IMPLEMENTATION GUIDELINES:

LOCAL GOVERNMENT CITIZEN ENGAGEMENT AND PARTICIPATORY PLANNING POLICY ADAMAWA STATE
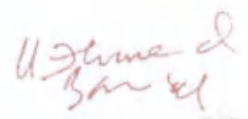
FOREWORD

In response to citizens' desire for good governance globally, Adamawa State has embraced the concept of 'Open Government' as a major trend in Public Sector Reforms. In order to be more transparent and accountable through both political and administrative mechanisms for sustainable development, the State decided to develop the country's first Citizen Engagement and Participatory Policy as a commitment to open, transparent, and all-inclusive reform processes. The State believes that achieving transparency requires citizen participation and collaboration in planning and making joint decisions on issues affecting their daily lives.

Citizen Engagement refers to a new relationship between citizens and governments in which all stakeholders collaborate to find new solutions to societal problems. This collaboration requires credibility and trust through a formal mechanism of government involvement with citizens as partners in the pursuit of sustainable development.

The State has made efforts to engage local stakeholders, including a Town-Hall meeting on July 10, 2020, and a Community Engagement in Girei Local Government Area on May 31, 2021. On both occasions, engagement with citizens of the respective communities was quite revealing, participatory, but budget context-specific, and thus not inclusive in the perspective of myriads of citizens' needs.

This is a public policy designed to promote a permanent dialogue between citizens and government that is all-inclusive and within a formal framework that is carefully articulated for communities of the entire state. What is important to mention as well is that this policy is accompanied by an implementation guideline. I commend the Ministry for Local Government for this bold step and I encourage the Local Government Areas, Development partners, Civil Society Organizations, and all interest groups to utilize this policy in line with citizens' demands and to curtail development disparities among our local

His Excellency,
Rt. Hon. Ahmadu Umaru Fintiri
Executive Governor, Adamawa State

PREFACE

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

ACRONYMS/ABBREVIATIONS

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

TABLE OF CONTENT

SECTION 1

INTRODUCTION

Policy guidelines are documents that provide comprehensive guidance on roles and responsibilities, implementation, review processes and reporting requirements, etc. for the policy implementor. It gives a general overview of how the policy goals and objectives can be attained. This guideline gives direction for the implementation of the citizen engagement and participatory planning at the LGA level in Adamawa state as outlined in the various sections.

SECTION 2

IMPLEMENTATION

The Implementation Coordination Committee (ICC) shall be established at State, LGA and Ward levels to coordinate stakeholders engaged in the process of implementing the policy on citizen engagement and the participatory planning process at the state level.

At State Level

The ICC at the state level shall be led by Adamawa State Planning Commission. The State level Implementation Coordination Committee shall be called State Development Coordination Committee (SDCC) and is responsible for the overall coordination of the implementation of the policy across the state. Membership shall be drawn from:

1. Adamawa State Planning Commission. - lead overall coordination responsibilities

2. Ministry of Finance and budget - coordination of issues with regards to financial and budgetary processes

3. Ministry for Local Government Affairs – (Mobilisation of LGAs)

4. Ministry of Health - provide technical support on health matters

5. Ministry of Education- lead coordination efforts on education issues

6. Ministry of Agriculture- provide technical inputs on agricultural issues

7. Ministry of Information and strategy - Responsible for leading information dissemination

8. Ministry of Rural Infrastructure and Community Development - Leads coordinating activities related to rural infrastructure

9. Ministry of Women Affairs and Social Development - leads women mobilisation activities to participate in the CDP process as well as ensure general gender mainstreaming in the process as well as ensures general gender mainstreaming in the process and outcomes.

10. Ministry of Reconstruction, Rehabilitation and Reintegration

11. Representative of Security Agencies- lead security strategy

12. Traditional Rulers - mobilisation of community members

13. Religious leaders - mobilise followers

14. Representative of Civil Society Organizations including the Association of PLWDs.

15. Other relevant MDAs

Local Government Level

There shall be established a Local Government Implementation Coordinating Committee (LGICC) in each of the 21 LGAs of the state to oversee the implementation of the policy and it shall be called the Local Government Development Coordination Committee (LGDCC). The Ministry for Local Government Affairs shall be responsible for coordinating these committees in close collaboration with the State Implementation Coordinating Committee which is coordinated by the Adamawa State Planning Commission (ASPC).

