



# LOCAL GOVERNMENT CITIZEN ENGAGEMENT AND PARTICIPATORY PLANNING POLICY

## ADAMAWA STATE

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## 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*

The process of formulating this policy document was through broad consultations with different stakeholders in Adamawa State. The Citizen Engagement and Participatory Planning policy has the objective of promoting transparency, accountability good governance by enhancing trust in governance through consultative and subsequent joint decision-making processes in line with citizens' hopes.

The policy covers aspects of citizen engagement and the participatory planning process and is applicable at local government and ward levels in the state. It outlines entry points, information dissemination channels and feedback mechanisms and targets all the Local Governments of Adamawa State while ensuring the inclusion of minority groups, vulnerable groups, women, men, youth, CSOs, FBOs, IDPs etc.

The policy's goal is to instil positive change in the mindsets of both public and private stakeholders, changing the culture of public sector administration toward openness and the rest of the stakeholders toward participation, as well as to promote equitable local development by enhancing citizen participation through effective functional and mutually accountable linkages between State and Local Government.

The policy has an implementation guideline to guide and ensure appropriate implementation of the policy. The production of this CEPP Policy and Implementation guideline was facilitated by the Adamawa State Planning Commission with 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. The Ministry for Local Government appreciates their valuable contributions



**Honourable Ibrahim Mijinyawa**  
Commissioner,

*Ministry for Local Government Affairs, Adamawa State*

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# ACKNOWLEDGEMENT

Our gratitude and appreciation go to His Excellency the Executive Governor of Adamawa State Rt. Hon. Ahmadu Umaru Fintiri, the Commissioner for Local Government Affairs, Hon Ibrahim Mijinyawa, the Executive Chairman, Adamawa State Planning Commission, Dr. Mary Paninga, the GIZ consultants, Mr. Jonah Lah and Mr Musa Shallangwa and the Citizen Engagement and Participatory Planning Policy Commitment Committee members for their support and guidance throughout the process without which this body of work would not have been a success.

We appreciate GIZ management, especially Mrs Alexandra Steinbeich and Dr Scuto Giuseppe for their support and commitment to ensuring that Adamawa State has the Citizen Engagement and Participatory Policy and Implementation Guideline, the first of its kind in Nigeria. We thank Mr Chibuzor Nwabueze the GIZ Governance Advisor and Mr Panny Yunusa Boga the GIZ Embedded Expert to Adamawa State Planning Commission for their relentless efforts and tireless work towards the success of this policy and implementation guideline.

We are especially indebted to the commitment committee members who set the stage for the successful completion of this work with their initial support, commitment and sacrifice towards the success of this work. The Committee members are 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 Head of BA'A and District Head of Belel.

Worthy of mention is the contribution of all the state cadre directors from various MDA's, Civil Society Organizations and International Non-Governmental Organizations that supported the process, the Director of Local Government Affairs, Zonal Local Government Inspectors, other principal officers from the Ministry as well as the Local Government Areas. We appreciate their commitment to the success of formulating this policy.



**Japhet Ajiya Gajere**  
Permanent-Secretary,  
*Ministry for Local Government Affairs, Adamawa State*

# ACRONYMS/ABBREVIATIONS

<b>LGA</b>	Local Government Area
<b>PWD</b>	People With Disabilities
<b>CSO</b>	Civil Society Organisation
<b>FBO</b>	Faith-Based Organisation
<b>CEPPP</b>	Citizen Engagement and Participatory Planning Policy
<b>SDG</b>	Sustainable Development Goal
<b>CDA</b>	Community Development Association
<b>MDA</b>	Ministries, Departments and Agencies
<b>WDSC</b>	Ward Development Support Committee
<b>CAN</b>	Christian Association of Nigeria
<b>IDPs</b>	Internally Displaced Persons
<b>CDP</b>	Community Development Plan
<b>ADRUWASSA</b>	Adamawa State Rural Water Supply and Sanitation Agency
<b>ADCSDA</b>	Adamawa State Community and Social Development Agency
<b>ADPHCDA</b>	Adamawa State Primary Health Care Development Agency
<b>SDCC</b>	State Development Coordination Committee
<b>LGDCC</b>	Local Government Development Coordination Committee
<b>WDCC</b>	Ward Development Coordination Committee
<b>NOA</b>	National Orientation Agency

