Disabilities
SDGs	Sustainable Development Goals
SDCC	State Development Coordination Committee
WDCC	Ward Development Coordination Committee
WDSC	Ward Development Support Committee

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INTRODUCTION

Adamawa State's drive for reform includes but is not limited to the implementation of open government initiatives, fiscal transparency, and citizens' engagement. Efforts in this direction were started by the State Planning Commission through a Town-Hall meeting of Citizens from four Local Government Areas on the 10th of July 2020, 16th of December 2020 and a Community Engagement of Girei Local Government Area held on the 31st of May 2021. On both occasions, the state governments' engagement with stakeholder representatives of the respective communities was robust, interactive, and revealing. It was both participatory and budget context-specific and therefore inclusive in the perspective of myriads of citizens' needs though not sufficient. By frequently engaging citizens, it is believed that they will contribute with innovative solutions to complex development challenges and play a critical role in advocating and helping to make public institutions more transparent, accountable, and effective

BASIS

The basis for developing this policy is the recognition of the importance of engaging citizens in participatory planning in order to bridge the gap in decision-making processes and bring about sustainable development in communities

PURPOSE

In the public service sector, participation and citizen engagement are anchored on the delivery of quality public services consistent with citizen preferences while managing fiscal resources prudently. The general purpose of this policy is to institutionalize and sustain citizens' engagement and participatory planning in Adamawa State by ensuring that the voice and aspirations of the citizens are captured. The policy provides a pathway to commence, galvanize and support constant engagement and feedback mechanism with the citizens of the state including opinion leaders, traditional and religious leaders, civil society organizations, women, youth, persons living with disabilities and other interest groups as community stakeholders

GOAL AND OBJECTIVES

The goal of the policy is to deepen and sustain grassroots-based inclusive decision-making and governance and to promote equitable local development by enhancing citizen participation for sustained development in communities of Adamawa state through effective functional and mutual accountable linkages between State and Local Government. The specific objectives are to:

1. increase the direct representation of all citizens in decision-making for sustainable development and gain greater control over their lives and their community,
2. enhance and sustain inclusive citizens' involvement in participatory planning processes

and decision making for their development

3. increase the capacity of communities to develop community development plans (CDPs) in their respective local government areas
4. increase citizen engagement and participatory planning in the community development planning process
5. provide a formal framework upon which the government is committed to integrating Community Development Plans into local and state government budgets
6. enhance and sustain the spirit of social cohesion by consolidating unity.
7. build and consolidate volunteerism, community work and self-reliance based on cultural and other values of collective responsibility, personal worth and productive involvement

RATIONALE

POLICY is generally a deliberate guideline to guide decisions and achieve rational outcomes. Where there are no policies, things are done haphazardly and achieving the expected outcome is always difficult. Policy is meant to ensure that procedures laid down are followed during implementation. A policy framework is therefore imperative for successful running and operations as well as achieving the desired development in communities and organisations.

Citizen engagement is a form of interaction between the government and its citizens. It can happen at any stage of the development or implementation of government policy and the delivery of public services or be triggered by events in local areas. The main objective of citizen engagement is to provide information exchange, education, support building, supplemental decision making, and representational input. The World Bank in its Strategic Framework for Mainstreaming Citizen Engagement in World Bank Operations indicates that the objective is to mainstream the Group-supported policies, programmes, projects, advisory services, and analytics to improve development results and contribute to building sustainable national systems for citizens engagement with governments and the private sector. The implication of this is to underscore the importance and value of entrenching citizen engagement and a participatory planning process for sustainable community development.

GIZ has implemented a more robust citizen engagement process which is highly participatory through the community development planning process in five local government areas (LGAs) of Adamawa State: Gombi, Hong, Maiha, Mubi North, and Mubi South which has impacted positively on communities in these areas. However, this initiative needs to be institutionalised and sustained across the entire state for development. This can be done through the provision of a robust policy document that serves as a guide for citizen engagement in the planning and implementation of programmes.

Adamawa state does not have a framework for citizen engagement in participatory planning for community development. At best the state engaged citizens through isolated meetings/activities (in the three senatorial zones) to obtain some ideas and opinions about their needs. While the foregoing effort is commendable, there is a need for a more robust and sustained engagement of citizens through a structured instrument to determine

their community development needs. This can be achieved through the provision of a policy framework that will provide an enabling environment in which every citizen, without discrimination, actively participates in the planning and implementation process for community development to feel valued and respected. Furthermore, the policy will enhance the quality of planning by creating processes that are more democratic, equitable and all-inclusive. The poor and vulnerable often have little voice in government decisions, consultations, and dialogue between government actors. Civil Society Organizations (CSOs) that advocate for the poor and vulnerable can give them a stronger voice and influence over government decisions. This will bring about community-oriented projects, a feeling of ownership and sustainability, as well as increased transparency and accountability in government decision making processes.