The Local Government Development Coordination Committee (LGDCC) shall have the following membership:

I. The Local Government Executive Council

II. The Local Government Legislative Council

III. Director, Budget, Planning, Research and Statistics

IV. Zonal Local Government Inspector

V. Director, Community Development and Social Welfare

VI. A representative of the Traditional Rulers

VII. Representative of Community Development Associations

VIII. Representative of Women groups

IX. Representative of Youth groups

X. Representative of People with disabilities (PWDs)

XI. Representative of CAN and Muslim Council

XII. Selected CSOs

Ward level

There shall also be a Coordinating Committee at the ward level which shall be called the Ward Development Coordination Committee (WDCC). The committee shall coordinate the facilitation of the CDP sessions at the ward level and report to the Local Government Development Coordination Committee. Membership of the committee shall include the following:

I. Councillor

II. Representative of Traditional Rulers

III. Representative of the Department of Community Development and Social Welfare

IV.   Representative of Women

V.   Representative of Youth

VI.   Representative of PWDs

VII.   Representative of CBOs

VIII.   Representative of CAN and Muslim Council

SECTION 3

PUBLICITY

Publicity for the policy at this level rests with the Ministry for Local Government Affairs. It shall liaise with the Ministry of Information and Strategy and the ASPC to utilize the available government media outlets to give wide publicity to the policy. The Local Government Councils shall also through their information units, give maximum publicity to the policy across the wards and communities. Other means of publicizing the policy include:

I.   Town Announcers

II.   Faith-based platforms like Churches and Masjids

III.   Cultural festivals and market days

IV.   Community Development Associations

V.   Civil Society Organisations (CSOs)

VI.   Women groups

VII.   Youth Groups etc.

SECTION 4

COMMUNITY MOBILISATION

It is essential to have an effective community mobilisation and sensitization strategy for the CEPPP to succeed. Therefore, the Ministry for Local Government Affairs who is responsible for the coordination of the implementation of the CEPPP at the LGA level shall work closely with the ASPC and the Ministry for Information and Strategy to sensitize and mobilize the 21 LGAs on CEPPP and the CDP process. The LGAs shall be responsible for sensitization and mobilisation at the ward level. Sensitization and mobilisation strategies shall include the use of radio, television programmes and jingles, town announcers, town hall meetings, dialogue meetings, social media platforms, etc. Stakeholders to be mobilized and sensitized are as follows:

- Political leaders (Executive and Legislative)

- Traditional and religious leaders

- Civil/Public servants

- Women groups (Market women associations, NCWS etc.)

- Artisans (welders, bricklayers, carpenters, tailors, mechanics, vulcanizers etc.)

- Farmers

- Traders

- Youth groups

- Vulnerable people (PWDs, widows, ethnic and religious minorities, retirees, the aged etc.)

- Community Development Associations

- Professional groups (teachers, nurses, community health workers, doctors, laboratory technicians etc.)

- Civil Society Organizations working in the LGAs and communities

- At risk population

SECTION 5

INSTITUTIONALIZING THE CDP PROCESS AT THE LGAS

Community Development Planning (CDP) is a public participatory planning that brings together a wide range of community members to deliberate and takes decisions on their community's development usually in an interactive manner. The CDP allows all community stakeholders to contribute to the development of their community in a free, open, and non-threatening environment where everyone is given a voice. At the LGA level, the Ministry for Local Government Affairs shall take the lead working closely with the ASPC, the Ministry for Information and Strategy and other relevant MDAs to constitute and coordinate the LGA CDP facilitation team also known as the Local Government Development Coordination Committee.

The LGDCC shall be established in all the 21 LGAs across the state. Each LGA CDP team shall consist of 35 people to be drawn from the ASPC (1), Ministry for Local Government Affairs (1), Zonal Local Government Inspector (1), LGA (4: CDO, Sectional Heads of Planning and Statistics, Information Officer, Representative from Education Department), Ward Heads (according to the number of wards in the LGA), Councilors (according to the number of wards in the LGA), CAN (1) Muslim Council (1), CSOs (5).