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# INTRODUCTION

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Citizen engagement and participatory planning is a process that stresses involving community members in the planning, joint decision making in the development processes of their respective communities as stakeholders and development process of their respective communities. Unlike the other development process which is top to bottom and is generally considered undemocratic and unresponsive to community needs, participatory planning prioritizes the integration of technical expertise with the preferences and knowledge of community members. This development approach planning, joint decision making in the development processes of their respective communities as stakeholders consensus-building and collective community decision making and prioritizes the participation of traditionally marginalized groups in the planning process.

## PURPOSE

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The purpose of the Local Government citizen engagement and participatory planning policy is to establish and institutionalize the policy at the LGA level and to give the people a voice in their development in accordance with their priority needs. The policy provides a people-focused and empowering planning process that gives community people the opportunity to be involved in taking a decision and making inputs in addressing their needs.

## GOAL AND OBJECTIVES

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The goal of this policy is to initiate and sustain a people-centred development at the LGAs.

The objectives include:

- I. Establishment and implementation of community development planning at the LGAs.
- II. Enhance the capacity of the communities to effectively get involved with the citizens' engagement and participatory planning in the LGAs.
- III. Ensure the commitment of the LGAs to integrate community development plans into their annual Estimates.
- IV. Enhance the capacity of community stakeholders to plan, initiate and attract development projects to their communities project in their communities

## RATIONALE

Citizen engagement and participatory planning is a process where local people are given the chance to be involved in decisions about their development needs and suggest solutions to those problems. It is an interaction between the people and the government where the government listens to and responds to the demands of the people. When such happens, it leads to a better understanding of the problems, more ideas about how to address the problems, a better sense of people's priorities and increased public support for effective implementation. It also leads to building trust between the government and the people and helps the people to develop a sense of citizenship. The Community Development Process (CDP) implemented by Giz with the support of Adamawa State Government in five Local Government Areas of the state and the above-mentioned points as some of the positive results that have been achieved. It is hoped that the full implementation of the citizen engagement and participatory planning policy will provide the opportunity for community people to make inputs and actively participate in the planning, implementation and sustainability of projects and programmes that they have been chosen.

## POLICY SCOPE

This citizen engagement and participatory planning policy shall be implemented at the LGA and ward levels. It ensures inclusion for all categories of stakeholders including policymakers at the LGA level, Community Leaders, Traditional and Religious Leaders, Youth, Men, Women, PWDs, CSOs, FBOs, professional groups, Artisans etc.

## OWNERSHIP

The Local Government Citizen Engagement and Participatory Planning Policy is owned by the 21 LGAs of the state, but responsibility for coordination rests with the Adamawa State Ministry for Local Government Affairs. The Ministry takes responsibility for the coordination of the implementation of the policy in all the 21 LGAs and shall take the lead in the review of the process should the need arise.

## GUIDING PRINCIPLES AND VALUES

The Adamawa State Local Government Citizen Engagement and Participatory Planning Policy is structured on guiding principles and values which influenced its design and strategic direction. The principles and values are as follows: The Adamawa State Citizen Engagement and Participatory Planning Policy is:

- I. Based on a commitment to wide consultations, respect for diversity of opinions and interests, inputs, and consensus at both the State and LGA levels.
- II. Affirms and upholds the fundamental human rights of all people including their



rights to development opportunities, and full participation in the democratic and governance processes, as well as in community and civic decision making and development agenda.

- III. Aligns with the provisions of other existing policies and development initiatives including the Sustainable Development Goals (SDGs), National Health Policy, National Youth Policy, National Gender Policy, and National Policy on Population for Sustainable Development.
- IV. Recognizes and respects the role of culture, tradition, and religion in the development of all people in the state and their communities.

## STRATEGIC FOCUS AREAS

### **Citizen Mobilization and Sensitization**

The following stakeholders shall be responsible for mobilization and sensitization activities at the LGA and community levels.