This policy is meant to achieve a citizen-based sustainable development programme where all stakeholders irrespective of social status, gender, class, education etc. are engaged in determining their development needs at Individual, Community, ward, Local Government and State levels.

POLICY FORMULATION PROCESS

The process used to develop this policy was participatory and consultative initiated by the Adamawa State Planning Commission. This is the commission with the key mandate to promote open and inclusive governance, provide policy advice on development plans to the Governor in all spheres of life including governance, hold periodic meetings with similar bodies that may be set up by the State and Local Governments, strengthen partnership and participation in development matters with stakeholders and, to strengthen governance mechanism for effective and evidence-based policymaking. The need for this Policy aroused from the desire to foster good governance, promote transparency, and increase social justice by involving the poor and excluded, thereby improving public service deliveries and policy projects. It started with the noticeable gap in organizing inclusive Citizens Engagement by the commission and because of the centrality of citizens and participation in governance, other line Ministries, Departments and Agencies were thought crucial. A High-level meeting was organized and attended by top government functionaries such as Honourable Commissioners, Members of the State House of Assembly, Permanent –Secretaries, Executive Chairmen of agencies, Directors of Planning and research of various ministries, Civil Society Organizations, Traditional Leaders and Local Government representatives in Abuja on the 9th -10th December 2021. The goal of such a process was to ensure that the policy is evidence-based and that the views of the government and key stakeholders in governance are reflected. The underlying principle, objectives, goals, and framework of the policy were discussed, and a commitment to the entire policy formulation and implementation process was agreed upon.

Following that, a technical and input collation workshop for the policy was held from the 26th to the 28th of January 2022, with stakeholders in attendance including Permanent-Secretaries and Directors of Planning from key MDAs, Members of the State Citizens Budget Committee, Civil Society Organizations, International Development Partners, and others. The technical and input collation workshop aimed to collect the main technical inputs that would form the core of the policy and implementation guidelines from stakeholders, experts, and practitioners. The draft policy was then subjected to review and validation by the above-mentioned stakeholders in a two-day validation workshop from the 29th to the 30th of March 2022.

POLICY CONTEXT

This policy originated from the need to pursue reforms and strategies that strengthen accountability in service delivery, and it reflects the government's desire to address long-term development barriers, including a greater emphasis on people who have been excluded from economic and social opportunities, as well as increased investment in inclusive growth. The policy is centred on social sustainability and inclusion, and it is consistent with the World Bank's Social Sustainability and Inclusion Global Practice

VISION

"The policy hopes to promote self-reliant, mutually-inclusive and informed communities for sustainable development."

MISSION

To enhance legitimacy and trust in government through an efficient and effective consultative decision-making process that manages citizens' expectations based on ownership of development processes

SCOPE OF THE POLICY

The framework addresses aspects of citizen engagement and participatory planning, applicable at the state, local, and ward levels. It also describes the entry points, information dissemination channels, and feedback mechanisms in detail. The policy is aimed at Adamawa state's communities, ensuring the inclusion of all, including minority groups, vulnerable groups, women, men, youth, CSOs, FBOs, IDPs, and so on. The policy's target groups include those who will be affected directly or indirectly

DEFINITION OF KEY TERMS

The need for providing clear and consistent definitions of some terms used for the purpose of the document is essential, according to the literature review and discussion during the workshop on the development of this policy. As a result, the following terms are defined as they are used:

Citizen: A native or naturalized member of Nigeria who owes allegiance to Nigeria and is entitled to the protection of the Federal Republic of Nigeria. Citizens can act as individuals or organize themselves into associations and groups such as community-based groups, women's groups, youth groups, indigenous peoples' groups or Civil society organizations (CSOs) and Faith-based Organisations.

Citizen Engagement: Any form of interaction between the government of Adamawa State and citizens. It can be two way or multi-dimensional and provides citizens with an opportunity to influence public decisions.

Participatory Planning: Government and community efforts to reach a given socio-economic goal by consciously working together to identify problems and charting a course of action to collectively resolve identified issues. It is a planning/governance process in which everyone who has a stake in the community has a voice, either in person or by representation.

Inclusion: Provision of equal access to opportunities and resources for people who might otherwise be excluded or marginalized.