Responsibilities

The main task of the LGA CDP team is to prepare and execute the CDP sessions in the wards as follows:

- Mobilize and sensitize ward and community stakeholders for CDP sessions

- Conduct a joint (1day) workshop on CDP methodology (This is where the roles and responsibilities of the Team members shall be clearly spelt out and defined)

- Conducting ward analysis where the socio-economic and political composition of the ward and other things like demographics, resources, conflicts, and other matters are carefully analyzed.

- Prepare the participants list and invite participants for each CDP session

- Help to guide, facilitate, supervise, and report on the CDP session

- Present the ward development plan to the Local Government

Each LGA has one CDP team which shall consist of at least 35 and at most 40 members including CSO partners.

Validation

All ward development plans shall be collated and validated at the LGA level, and the validated plan shall then be integrated into the Local Government plan.

Ward levels

At the ward level, there shall be established a Ward Development Coordination Committee (WDCC) where the ward analysis and the CDP session is taking place, the LGA CDP Facilitation team members may not be required to participate in every activity. The LGA Facilitation team will therefore have to split up and reduce in number.

The Ward level CDP per ward will consist of:

- Respective ward head + ward head of neighbouring ward (2)

- Respective Councilor + Councilor of the neighbouring ward (2)

- CAN & Muslim Council (2)

- Representatives of Local Government (Min. 2)

- Representative of Ministry for Local Govt. and/or Zonal Local Government Inspector (max. 2)

- Representative of Planning Commission (1)

- Partner CSO (min.2)

The Ward level CDP Facilitation sub-Teams' Responsibilities:

- Mobilise and sensitise Wards and community stakeholders for CDP sessions

- Participate actively in conducting ward analysis

The CDP sessions shall be held at the Ward level in all the wards of the 21 LGAs and will be facilitated by LGA Facilitation teams in collaboration with Ward level CDP Facilitation sub-teams as well as local CSO partners while the State facilitation teams will be supporting, supervising and reporting the process. It is important to note that the state facilitators shall only support and supervise and not take over the major role of facilitation from the LGA facilitation teams. Rapporteurs shall be provided by the CSOs partners or any identified

competent stakeholders.

The Ward Development Plans which are prepared through the participatory planning process will be presented to the respective Local Governments where they will inform the LG Development Plan and be lobbied for at the State level.

Discussion at the Ward CDP sessions should be guided by, but not limited to the following:

- Reflection on Participatory Development Planning

    I.   Participants understand the concept/definition of participatory development planning and see the value of the inclusive approach.

- Understanding Participatory Development Planning

    I.   Talk about the development of your community

- Stakeholders, Collective Responsibility, Shared Values and Resources

    I.   Roles and responsibilities of Stakeholders, Collective Responsibility

    II. Shared values - Participants identify and appreciate their shared values

    III. Resource Mapping - Participants identify and appreciate existing resources, assets and opportunities in their ward.

- Problems, Causes and Effects

    I.   Identifying Problems

    II. Understanding Problems and Defining Solutions

- Defining Solutions

    I.   Understanding Problems and working on Solutions

    II. Bringing results together

    III. Establishment of Ward Development Support Committee (WDSC)

Categories and number of participants to be engaged during CDP sessions

To ensure inclusiveness, the following categories of stakeholders shall be engaged. A minimum of 100 participants shall be invited and engaged in the sessions:

Matrix of CDP session participants			
Category of Participants	Specification	M	F
LGA	LGA Planning Dept, Works Dept, Education, Health Depts etc.	2	2
Judiciary	Magistrate Courts, District Courts, Sharia Courts, Customary Courts	1	
Traditional leaders	Depending on number	20	2
Religious leaders	Major churches and Mosques (equally)	6	
	CAN and Muslim Council (equally)	2	