- ◆ Political leaders
- ◆ Traditional Ruler
- ◆ Religious leaders
- ◆ Community leaders
- ◆ Community Development Associations (CDAs)
- ◆ Women groups
- ◆ Youth groups
- ◆ CSOs
- ◆ FBOs
- ◆ Professional groups
- ◆ Town announcers
- ◆ Media
- ◆ Civil/Public Servants
- ◆ NOA

### **Modalities for citizen mobilization and sensitization by adopting the following strategies:-**

- ◆ Advocacy and sensitization visit to focal MDAs e.g. Ministry. for Local Government Affairs, State Budget and Planning Commission, Development Partners
- ◆ Dialogue meeting with key members of all wards in the LGA
- ◆ Townhall meetings

- ◆ Community sensitization and mobilization of the public
- ◆ Media involvement/engagement
- ◆ Town announcers
- ◆ House-to-house mobilisation
- ◆ Radio jingles
- ◆ Billboards
- ◆ Trainings/workshops

## Roles and Responsibilities

Stakeholders responsible for compliance:

- ◆ **Ministry for Local Government Affairs:** Coordinating, supervising, and monitoring to ensure that the policy is implemented appropriately.
- ◆ **Local Government Councils:** Coordinates policy implementation across the LGA to ensure proper implementation and adherence to policy guidelines and protocols
- ◆ **Ward Development Support Committees (WDSC):** Monitors implementation at the ward level and ensures the CDP is implemented accordingly. Also reports to the LGA on project implementation, compliance, resource mobilization etc.
- ◆ **Civil Society Organisations (CSOs):** Monitors policy implementation, CDP process and project implementation. They may also provide capacity building and financial support.

## Review of the Policy

This Policy shall only be reviewed after every five years, and the following stakeholders shall be consulted and engaged in the review:

- ◆ The Adamawa State Planning Commission
- ◆ The Adamawa State Ministry for Local Government Affairs
- ◆ The 21 Local Government Councils
- ◆ The Ward Development Support Committees (WDSCs)
- ◆ Development partners
- ◆ CSO partners

## Targeted Stakeholders

The stakeholders targeted by this policy include the following:

- ◆ Chairmen of the Local Government Area.
- ◆ Executive and Legislative Councils of the Local Government.
- ◆ Directors of the LGA Departments.
- ◆ State Focal Persons

- ◆ Religious leaders such as Muslim Councils, Christian Association of Nigeria (CAN).
- ◆ Traditional leaders such as District Heads, Ardo's /Village Heads, Ward Heads
- ◆ Youth leaders (Males and females)
- ◆ Women leaders, Representatives of housewives, and female-headed households.
- ◆ Corporate Associations (Bankers, Pharmacists, Doctors, Lawyers, Teachers, etc.)
- ◆ Representatives at-risk populations e.g. drug users, commercial sex workers
- ◆ People with Disabilities (blind, deaf, crippled and dumb)
- ◆ Representatives of minority groups
- ◆ Representatives of Internally Displaced Persons (IDP)
- ◆ Representatives of economic actors such as marketers, traders, manufacturers, blacksmiths, vulcanizers, electricians, farmers, etc.
- ◆ Representatives of widows'.
- ◆ Representatives of social actors (nurses, teachers, etc.)
- ◆ Representatives of various security bodies.
- ◆ Representatives of retirees.
- ◆ CSOs.

## STRATEGIES FOR ENGAGEMENT

### **Citizen Mobilization and Sensitization Responsibility**

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

- ◆ Traditional Rulers
- ◆ Religious leaders
- ◆ Political leaders
- ◆ Women groups
- ◆ Youth groups (Male & Femalie)
- ◆ CSOs
- ◆ Town announcers
- ◆ Media organizations
- ◆ Professional bodies
- ◆ Private sectors

- ◆ PLWDs
- ◆ Local, state and National
- ◆ National Orientation Agency (NOA)

## **Modalities for 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 inwards
- ◆ Drama presentation
- ◆ Jingles production and airing in different media houses and in different local dialects
- ◆ House-to-house mobilizations
- ◆ Use of town announcers to create awareness and arouse interest in the policy
- ◆ Radio messages using jingles, radio programmes e.g enlightenment programmes
- ◆ TV programmes
- ◆ Billboards with specific messages targeting specific categories of community members
- ◆ Social Media
- ◆ Other Social platforms