Exclusion: A situation where some people are denied (marginalised, excluded) equal access to opportunities, resources, and services

Mainstreaming inclusion: A conscious effort to include and provide equal access to opportunities and resources for people who might otherwise be excluded or marginalized in all processes.

Stakeholder: A person or organization with an interest or concern in governance and policy development, whether directly or indirectly.

Community: A social group of people who live in a specific area and share a common government, basic amenities, and cultural and historical heritage.

Development: Improvement in the socio-economic well-being of every individual in the community.

Community Development: A process in which people come together to make collective decisions and take action on issues that are important to them.

OWNERSHIP OF THE POLICY

The ownership of this policy rests with the Adamawa State government, but it has been delegated to the Adamawa State Planning Commission, which is responsible for the planning and coordination of the state's budgetary and development programmes. The commission is in charge of the policy's content and accuracy, the coordination of its implementation as well as the review and updating of the content as needed.

GUIDING PRINCIPLES

The underlying principles and values of this policy are:

The Sustainable Development Goals (SDGs) - are designed to end poverty, hunger, AIDS, and discrimination against women and bring about general and sustained development in communities.

Rights-based Approach - Citizens have the right to participate in the planning, development, implementation, monitoring and evaluation of this policy, as well as

relevant programmes that concern and affect their development and well-being.

Participatory and consultative - All stakeholders including local, state, and federal governments, CSOs, organised private sector and international development partners agree to work together in partnership for the development of communities. The interest of various stakeholders' groups is important in the context of this policy. The clamour and agitations by communities for inclusiveness in determining decisions and implementation of programmes that directly affect them.

The policy provides for equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those having physical or mental disabilities or belonging to other minority groups.

Gender equity and equality - This policy is also guided by the National Gender Policy document, 2006. All citizens, male and female, have equal rights to participate in the identification and prioritisation of community needs, planning, implementation and monitoring and evaluation programmes that affect them.

Principles of equity and natural justice - All citizens have equal rights to involvement and engagement in the planning, implementation and monitoring and evaluation of programmes that affect them in the spirit of justice and fair play and to participate in their own and community's development.

Cultural sensitivity - The planning, development, and implementation of programmes in communities under this policy is culturally sensitive and based on local values that support an enabling environment for sustainable development

Diversity of communities and citizens' needs - Adamawa state is made up of diverse groups including ethnic, cultural, vulnerable and minorities. This policy considers this diversity and encourages strength in diversity.

This policy also strongly aligns with the Adamawa State Public Finance and Control Law, 2016, the LGA revised law 2018 and even the state and sectoral development plans.

STRATEGIC FOCUS AREAS

Citizen Mobilisation and Sensitisation Responsibility

The following groups are responsible for mobilisation and sensitisation activities in communities and should be engaged appropriately when the specific needs arise:

- Traditional Rulers
- Religious leaders
- Political leaders
- Women groups
- Youth groups
- CSOs
- Town announcers

- Media organizations
- Professional bodies
- Private sectors
- PLWDs
- Legislators
- National Orientation Agency (NOA)

How to carry out Citizen Mobilisation and Sensitisation Responsibility

Strategies to be adopted by the above groups include but are not limited to:

- Conducting a stakeholder analysis for proper guidance on stakeholders to engage
- Advocacy visits to the critical stakeholders in the ward
- Community dialogue using town hall meeting approach in Wards
- Drama presentation
- Jingles production and airing in different media houses such as radio, TV in different local dialects
- House-to-house mobilizations
- Use of town announcers to create awareness and arouse interest in the policy
- Radio and TV programmes
- Billboards with specific messages targeting specific categories of community members
- Social Media platforms

Roles and Responsibilities

Compliance: A compliance system and structure shall be set up and saddled with the responsibilities of ensuring that the policy is strictly adhered to. It will ensure this policy functions in a legal and ethical manner while meeting its goals. Consequently, it will have five areas of responsibility—**identification, prevention, monitoring and detection, resolution, and advisory.** A compliance system shall identify risks and advises on how to avoid or address them.

The stakeholders responsible for compliance are:

- Government - Executive, Legislature, MDAs, LGAs
- Ward Development Support Committees (WDSCs)
- Civil society organizations (CSOs)
- Women groups
- Youths
- Community Development Associations

- Religious leaders
- Traditional rulers

Typically, the responsibilities shall include the following:

Government

a. coordinating and attending meetings with stakeholders.

b. coordinating and conducting internal investigations into compliance issues.

c. lead internal reviews and audits to ensure all LGAs and other stakeholders are complying with procedures of the CDP process for citizen engagement and participatory planning.

d. lead conducting internal risk assessments and identifying, assessing and managing risks.

e. ensuring all activities, policies, and documentation are compliant with local, state, and federal government regulations.