Women: housewives and heads of households	35-45: 2 hw; 2 fhoh		12
	45-55: 2 hw; 2 fhoh		
	> 55: 2 hw; 2 fhoh		
Political leaders	Legislators, Women leaders,	1	1
Civil Servants	A mix of various categories e.g. technocrats, executives, professionals		2
Vulnerable groups	IDPs, Widows	4	4
Youth (boys and girls) 15-35 not married	Football club > boys 2	2	
	Dancing group (or other) > girls 2		2
	Orphans	1	1
	Children HH	1	1
Elders 60+	Retirees, not friends with traditional leaders, no political office	1	1
Economic actors (active members of the association and living in the ward)	Market association, artisans (food vendors, tailors, mechanics, masons, carpenters, hairdressers, shoemakers), farmers, traders, unemployed	6	10
PWDs (20-40)	Blind	1	1
	Crippled	1	1
Social Actors (professionals)	Teachers, Health practitioners, e.g. Nurses, Doctors, CHO, lab. technicians, Wash committee, SBMC, Ward development committee	3	3
Civil Society Organizations (CSOs)	Including Community vigilante groups, Development Associations	3	2
Development partners		1	1
Total		54	46
Total number of participants		100	

The CDP process at LGA levels will be facilitated by State Facilitation Teams. The purpose of this session is to obtain and validate inputs from respective LGA plans - Discuss and review the developmental needs of various sectors relevant and specific to communities in the respective LGA e.g. Health, Education, Agriculture, Water Resources, Infrastructure, Gender as cross-cutting issues. Also, the discussion should highlight inclusiveness, especially for vulnerable groups including minorities, PWDs, IDPs, ethnic groups, religious groups, women, etc. These should be finetuned and validated at this meeting.

Selecting and forming of Ward Development Support Committee (WDSC)

The selection of this committee shall ensure inclusive representation and a good mix of men and women of various categories of citizens resident in the wards. The Community Development Planning (CDP) process shall be completed in six months, with the assumption that the number of days spent on each activity will be replicated twice.

The Ward Development Support Committee will be established at the ward level to perform the critical function of monitoring the development plan and lobbying for its implementation, as well as communicating the results and progress to the ward residents.

The context within which this is to exist is one that stresses the importance of community participation in the development process. The main aim of the process and the structure emanates from the need for the citizenry to exercise control over its local affairs and to foster meaningful development and at the same time strengthen relationships between leaders and the citizenry. Building citizen-led social accountability mechanisms also constitute a huge aim of the structure – WDSC. Through its advocacy and lobbying functions especially to Government institutions, the WPSCs bring to birth a non-existing accountability mechanism that ensures that citizens interact with political and government leaders and institutions and in the process make certain demands on the political system. The continuous cycle of making demands on the political system, following- up on these demands as well as informing the people on the progress of this cycle reinforces political accountability and the relationship between leaders and the led with a general outcome aimed at improved development.

The WDSCs are formed during the CDP sessions and are representatives of all communities that attended the sessions. Adequate female representation is encouraged and for effective management, it is encouraged that committee membership is not above 30. The leadership of the committee should be composed of at least a Chairman, Vice Chairman, Secretary, Treasurer, financial secretary, P.R.O and any other post as might be deemed relevant by the people. The training and onboarding of the WDSCs should cover but should not be limited to the following modules:

- **Advocacy and Lobbying:** The module on advocacy and lobbying will seek to investigate the following: Understanding the basics of lobbying and advocacy, basic strategies for developing an advocacy plan, identifying other stakeholders, connecting with elected leaders and effectively communicating your needs, dos and don'ts in advocacy, identifying available resources and how to use them and monitoring/evaluating advocacy results.

- **Project Monitoring and Supervision:** This module on project supervision and monitoring was informed primarily by the role of WPSC which centres on the ability of the committee to monitor ongoing development projects within the ward and report on same back to the ward people. As a result, and given that the WDSC is not made up of M&E professionals, some very basic M&E topics such as: what is project monitoring and supervision, how to plan monitoring visits, how to engage with project consultants/contractors or supervising government officials, the essence of project monitoring and supervision, and how to utilize and manage information from project monitoring visits are envisaged here.