## **Compliance System**

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 legally and ethically 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

### **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 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 on compliance with the implementation of the policy
- 💧 All other interest groups
  - a.** Monitor compliance with policy and report any challenges or deviation

### **Review of the CEPP Policy**

When necessary, the review process of this policy will engage all relevant stakeholders including:

- 💧 Government (Adamawa State Planning Commission, Ministry for Local Government Affairs, 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 leaders
- ◆ 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

## 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 given 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.

### 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

The implementation of this policy will require close collaboration with several stakeholders who have key roles to play at the State, Local Government, Ward, and Community levels for successful implementation of the policy. Some of these stakeholders have been identified and their roles and responsibilities as identified below:

## Roles and responsibilities of MDAs

- ◆ ASPC: This Commission has the responsibility for overseeing the implementation of the project at the state level. It shall coordinate all the efforts of the MDAs and ensure that policy goals and objectives are successfully attained.
- ◆ Ministry for Local Government Affairs: The Ministry takes the lead in the implementation of the policy at the Local Government level. It coordinates the implementation of the policy by the LGAs to ensure adherence to policy goals and objectives and coordinates collaborations between the LGAs and agencies like the CSDA, ADRUWASSA, ADSPHCDA etc.
- ◆ 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 rural water supply and sanitation captured in the CDP plans.
- ◆ 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 also work with the Ministry for Local Government Affairs to provide social services to the rural communities as captured in their CDPs.
- ◆ The Ministry of Agriculture will collaborate with the Ministry for Local Government Affairs and the LGAs and lead on issues of agriculture.
- ◆ Ministry of Women Affairs shall also collaborate with the Ministry for Local Government Affairs and the 21 LGAs to ensure that gender is mainstreamed into the CDP process and gender issues are advanced and captured at the CDP and LGA Budget Estimates.
- ◆ Ministry of Livestock and Aquaculture will take the lead in the coordination of projects relating to livestock and aquaculture.

## Role and Responsibility of the 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 the community level
- ◆ Appraising policy environment at the community level

- ◆ Supporting the implementation of the CDP process at the community level
- ◆ Gauging the level and quality of stakeholders at the community level
- ◆ Providing financial support and implementation at the community level
- ◆ Evaluating outcomes of implementation at the community level
- ◆ Integrating the Community Development Plans into their respective budget estimates
- ◆ 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 responsibility of the communities**

- ◆ Mobilize and sensitize community people to support the CDP process
- ◆ Mobilize community people to actively participate in identifying community challenges and solutions.
- ◆ Identify with and take ownership of projects and protect same from misuse or vandalization
- ◆ Nominate credible and selfless representatives to serve as members of the Ward Development Support Committees (WDSC).
- ◆ Mobilize human and material resources to support the CDP process

### **Role and responsibilities of CSOs**

- ◆ Mobilization and sensitization of all stakeholders about the policy
- ◆ Ensure that the CDP process is transparent and inclusive
- ◆ Support the implementation of the CDP process
- ◆ Support with capacity building of stakeholders
- ◆ Provide technical support in the monitoring and evaluation of the policy

### **Role and responsibilities of development partners**

- ◆ Build capacity of WDSC, Local Government Staff, CSOs and state MDAs
- ◆ Support with funding
- ◆ Support with monitoring and evaluation of the policy
- ◆ Support the production of training manuals, CDP reports and other documents that may be required
- ◆ Provide consultants to guide/assist with the implementation of the policy



## **Role and responsibilities of LGA legislators**

- ◆ 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 for the CDP projects
- ◆ Considering the CDP project as their constituency project.
- ◆ Lobby the Executive for the inclusion of CDP of their constituencies into the LGA Budget Estimates.