Ward Development Support Committees (WDSCs)

a. reporting to the Local Government Development Coordination Committee (LGDCC) on policy for citizen engagement and participatory planning process on matters of risk, compliance, and legislation

b. continuous mobilisation and sensitisation of community members

c. reporting and documenting activities

d. ensuring record management systems are kept up to date.

Civil society organizations (CSOs)

a. monitor activities, policies, documentation, and reports to ensure compliance with local, state and federal government regulations

b. provide capacity building support to communities in compliance with the implementation of the policy

All other interest groups

a. monitor compliance with policy and report any challenges or deviation

Review

- When necessary, the review process of this policy will engage all relevant stakeholders including:
- Government (Adamawa State Planning Commission, Fiscal Responsibility Commission and State Bureau of Statistics)
- Ward Development Support Committees (WDSCs)
- Civil society organizations (CSOs)
- All community members - representatives of all categories including minorities,

vulnerable groups, men, women, professional groups, IDPs, PLWDs, etc.

Stakeholders

To ensure inclusiveness, the categories of citizens targeted in this policy are:

- Traditional rulers
- Religious leaders
- Political Rulers
- Vulnerable groups (Minority groups, People living with disabilities, IDPs, widows, retirees and the aged)
- Women groups
- Youth groups
- Professional groups
- Civil Society Organizations (CSOs) including Community vigilante groups
- Development partners
- At-risk Populations e.g. sex workers, drug users

STRATEGIES FOR ENGAGEMENT

Citizens should be engaged and mobilised using the following strategies:

At the Local Government Level

- Advocacy to the following groups to obtain permission and buy-in for programmes:
  - ✓ Local Government Councils: Chairman and Council.
  - ✓ Wards: Traditional Rulers and councillors
  - ✓ Community key Stakeholders:

To get the necessary permission to commence with programmes the following steps shall be undertaken:

- Proper stakeholder analysis
- Meeting with key stakeholders.
- Sensitization and Advocacy of key stakeholders.
- The mobilization is done by the key stakeholders or actors of the host community.

At ward level

- Use of advocacy and lobbying as a strategy for sensitization and buy-in of key stakeholders.
- Inclusion of marginalized groups.

To ensure the inclusion of marginalised groups deliberate actions should be taken to identify and involve/engage such groups:

- ✓ All groups should have separate meetings to enable full and intentional participation.
- ✓ categorisation of groups by Gender and Age.
- ✓ Participation of Persons Living with Disability should be emphasized.
- ✓ Perceived marginalized members should be invited.

- The casting of votes should be adopted by community or group members to determine and take a decision on the priority needs of the host community.
- The most voted or identified issue should be considered a priority project.
- Strategy for citizen input collation of plans, development plans or reports shall include the use of Focus group discussions (FGDs), ranking and other participatory methods.

TECHNICAL FOCUS AND CONTENT OF ENGAGEMENT SESSIONS

Issues to be discussed

- The engagement of citizens in budget planning and other MDAs activities that affect a particular community.
- Priority needs of communities
- Ownership of projects.
- Community participation - inclusiveness

What should inform a project identification:

- Needs assessment.
- Priority needs of community members.
- The number of votes on a particular issue or problem.

Facilitators for the sessions:

- Training of Trainers (TOT) trainings to be conducted for literate community members on Citizen Budget engagement and subsequent step-down trainings for community enumerators supported by the staff of the relevant MDAs.

POLICY IMPLEMENTATION

Community development programmes require a multi-sectoral approach that involves various stakeholders including MDAs, LGAs, legislature, CSOs, community members, Development Partners, media, faith-based organisations, organised private sector etc. Consequently, the implementation of this policy will require close collaboration among these sectors. Their roles and responsibilities in the implementation of this policy are outlined below:

Role and responsibilities of MDAs

Through collaborative efforts and coordination mechanisms the relevant MDAs will have responsibilities for the successful implementation of this policy as follows:

Adamawa State Planning Commission (ASPC)

Responsible for the overall coordination and oversight of policy implementation as well as appraising the policy environment, gauging the level and quality of stakeholders and evaluating outcomes of implementation

Ministry for Information and Strategy

Lead coordination of information management, mobilisation and sensitisation activities as well as creating feedback channels