- **Reporting and Documentation:** The importance of documenting the WDSC's activities has never been in doubt. The importance of reporting and documentation cannot be overstated, both in terms of documenting its activities and achievements for historical data purposes and of reporting to the Local Government and the ward people. The reporting and documentation module will focus on conceptual elaborations on reporting and documentation, why reporting and documentation is necessary, process and formats for writing good reports (basics), how to document meeting minutes, best practices for report safekeeping, and how to organize community feedback meetings.

- Fund Raising for Community Self-Help Projects: The WDSCs could be useful veritable

instruments and platforms for fundraising for the implementation of community self-help projects. The bulk of little projects that could provide immediate alleviation to the suffering of the ward people and at the same time accelerate development in these wards are projects that the WDSC could implement and raise funds for on their own. In fact, sound and continuous rural community development efforts such as this can revolutionalise rural life.

This module could cover the following topics: what is fundraising, what are community self-help projects, what categories of projects can be implemented as community self-help projects, effective strategies for fundraising, developing project proposals (Basics. May even be oral project proposals), targeting possible and influential donors, mobilizing local resources and manpower for self-help projects, transparency & accountability in fund management.

- **Running Community based advocacy platforms, Sustainability and Collaboration with other community-based committees such as SBMCs, WASH Coms, WDCs etc.:** This module should cover best practices for running community-based advocacy platforms, platform leadership, instilling a spirit of voluntary community support in WDSCs, creating effective strategies for social mobilisation and community engagement, and brainstorming with WDSCs on locally thought out strategies to ensure their continued effectiveness and existence. The module should also investigate effective strategies for effective collaborations with other community-based committees, such as SBMCs and WASH Committees, in order to ensure proper integration of efforts by various community-based platforms and to amplify efforts and results.

NB: The responsibilities of the Ward Coordination Committees (WDCCs) stop at the conclusion of the CDP sessions, while the Ward Development Support Committees (WDSCs) work commences immediately after they are constituted and trained.

SECTION 6

CAPACITY BUILDING

Capacity building is essential to ensure that participating staff from the Ministry for Local Government Affairs, staff of the Local Government Council involved with the project and community members are adequately acquainted with the policy goals, objectives, and procedures.

Beneficiaries of the capacity building are as follows:

- Local Government staff
- Staff of the Ministry for Local Government Affairs
- Community Stakeholders

Those to be engaged in capacity building activities:

- CSOs

- Development partners
- Ministry for Local Government Affairs
- Community members

Steps for capacity building

- Identify beneficiaries for capacity building in the LGAs
- Conduct needs assessment for capacity building
- Develop/ adapt training materials to suit the needs of the beneficiaries
- Deploy facilitators to conduct trainings
- Conduct periodic refresher trainings

SECTION 7

COLLABORATION/PARTNERSHIP

The Ministry for Local Government Affairs shall coordinate all collaborations in the implementation of the policy at the LGA level. The stakeholders include the following:

- Relevant MDAs
- Local Government Council
- Development partners
- Local CSOs
- FBOs
- CBOs

Nature and Areas of Collaboration

- Capacity building
- Resource mobilisation
- Community sensitisation and mobilisation
- Project execution
- Monitoring and Evaluation
- Publicity

Steps for collaboration

- Define the purpose
- Achieve buy-in of stakeholders

- Establish collaborations

- Involve the right people

- Ensure inclusiveness

SECTION 8

CONSISTENCY IN IMPLEMENTING THE POLICY

Policy consistency refers to the extent to which the policy is implemented without any contradiction, friction, or conflict between the stakeholders at the various levels of implementation from the ward to the LGA and State Government. The following steps should be adopted to ensure policy consistency:

- Form strategic teams

- Promote diversity

- Encourage team-oriented goals.

- Designate a tool for the collaboration processes.

- Create psychologically safe environment

- Offer reward and incentive (motivation) for collaboration.

- Establish consistent standards for the process.

SECTION 8

SUPERVISION

Proper and timely supervision is essential to ensure that implementation is successfully achieved.

Steps to ensure consistent supervision:

- Regular supervision

- Identify the target communities

- Delegate relevant staff for the supervision.

- Communicate with the relevant stakeholder(s).