# **RESOURCES**

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## **How to mobilize resources for the implementation of the policy**

- ◆ Statutory allocations and internally generated revenues of the LGAs
- ◆ Grants from International Financial Institutions
- ◆ Support from development partners
- ◆ Community self-help initiatives
- ◆ Financial support from philanthropists or prominent indigenes
- ◆ Private sector contributions
- ◆ levies/taxes

## **Who leads resources mobilization efforts?**

- ◆ Ministry for Local Government Affairs
- ◆ Local Government Councils
- ◆ CSOs
- ◆ WDSC
- ◆ Community Development Associations
- ◆ Development Partners

## **Role of stakeholders in resource mobilization**

- ◆ 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 resources management.

## Partnership

For effective and efficient utilization of resources, the Local Government Councils through the Ministry for Local Government Affairs can 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 mandate.

## Capacity building

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

# APPROVAL

This policy and any subsequent reviews shall be approved by the Executive Governor of Adamawa State

# MANAGEMENT OF 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, the Ministry for Local Government Affairs, and all other relevant 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 Project Supervisory Committee, the relevant department in the Local Government or through the Website of Adamawa State Planning Commission, the Ministry for Local Government Affairs or at the various libraries across the state.

# MONITORING AND EVALUATION

Monitoring and Evaluation is a major aspect of the implementation of the policy and is critical to achieving policy objectives. 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 which takes place at specified periods in the policy cycle. 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.

The underlisted stakeholders shall be involved in monitoring and evaluation of the policy at the LGA, ward and community level:

- ◆ Ministry for Local Government Affairs
- ◆ Local Government Council
- ◆ The Ward Development Support Committees (WDSC)
- ◆ Civil Society Organisations (CSOs)
- ◆ Traditional and Religious Leaders
- ◆ The Media
- ◆ Community-Based Organisations (CBOs)
- ◆ Community Development Associations
- ◆ Minority Groups

## What to Monitor

- ◆ Compliance with policy implementation processes and procedures
- ◆ Integration of CDP into LG Budget Estimate
- ◆ Approval and release of funds for community projects
- ◆ Input
- ◆ Output
- ◆ Outcome
- ◆ Impact
- ◆ Level of involvement of community people
- ◆ Level of inclusion
- ◆ Attitudinal change

## Method of Monitoring and Evaluation

A 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. 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 a Ward Development Support Committees established and functional
- ◆ Percentage of LGAs incorporating CDPs in their annual Budget Estimate
- ◆ Number of projects in CDPs implemented by LGAs by type
- ◆ Functional feedback mechanism
- ◆ Number of LGAs with Budgets incorporating CDPs by wards
- ◆ Percentage of community projects of LGA capital Budget Estimate
- ◆ 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 active trained facilitators
- ◆ Number of capacity-building activities undertaken by type

## 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 <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
1	Mobilization and sensitization	<b>Adamawa State Planning Commission</b> <ul style="list-style-type: none"> <li>Coordinate mobilisation activities in the state through coordination meetings to engage MDAs and 21 LGAs</li> <li>Collaborate with Ministry for Information and Strategy</li> <li>Identify and designate specific MDAs and other stakeholders for collaboration</li> <li>Identify areas of responsibility of various collaboration stakeholders and share</li> <li>Facilitate and provide resources for mobilisation activities</li> </ul>	<b>I. Ministry for Information and strategy</b> <ul style="list-style-type: none"> <li>Coordinate the development of specific mobilisation/ sensitisation information packages and disseminate</li> </ul> <b>II. Ministry for Local Government Affairs</b> <ul style="list-style-type: none"> <li>Information unit to coordinate and facilitate mobilisation/sensitisation activities in 21 LGAs and respective Wards</li> <li>Provide resource support and facilitate CDOs in each of 21 LGAs to conduct mobilisation and sensitisation activities</li> </ul> <b>III. Local Government Council Members</b> <ul style="list-style-type: none"> <li>Ward Councillors to sensitise and enlighten community members about the CDP process in their wards and their roles through organising town hall meetings</li> </ul> <b>IV. Traditional Rulers</b> <ul style="list-style-type: none"> <li>Support mobilisation and sensitisation on the policy in town hall meetings at the ward level, as well as during community dialogue meetings</li> </ul>