Ministry for Local Government

The ministry shall liaise with the ASPC for integration of CDPs into the state capital budget and financing of the implementation of the policy at the LGA level as well as balancing opposition demand toward policy implementation

Ministry of Agriculture

Lead coordination of projects related to agriculture

Ministry of Works

Provide technical support for infrastructure such as roads, culverts etc

Ministry of Women Affairs

Ensure Gender and PLWD mainstreaming into the CDP process and programmes/ projects identified by communities

Ministry of Health

Provide technical input and oversight on health programmes and infrastructure

Ministry of Water Resources

Provide technical support for the provision of safe drinking water and water for irrigation services

Adamawa State Rural Water Supply and Sanitation Agency (ADRUWASSA)

Collaborates with the Ministry for Local Government Affairs, the Ministry for Water Resources and the 21 LGAs and takes the lead on issues of provision of safe water drinking water and water for irrigation services.

The Adamawa State Primary Health Care Development Agency (ADSPHCDA)

Collaborates with the ministry for local government affairs and the 21 LGAs on all issues concerning primary health care services delivery as reflected in the CDP plans.

The Adamawa State Community and Social Development Agency

Shall collaborate with the Ministry for Local Government Affairs to provide social services to the rural communities

Ministry of Livestock and Aquaculture Production

Lead coordination of projects related to livestock and aquaculture

Role and responsibilities of LGAs

The 21 LGAs shall be responsible for the following:

- Coordinating policy implementation at ward and community levels - coordinate the conduct of Ward CDP sessions and collation of plans
- Provide capacity-building support to WDSCs
- Coordinating the implementation of projects at community level
- Appraising policy environment at community level
- Supporting the implementation of the CDP process at community level
- Gauging the level and quality of stakeholders at community level
- Providing financial support and implementation at community level
- Evaluating outcomes of implementation at community level
- Integrating the Community Development Plans into the budget
- Monitoring and Supervising activities, services and programmes being implemented at the grassroots
- Mobilizing resources for policy implementation
- Timely release of funds for implementation

Role and responsibilities of community members

- Active participation in articulating community needs and problems during Ward CDP sessions
- Lobbying for implementation of projects
- Take ownership of the project

- Sustain the project
- mobilising resources for the implementation of projects
- Ensure monitoring supervision and security of the project
- Hold political office holders/ government stakeholders accountable
- Awareness creation amongst themselves on projects

Role and responsibilities of Legislature

- Documenting the progress for policy development and legislative endorsement of the policy
- Providing a legal framework for the implementation of projects
- Appropriating and timely budgetary allocation to the CDP projects
- Considering the CDP project as their constituency project.
- Lobby the Executive for the inclusion of CDP of their constituencies into the State Budgets.

Role and responsibilities of CSOs, Media

- Creating awareness of the policy and roles and responsibilities of citizens in citizen engagement and participatory planning process on the projects identification and implementation
- Participating in Ward CDP sessions
- Ensuring prudence and accountability in project implementation
- Ensuring inclusivity in project implementation
- Advocacy and stakeholder engagement
- Building Capacity of different stakeholders
- monitoring transparency and accountability in the use of resources
- Providing feedback on policy implementation

Role and responsibilities of Development Partners

- Building Capacity of CSOs and government partners
- Providing technical assistance and institutional support
- Providing project implementation manuals/modules/appraisal documents
- Providing funding support
- Monitoring accountability of funding provided

Role and responsibilities of organized private sector

- Provide support to community initiatives
- Provide funding to community projects

- Initiate and implement community-focused projects based on Ward CDP plans
- Create awareness of developmental projects
- Partner with other development partners
- Promote human capital development of community members
- Provide technical support/assistance to community members
- Develop and maintain infrastructure and services

RESOURCES

How to mobilise resources for the implementation of the policy

- Budgetary provisions by the government, approval by the legislature and prompt release
- Support by Non-Governmental Organisations (NGOs), CSOs in identifying and implementing community priority projects
- Community efforts/contributions e.g human capital etc
- Taxes/levies
- Other individuals - However, contributions by individuals shall not be the basis for manipulation of community processes.
- Private Sector

Who will lead resource mobilization efforts, strategies etc?

- State Government through the Ministry of Finance and ASPC
- Local Government – the 21 LGAs Chairmen and Councils
- CSOs and NGOs
- Ward Development Support Committees (WDSCs)
- Development partners
- Corporate organizations

Role of Stakeholders in resource mobilisation

- Prompt and regular payment of taxes/levies
- Provision of material resources
- Participation in every aspect of the formulation and implementation process of the policy
- Ensure transparency, accountability, and sustainability in the management of the resources.