- Develop checklist
- Visit the target Communities
- Check on the available feedback mechanism
- List action points/way forward

Follow-up Steps

- Identify the target communities
- Delegate relevant staff for the follow-up.
- Communicate with the relevant stakeholder(s).
- Develop checklist/tool
- Visit the target communities
- Check on available feedback mechanisms for results or challenges
- List action points/way forward.

SECTION 10
RESOURCES

All stakeholders shall contribute to resource mobilisation to ensure that the resources required are sourced and made available.

Steps for resource mobilisation

- Identify the project to be implemented
- Identify and estimate resources required for the project implementation
- Develop a resources mobilisation plan
- Implement and report
- Review and update the plan

How to maximize resources

- Taking ownership
- Compliance with procedure and processes
- Proper monitoring and evaluation
- Effective time management

SECTION 11

COMMUNICATION

The implementation of the policy shall be communicated to all stakeholders and the public through the following channels:

- Radio and TV programmes and jingles
- Billboards
- Drama
- Music
- Social Media
- IEC materials
- Signposts
- Townhall meetings
- Town announcers
- Sensitization and mobilisation visits

Steps for feedback to citizens

- Establish channels of communication for citizens and stakeholders
- Develop and share feedback session plans to indicate period, time and responsibility
- Identify and communicate channels for feedback to stakeholders
- Receive and respond to feedback
- Give feedback on performance of policy implementation

SECTION 12

POLICY REVIEW

The policy shall be reviewed every three to five years or when the need arises.

Who initiates and leads the policy review?

- The Ministry for Local Government Affairs shall initiate and lead the review at the LGA level, but it can also be initiated by the ASPC as the State lead for Policy Implementation at the State Level.

- Representatives of relevant stakeholders shall be consulted for the review

Who to involve in the review process?

- Adamawa State Ministry for Local Government Affairs
- Adamawa State Planning Commission
- Local Government Executive Council
- Directors of Budget, Planning, Research and Statistics of the 21 LGAs
- CSOs, CBOS, Women Groups, Youth Groups, PWDs
- WPSC members

Steps for review

- Constitute review committee
- Consult with stakeholders
- Draft matters to be reviewed
- Conduct the review
- Validate the reviewed matters and incorporate them into the policy
- Send the reviewed policy for approval to the Executive Governor
- Publish, distribute, and publicize the reviewed policy

Management of Policy Records

The policy shall be published on the website of the APSC and the Ministry for Local Government Affairs in an easily downloadable format. Hard copies of the policy shall also be stored at the headquarters of the ASPC, the headquarters and Zonal Offices of the Ministry for Local Government Affairs as well as the Local Government Council offices for easy retrieval and distribution.

SECTION 13
COMPLIANCE

To ensure compliance with the policy, the following steps shall be adopted:

- The State Ministry for Local Government Affairs shall be responsible for ensuring compliance with the provisions of the policy
- A compliance committee shall be established at the headquarters of the Ministry for Local Government Affairs and all Zonal Local Government inspectors as members.
- Local Government inspectors shall be designated as compliance officers for the Local Government they are overseeing, and they shall prepare and submit a quarterly report on the implementation of the policy, challenges encountered, and their recommendations to the main committee at the Ministry's headquarters in Yola.

SECTION 14

MONITORING AND EVALUATION

Monitoring and evaluation (M&E) are processes that help improve project and organizational performance so that desired results can be achieved. the result one wants. The monitoring piece of M&E provides detailed information on activities to ensure progress is made. While the evaluation side refers to the examination of a programme to understand what has been achieved.

Who is responsible for M&E

The Ministry for Local Government Affairs shall be responsible for coordinating M&E activities across the LGAs while the various Directors of Budget and Planning of each LGA shall be responsible for coordinating M&E at the ward level.

What to be monitored?

- Level of awareness of the policy
- Effectiveness of sensitization and mobilisation efforts
- Involvement of local stakeholders in policy implementation
- Coordination of policy implementation
- Availability of resources
- Involvement of community stakeholders in identifying community needs
- Compliance with policy procedures and processes

Data collection

Data shall be collected through the following channels:

- The Adamawa State Planning Commission shall lead data collection at the state level
- The Ministry for Local Government Affairs shall lead the data collection effort at the LGA level
- The Department of Budget and Planning in the LGAs shall coordinate data collection at the ward levels

Method of data collection

Data shall be collected through the following methods:

Observation, surveys, Key Informant Interviews, FGDs, Reports review, Townhall meetings etc.