## State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
			<ul style="list-style-type: none"> <li>Engage town announcers to provide information and mobilise community members about the importance of the policy and their responsibilities</li> </ul> <p><b>V. Civil Society Organizations</b></p> <ul style="list-style-type: none"> <li>Support WDSCs to organise sensitisation meetings and create awareness about the CDP process and actively participate at ward levels</li> </ul>
2	Policy implementation and compliance	<p><b>Adamawa State Planning Commission</b></p> <ul style="list-style-type: none"> <li>Overall coordination of policy implementation as well as appraising policy environment. Gauging the level and quality of stakeholders and Evaluating outcomes of implementation</li> </ul>	<p><b>I. Ministry for Information and Strategy</b></p> <ul style="list-style-type: none"> <li>Coordinate information management, mobilisation and sensitisation activities as well as create feedback channels</li> </ul> <p><b>II. Ministry for Local Government Affairs</b></p> <ul style="list-style-type: none"> <li>Coordinate implementation at ward levels</li> <li>provide financial support for the CDP process at the ward and community level</li> <li>Integration of CDPs into the state capital budget and financing the implementation of the policy at the LGA level as well as balancing opposition demand towards policy implementation</li> <li>Appraising policy environment at the community level</li> </ul>

## State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
			<ul style="list-style-type: none"> <li>♦ Gauging the level and quality of stakeholders at the community level</li> <li>♦ Monitoring and supervising activities, services and programmes implemented at the community level</li> <li>♦ Evaluating outcomes of implementation at the community level</li> </ul> <p><b>III. Ministry of Agriculture</b></p> <ul style="list-style-type: none"> <li>♦ Coordination of projects related to agriculture</li> </ul> <p><b>IV. Ministry of Works</b></p> <ul style="list-style-type: none"> <li>♦ Provide technical support for infrastructure such as buildings, culverts etc</li> </ul> <p><b>V. Ministry of Women Affairs</b></p> <ul style="list-style-type: none"> <li>♦ Facilitate Gender mainstreaming into the CDP process and programmes/ projects identified by communities</li> <li>♦ lead in the implementation of the policy at Local Government level</li> </ul> <p><b>VI. Ministry of Health</b></p> <ul style="list-style-type: none"> <li>♦ Provide technical input and oversight on health programmes and infrastructure</li> </ul>

## State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
			<p><b>VII. Ministry of Water Resources</b></p> <ul style="list-style-type: none"> <li>Provide support for the provision of safe drinking water and water for irrigation services</li> </ul> <p><b>VIII. Ministry of Livestock and Aquaculture Production</b></p> <ul style="list-style-type: none"> <li>Provide technical support to projects related to livestock and aquaculture</li> </ul> <p><b>IX. Legislature</b></p> <ul style="list-style-type: none"> <li>Documenting the progress for policy development and legislative endorsement of the policy</li> <li>Providing a legal framework for the implementation of projects</li> <li>Appropriating and timely budgetary allocation to the CDP projects</li> <li>Considering the CDP project as their constituency project.</li> <li>Lobbying the Executive for the inclusion of CDP of their constituencies into the State and LGA Budgets.</li> </ul> <p><b>X. CSOs and Media</b></p> <ul style="list-style-type: none"> <li>Creating awareness of the policy and roles and responsibilities of citizens in citizen engagement and participatory planning process on the projects identification and implementation</li> </ul>



## State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
			<ul style="list-style-type: none"> <li>Participating in Ward CDP sessions</li> <li>Ensuring prudence and accountability in project implementation</li> <li>Ensuring inclusivity in project implementation</li> <li>Advocacy and stakeholder engagement</li> <li>Building Capacity of different stakeholders</li> <li>Providing feedback</li> </ul> <p><b>XI. Community Members</b></p> <ul style="list-style-type: none"> <li>Active participation in the CDP process</li> <li>Sustaining the projects</li> <li>Articulating community needs and problems during Ward CDP sessions</li> <li>Lobbying for implementation of projects</li> <li>Taking ownership of the projects</li> <li>Ensuring monitoring supervision and security of the project</li> <li>Holding political office holders/ government stakeholders accountable</li> <li>Awareness creation amongst themselves on projects</li> </ul>