Partnership Arrangement

To be more effective and efficient, as well as to maximise resources, the State Government should enter into partnership with relevant organisations in the implementation of the policy. Partnership Mechanism/instrument e.g. MoU to be developed and signed by the respective parties. Responsibilities should be shared between the participating agencies and partners, based on the technical area of the mandate

Capacity Building

- Training, sensitization, and advocacy for stakeholders should be adopted periodically.

APPROVAL

The approval of this policy and any future reviews shall be by the Executive Governor of Adamawa State.

MANAGEMENT OF POLICY RECORDS

Storage of Policy Record

Policy records will be stored for easy access to stakeholders throughout the state

- The policy documents shall be hosted on the website of the Adamawa State Planning Commission and all other relevant Ministries, Departments and Agencies (MDAs).
- The policy document shall be kept in the relevant department in the Local Government.
- The policy documents shall be kept at the state and Local Government libraries throughout the State.
- The policy documents shall be accessed free by the stakeholders aside from the cost of printing and photocopy if necessary.

Where and how to access policy

- The stakeholders shall access the policy documents by applying through the Ward Development Support Committees, the relevant department in the Local Government, through the website of the Adamawa State Planning Commission or at the various libraries across the state.

MONITORING AND EVALUATION

Monitoring and Evaluation is a major aspects of the implementation of the policy. Monitoring is the routine process of data collection or tracking of the day-to-day activities and measurement of progress to determine the extent to which a project or programme has been effectively implemented at different levels, in time and at what cost toward programme objectives. Evaluation on the other hand is the systematic objective analysis of a project's performance, efficiency, and impact in relation to its objectives. It measures the medium-term and long-term results and is conducted at one or more points during the programme period – usually at the **mid-point** or **end** of the programme term.

Monitoring

Monitoring the implementation of the policy is critical to ensuring compliance. Government agencies and relevant stakeholders to be involved in monitoring and evaluation of the implementation of the policy are listed below:

- Government (Adamawa State Planning Commission, Fiscal Responsibility Commission and State Bureau of Statistics)
- Ward Development Support Committees (WDSCs)
- Civil society organizations (CSOs)
- Relevant MDAs
- Traditional rulers
- Religious leaders
- CBOs
- Vulnerable groups e.g. People Living With Disabilities (PLWDs)
- Minority groups
- Professional associations
- Media
- Organized private sectors
- Security agencies
- Community Development Associations

What to monitor

- Input
- Output
- Outcome
- Impact
- Citizen engagement processes
- Knowledge

- Attitude
- Practices
- Integration of CDPs into LGA and State budgets
- Approval and release of funds for community projects
- Workplan and Budget implementation
- Procurement processes

Method of Monitoring and Evaluation

Method is a procedure or systematic way of doing something, an established and systematic way of carrying out a particular action. Both quantitative and qualitative methods shall be applied in collecting data and information in the monitoring of the implementation of this policy. For example, use of population census, community meetings (town hall meetings), ranking, rating, participant's observation, stakeholder analysis, documents review, community dialogue, focus group discussion (FGD) and in-depth interviews to obtain quantitative and qualitative data. Baseline, Mid-term, and End-term evaluations shall be conducted. A consultant can be engaged for evaluation.

Illustrative Targets/indicators

The following indicators shall form the basis for monitoring and evaluation of the policy implementation

- Number of relevant stakeholders in the community involved in the implementation of the Community Development Plan
- Number of Ward Development Support Committees established and functional
- Percentage of LGAs incorporating CDPs in their annual budgets
- Number of projects in CDPs implemented by LGAs by type
- Functional feedback mechanism
- Number of LGAs with Budgets incorporating CDPs by communities
- Percentage of community projects of LGA capital budget
- Percentage of LGAs complying with policy implementation
- Number of coordination meetings conducted
- Percentage of decisions at coordination meetings implemented
- Number of development partners supporting policy implementation by type
- Number of facilitators trained and deployed
- Percentage of trained facilitators active
- Number of capacity-building activities undertaken by type. etc

How to track beneficiaries' feedback

- Setting up of a feedback mechanism through phone calls, SMS, social media, etc
- monthly/ quarterly/annual reports
- Follow up and visitation