Frequency of data collection

- Quarterly
- Annually

Develop and implement a result framework

- Identifying goal
- Identify Key constraints/obstacles to be addressed
- Identify possible areas of engagement
- Identify subset objectives
- Develop results chain - Objectives, Activity, Indicators, method of data collection, source, frequency, means of verification, responsible person, Resource requirement

Steps for citizen-led monitoring

- Identify programme goals and objectives.
- Define indicators.
- Define data collection methods and timeline.
- Constitute monitoring team
- Undertake monitoring, data collection and make appropriate adjustments as necessary
- Identify M&E roles and responsibilities.
- Create an analysis plan and reporting template.
- Write monitoring reports
- Plan for dissemination and donor reporting.

Determine achievement milestones

Achievement milestones should be established to serve as a guide to progress made in the implementation of the policy. Overall, a 75% - 85% Project completion should be accomplished by LGAs across the state.

Dissemination process

Dissemination of reports shall be carried out through the following channels:

- Radio and TV programmes and Jingles
- Townhall meetings
- Social media platforms
- Workshop and seminars

Budgetary provision for M&E Activities

To be effective and efficient, the M&E shall be provided with appropriate funding. Best practice requires at least 10% of the total budgetary provision for policy implementation. However, a budgetary provision of 5 – 10% shall be provided. This provision will provide for printing and production of tools, data collection, analysis, transportation, and communication including dissemination of reports.

SECTION 16

AREAS FOR COLLABORATION

State and LGA level CEPPP guidelines 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	Publicity for the policy	**Ministry for Information and Strategy** ◆ Initiate and lead the utilisation of available government media organisations to give wide publicity to the policy e.g. ATV, Adamawa State website, Adamawa Review (Publication), ABC, Weekly Scope, ◆ Also utilise non-governmental publicity outlets like social media platforms to publicise the policy e.g. Facebook, Telegram, Twitter, Whatsapp etc.	**i. Local Government Areas (Information Units)** ◆ Support to publicise the policy in communities through town announcers, town hall meetings, religious gatherings etc. **ii. CSOs** ◆ Undertake community sensitization and mobilisation activities at ward and community level levels through various mediums such as flyers in English and local content, radio and television jingles, drama/music etc. **iii. National Orientation Agency (NOA)** ◆ Disseminate the information using their platform ◆ Conduct periodic public awareness on the policy and citizens' engagement at the State, Local Government and Community Levels. ◆ Sensitize through social orientation, and use of IEC materials in various

State and LGA level CEPPP guidelines 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	Community mobilisation and sensitization	**Ministry for Information and Strategies** ◆ Development of messages regarding the guideline and dissemination using their various media agencies	**i. The information Units of the LGAs** ◆ Support in the dissemination of information regarding mobilisation and sensitization ◆ would circulate and further disseminate to various ward **ii. The Community Development officers of the LGAs** ◆ To further disseminate to various ward ◆ Give more clarification on the policy document **iii. CSOs** ◆ Further, disseminate to various communities using town hall meetings and the use of IEC **iv. NOA** ◆ Through town hall meetings, IEC materials, jingles and drama **v. Traditional and religious leaders** ◆ Inform members of the community and congregation about the policy **vi. Trade Unions** ◆ Assist to pass out information through meetings and other social gatherings to community member

S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	**Support** *(indicate MDA/Partner and specific responsibilities)*
			vii. Professional Groups 🔹 Assist to mobilize and sensitize members of the community.
3	Capacity building	**ASPC** 🔹 To conduct ToT for facilitation of the CDP session 🔹 Identify capacity gaps and initiate capacity building jointly with Ministry for Local Government Affairs 🔹 Provide resources for training	**i. All 21 LGAs** 🔹 To facilitate training at the ward level 🔹 Budget and planning department to identify capacity needs and to conduct facilitation training and supervision **ii. CSOs** 🔹 Conduct ward analysis, identifying CDP champions 🔹 Facilitation of CDP **iii. Development Partners** 🔹 supporting the process through funding and technical support **iv. Private Organisation** 🔹 Provide material and monetary resources to aid training processes.