## State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
			<p><b>XII. Partners</b></p> <ul style="list-style-type: none"> <li>Capacity building of CSOs and government partners</li> <li>Provide technical assistance and institutional support</li> <li>Provide project implementation manuals / modules / appraisal documents</li> <li>Provide funding support</li> <li>Monitor accountability of funding provided</li> </ul> <p><b>XIII. Organised Private sector</b></p> <ul style="list-style-type: none"> <li>Provide support to community initiatives</li> <li>Provide funding to community projects</li> <li>Initiate and implement community-focused projects based on Ward CDP plans</li> <li>Create awareness of developmental projects</li> <li>Partner with other development partners</li> <li>Promote human capital development of community members</li> <li>Provide technical support/ assistance to community members</li> <li>Develop and maintain infrastructure and services</li> </ul>

## State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
3	Resources	<b>State Government through the Ministry of Finance</b> <ul style="list-style-type: none"> <li>Coordinate resource mobilisation activities</li> <li>Ensure provision and timely release of statutory allocations to 21 LGAs</li> </ul>	<b>I. ASPC</b> <ul style="list-style-type: none"> <li>Provide financial and human resources</li> </ul> <b>II. Ministry for Local Government</b> <ul style="list-style-type: none"> <li>Support 21 LGAs to mobilise resources by ensuring that CDPs are integrated into LGAs' budgets</li> <li>Lobbying for prompt release of funds to 21 LGAs</li> </ul> <b>III. All 21 Local Governments - the Chairmen and Councils</b> <ul style="list-style-type: none"> <li>Provide human and material resources</li> <li>Ensure budgetary provision and release</li> <li>Prompt and regular payment of taxes/levies</li> </ul> <b>IV. CSOs and NGOs</b> <ul style="list-style-type: none"> <li>Technical Assistance and provision of funding and materials</li> <li>Participate in the CDP process</li> </ul> <b>V. Ward Development Support Committees</b> <ul style="list-style-type: none"> <li>Mobilise material and funding support in communities</li> <li>Participating in every aspect of the formulation and implementation process of the policy</li> </ul>

## State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
			<ul style="list-style-type: none"> <li>Ensure transparency, and accountability in the use of resources</li> </ul> <p><b>VI. Development partners</b></p> <ul style="list-style-type: none"> <li>Provide technical assistance e.g. training</li> <li>Provide funding support</li> </ul> <p><b>VII. Corporate organizations</b></p> <ul style="list-style-type: none"> <li>Funding support</li> </ul> <p><b>VIII. Community Members</b></p> <ul style="list-style-type: none"> <li>Prompt and regular payment of taxes/levies</li> <li>Volunteerism e.g Community efforts/ contributions e.g human capital and provision of materials</li> <li>Fund-raising for community self-help projects</li> <li>Individual philanthropists</li> </ul>

State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
4	Review of the policy	<b>Adamawa State Planning Commission</b> <ul style="list-style-type: none"> <li>Constitute a review committee with terms of reference.</li> <li>Initiate a review of the policy before or after 5 years in consultation with key stakeholders</li> <li>Coordinate review meetings</li> <li>Collate revisions</li> <li>Print revised policy</li> </ul>	<b>All Stakeholders (MDAs, 21 LGAs, CSOs, Partners, WDSCs)</b> <ul style="list-style-type: none"> <li>Identifying and reporting areas of challenges, and emerging issues that will require a review of the policy to ASPC</li> <li>Attend and Contribute during policy review meetings</li> <li>Dissemination of revised policy</li> </ul>