AREAS FOR COLLABORATION

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
1	Mobilization and sensitization	**Adamawa State Planning Commission** • Coordinate mobilisation activities in the state through coordination meetings to engage MDAs and 21 LGAs • Collaborate with Ministry for Information and Strategy • Identify and designate specific MDAs and other stakeholders for collaboration • Identify areas of responsibility of various collaboration stakeholders and share • Facilitate and provide resources for mobilisation activities	**i. Ministry for Information and strategy** • Coordinate the development of specific mobilisation/ sensitisation information packages and disseminate **ii. Ministry for Local Government Affairs** • Information unit to coordinate and facilitate mobilisation/sensitisation activities in 21 LGAs and respective Wards • Provide resource support and facilitate CDOs in each of 21 LGAs to conduct mobilisation and sensitisation activities **iii. Local Government Council members** • Ward Councillors to sensitise and enlighten community members about the CDP process in their wards and their roles through organising town hall meetings

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			iv. Traditional rulers • Support mobilisation and sensitisation on the policy in town hall meetings at the ward level, as well as during community dialogue meetings • Engage town announcers to provide information and mobilise community members about the importance of the policy and their responsibilities **v. CSOs** • Support WDSCs to organise sensitisation meetings and create awareness about the CDP process and actively participate at ward levels

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
2	Policy implementation and compliance	**Adamawa State Planning Commission** • Overall coordination of policy implementation as well as appraising policy environment. Gauging the level and quality of stakeholders and Evaluating outcomes of implementation	**i. Ministry for Information and Strategy** • Coordinate information management, mobilisation and sensitisation activities as well as create feedback channels **ii. Ministry for Local Government Affairs** • Coordinate implementation at ward levels • provide financial support for the CDP process at the ward and community level • Integration of CDPs into the state capital budget and financing the implementation of the policy at LGA level as well as balancing opposition demand towards policy implementation • Appraising policy environment at community level • Gauging the level and quality of stakeholders at community level **iii. Ministry of Agriculture** • Coordination of projects related to agriculture

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			iv. Ministry of Works • Provide technical support for infrastructure such as buildings, culverts etc **v. Ministry of Women Affairs** • **F**acilitate Gender mainstreaming into the CDP process and programmes/projects identified by communities • lead in the implementation of the policy at the Local Government level **vi. Ministry of Health** • Provide technical input and oversight on health programmes and infrastructure **vii. Ministry of Water Resources** • Provide support for the provision of safe drinking water and water for irrigation services **viii. Ministry of Livestock and Aquaculture Production** • Provide technical support to projects related to livestock and aquaculture

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			ix. Legislature • Documenting the progress for policy development and legislative endorsement of the policy • Providing a legal framework for the implementation of projects • Appropriating and timely budgetary allocation to the CDP projects • Considering the CDP project as their constituency project. • Lobbying the Executive for the inclusion of CDP of their constituencies into the State Budgets. **x. CSOs and Media** • Creating awareness for the policy and roles and responsibilities of citizens in citizen engagement and participatory planning process on the projects identification and implementation • Participating in Ward CDP sessions

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			• Ensuring prudence and accountability in project implementation • Ensuring inclusivity in project implementation • Advocacy and stakeholder engagement • Building Capacity of different stakeholders • Providing feedback **xi. Community Members** • Active participation in the CDP process • Sustaining the projects • Articulating community needs and problems during Ward CDP sessions • Lobbying for implementation of projects • Taking ownership of the projects • Ensuring monitoring supervision and security of the project • Holding political office holders/ government stakeholders accountable • Awareness creation amongst themselves on projects

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			xii. Partners • Capacity building of CSOs and government partners • Provide technical assistance and institutional support • Provide project implementation manuals / modules / appraisal documents • Provide funding support • Monitor accountability of funding provided **xiii. Organised Private sector** • Provide support to community initiatives • Provide funding to community projects • Initiate and implement community-focused projects based on Ward CDP plans • Create awareness for developmental projects • Partner with other development partners • Promote human capital development of community members • Provide technical support/ assistance to community members

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			• Develop and maintain infrastructure and services
3	Resources	**State Government through the Ministry of Finance** • Coordinate resource mobilisation activities • Ensure provision and timely release of statutory allocations to 21 LGAs	**i. ASPC** • Provide financial and human resources **ii. Ministry for Local Government** • Support 21 LGAs to mobilise resources by ensuring that CDPs are integrated into LGA's budgets • Lobbying for prompt release of funds to 21 LGAs **iii. All 21 Local Governments – the Chairmen and Councils** • Provide human and material resources • Ensure budgetary provision and release • Prompt and regular payment of taxes/levies **iv. CSOs and NGOs** • Technical Assistance and provision of funding and materials • Participate in the CDP process

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			v. Ward Development Support Committees • Mobilise material and funding support in communities • Participating in every aspect of the formulation and implementation process of the policy • Ensure transparency, accountability in the use of resources **vi. Development partners** • Provide technical assistance e.g. training • Provide funding support **vii. Corporate organizations** • Funding support **viii. Community Members** • Prompt and regular payment of taxes/levies • Volunteerism e.g. Community efforts/ contributions e.g human capital and provision of materials • Fund-raising for community self-help projects • Individual philanthropists

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
4	Review of the policy	**Adamawa State Planning Commission** • **C**onstitute a review committee with terms of reference. • Initiate a review of the policy before or after 5 years in consultation with key stakeholders • Coordinate review meetings • Collate revisions • Print revised policy • Disseminate printed policy	**All Stakeholders (MDAs, 21 LGAs, CSOs, Partners, WDSCs)** • Identifying and reporting areas of challenges, emerging issues that will require a review of the policy to ASPC • Attend and contribute during policy review meetings • Dissemination of revised policy
5	Capacity building	**Adamawa State Planning Commissio**n • Coordinate TOT for facilitation state and LGA facilitation teams • Engage partners and CSOs to support capacity building initiatives for communities	**i. Ministry for Local Government Affairs** • Strengthen and support LGA facilitation teams in 21 LGAs **ii. 21 LGAs** • Provide financial and human resources to train Ward level facilitators **iii. CSOs** • Participate in the facilitation of CDP sessions

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			• Provide resources e.g funds and materials • Provide support in the area of documentation and reporting of activities • Support WDSCs to perform the roles **iv. Development Partners** • Provide technical assistance • Provide funding support
6	Management of policy records	**Adamawa State Planning Commission** • Publish policy on ASPC website and upload to clouds • Distribute printed policy to key stakeholders across the state	**All MDAs, 21 LGAs** • Keep policy documents at the state and Local • Store policy documents at the relevant departments • Keep policy in Government libraries throughout the State. • The policy documents shall be accessed free by the stakeholders aside from the cost of printing and photocopy if necessary.
7	Compliance	**Adamawa State Planning Commission** • coordinating and attending meetings with stakeholders;	**All MDAs** • Attend and contribute to coordination meetings • Provide oversight on compliance in all 21 LGAs

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
		• coordinating and conducting internal investigations into compliance issues; • lead internal reviews and audits to ensure all LGAs and other stakeholders are complying with procedures of the CDP process for citizen engagement and participatory planning; • Make available policy at all levels in the state • Conducting internal risk assessments and identifying, assessing and managing risks; • ensuring all activities, policies, and documentation are compliant with local, state and federal government policies	**Chairmen and Council members of all the 21 LGAs** • Ensure the policy is available and accessible at the local government level, ward and communities • Monitor and ensure that all activities, policies, and documentation at ward and community levels are compliant with local, state and federal government policies **Ward Development Support Committees (WDSCs)** • Monitoring and reporting to the Local Government Development Coordination Committee (LGDCC) on policy for citizen engagement and participatory planning process on matters of risk, compliance and legislation • Continuous mobilisation, enlightenment and sensitisation of community members • Reporting and documenting activities • Ensuring record management systems are kept up to date.

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
			Civil society organizations (CSOs) • Monitor activities, documentation and reports to ensure compliance with local, state and federal government regulations • provide capacity building support to communities in compliance with the implementation of the policy • provide capacity building support to communities in compliance with the implementation of the policy **Religious leaders/ Traditional rulers** • Enlighten followers about the policy and their roles **NOA/Media** • Enlighten the public about the existence of the policy, its provisions and the responsibilities of stakeholders across the state.

State and LGA level CEPPP areas of shared mandate/Collaboration/ Shared responsibilities			
S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	Support *(indicate MDA/Partner and specific responsibilities)*
8	Monitoring and Evaluation of the policy	**Adamawa State Planning Commission** • Strengthen M&E units across the state to coordinate monitoring and evaluation of the policy implementation • Support the development and provision of M&E tools • Coordinate support for resources to carry out M&E functions	**Relevant MDAs, 21 LGAs, other key stakeholders including Traditional rulers, Religious leaders, CBOs, Community Members, WDSCs** **At State level** • monitor and document resources mobilised, prudent use and accountability • approval and release of funds • At LGA and Ward levels strengthen M&E activities. Monitor, document and report citizen engagement processes, behaviour change in communities, work plans and budget implementation, procurement processes, approval and release of funds • monitor input, output, outcome

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