# State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
5	Capacity building	<b>Adamawa State Planning Commission</b> <ul style="list-style-type: none"> <li>Coordinate TOT for facilitation state and LGA facilitation teams</li> <li>Engage partners and CSOs to support capacity building initiatives for communities</li> </ul>	<b>I. Ministry for Local Government Affairs</b> <ul style="list-style-type: none"> <li>Strengthen and support LGA facilitation teams in 21 LGAs</li> </ul> <b>II. 21 LGAs</b> <ul style="list-style-type: none"> <li>Provide financial and human resources to train Ward level facilitators</li> </ul> <b>III. CSOs</b> <ul style="list-style-type: none"> <li>Participate in the facilitation of CDP sessions</li> <li>Provide resources e.g funds and materials</li> <li>Provide support in the area of documentation and reporting of activities</li> <li>Support WDSCs to perform the roles</li> </ul> <b>IV. Development Partners</b> <ul style="list-style-type: none"> <li>Provide technical assistance</li> <li>Provide funding support</li> </ul>
6	Management of policy records	<b>Adamawa State Planning Commission</b> <ul style="list-style-type: none"> <li>Publish policy on ASPC website and upload to clouds</li> <li>Distribute printed policy to key stakeholders across the state</li> </ul>	<b>All MDAs, 21 LGAs</b> <ul style="list-style-type: none"> <li>Keep policy documents at the state and Local Government Councils</li> <li>Store policy documents at the relevant departments</li> <li>Keep policy in Government libraries throughout the State.</li> <li>The policy documents shall be accessed free by the stakeholders aside from the cost of printing and photocopy if necessary.</li> </ul>

## State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
7	Compliance	<b>Adamawa State Planning Commission</b> <ul style="list-style-type: none"> <li>coordinating and attending meetings with stakeholders;</li> <li>coordinating and conducting internal investigations into compliance issues;</li> <li>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;</li> <li>Make available policy at all levels in the state</li> <li>Conducting internal risk assessments and identifying, assessing and managing risks;</li> </ul>	<b>All MDAs</b> <ul style="list-style-type: none"> <li>Attend and contribute to the coordination of meetings</li> <li>Provide oversight on compliance in all 21 LGAs</li> </ul> <b>Chairmen and Council members of all the 21 LGAs</b> <ul style="list-style-type: none"> <li>Ensure the policy is available and accessible at the local government level, ward and communities</li> <li>Monitor and ensure that all activities, policies, and documentation at ward and community levels are compliant with local, state and federal government policies</li> </ul> <b>Ward Development Support Committees (WDSCs)</b> <ul style="list-style-type: none"> <li>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</li> </ul>

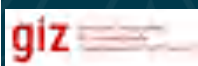
# State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/ partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
		<ul style="list-style-type: none"> <li>ensuring all activities, policies, and documentation are compliant with local, state and federal government policies</li> </ul>	<ul style="list-style-type: none"> <li>Continuous mobilisation, enlightenment and sensitisation of community members</li> <li>Reporting and documenting activities</li> <li>Ensuring record management systems are kept up to date.</li> </ul> <p><b>Civil society organizations (CSOs)</b></p> <ul style="list-style-type: none"> <li>Monitor activities, documentation and reports to ensure compliance with local, state and federal government regulations</li> <li>provide capacity building support to communities in compliance with the implementation of the policy</li> <li>provide capacity building support to communities in compliance with the implementation of the policy</li> </ul> <p><b>Religious leaders/ Traditional rulers</b></p> <ul style="list-style-type: none"> <li>Enlighten followers about the policy and their roles</li> </ul> <p><b>National Orientation Agency/ Media</b></p> <ul style="list-style-type: none"> <li>Enlighten the public about the existence of the policy, its provisions and the responsibilities of stakeholders across the state.</li> </ul>



State and LGA level CEPPP areas of shared Mandate/Collaboration/ Shared Responsibilities

S/N	Areas of Collaboration	Responsibilities	
		Lead <i>(indicate MDA/partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
8	Monitoring and Evaluation of the policy	<b>Adamawa State Planning Commission</b> <ul style="list-style-type: none"> <li>Strengthen M&amp;E units across the state to coordinate monitoring and evaluation of the policy implementation</li> <li>Support the development and provision of M&amp;E tools</li> <li>Coordinate support for resources to carry out M&amp;E functions</li> </ul>	<b>Relevant MDAs, 21 LGAs, and other key stakeholders including Traditional rulers, Religious leaders, CBOs, Community Members, WDSCs</b> At State level <ul style="list-style-type: none"> <li>monitor and document resources mobilised, prudent use and accountability</li> <li>approval and release of funds</li> <li>At LGA and Ward levels strengthen M&amp;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</li> <li>monitor input, output, outcome</li> </ul>



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