State and LGA level CEPPP guidelines areas of shared mandate/collaboration/Shared responsibilities			
		Responsibilities	
S/N	Areas of Collaboration	**Lead** *(indicate MDA/ partner and specific lead responsibility)*	**Support** *(indicate MDA/Partner and specific responsibilities)*
4	Capital project execution	**ASPC** 🔹 To ensure all capital projects from various ministries are captured in the budget 🔹 To monitor the execution of capital projects	**i. Ministry for Finance** 🔹 To provide financial support. Timely release of funds **ii. Frontline MDAs** 🔹 Ensure that the CDP items are captured in the respective MDA budgets 🔹 To provide technical support 🔹 To ensure strict compliance with the contractual agreement **iii. All 21 LGAs Works Departments** 🔹 To ensure compliance with standard 🔹 To monitor the implementation of projects at community level 🔹 To provide technical support **iv. Ministry for Local Government** 🔹 Ensure timely release of funds 🔹 Ensure all CDP plans are captured in the LGA budgets **v. Development Partners** 🔹 Support in the execution of CDP projects based on their area of mandate.

S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	**Support** *(indicate MDA/Partner and specific responsibilities)*
5	Resources mobilisation	**ASPC** 🔹 Develop a resource mobilisation plan 🔹 Identify types of resources required and source 🔹 Mobilize resources for the implementation of the policy and CDP projects in the State's budget 🔹 Source for funds from state government and development partners	**i. Ministry for Local Government Affairs** 🔹 Support in mobilizing resources **ii. Local Government Council** 🔹 Provide human and material resources 🔹 Lobby for the release of funds/resources for the implementation of CDPs in the Local Government Areas. **iii. CSOs** 🔹 Source for grants through collaboration with donor agencies **iv. Community Development Association/Individuals** 🔹 providing financial or logistic support 🔹 Provide technical support in the areas of capacity building and documentation **v. WDSCs** 🔹 Seek financial and logistic support 🔹 Mobilise community members for self-help projects as well as financial and material support **vi. Development partners** 🔹 Provide financial and technical support 🔹 Grants from International Financial Institutions 🔹 Provide financial grants

The table title: **State and LGA level CEPPP guidelines areas of shared mandate/collaboration/Shared responsibilities**

State and LGA level CEPPP guidelines 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)*
6	Supervision	**Adamawa State Planning Commission (ASPC)** ⬥ Develop and provide tools for supervision ⬥ Coordinate supervisory Activities and ensure supervisory reports are promptly submitted	**i. Ministry for Local Government Affairs** ⬥ Conduct supervision of the implementation of the policy at the LGAs **ii. All 21 LGAs** ⬥ Support relevant units to supervise activities at ward and community levels ⬥ Relevant units to conduct periodic supervisory visits to project/activities sites ⬥ Provide technical support to WDSCs to supervise, document and report activities **iii. WDSCs** ⬥ Supervise the implementation of projects/activities in respective communities **iv. Front Line MDAs** ⬥ Provide technical support in the process of supervision.

S/N	Areas of Collaboration	Responsibilities	
		Lead *(indicate MDA/ partner and specific lead responsibility)*	**Support** *(indicate MDA/Partner and specific responsibilities)*
7	Communication	**Ministry for information and strategy**	**i. Local Government Areas (Information Units)**
		◆ Establish the medium of communication to be utilized	◆ Support to publicise the policy in communities through town announcers, town hall meetings etc.
		◆ Initiate and lead the utilisation of available government media organisations to give wide publicity to the policy e.g. ATV, ABC, Weekly Scope,	**ii. CSOs** ◆ Undertake community sensitization and mobilization activities at ward and community levels
			iii. National Orientation Agency (NOA)
		◆ Also utilise non-governmental publicity outlets like social media platforms to publicise the policy e.g. Facebook, Telegram, Twitter, Whatsapp etc.	◆ Disseminate the information using their platform
			◆ Sensitize through social orientation, use of IEC materials in various languages
			iv. Traditional and Religious Institutions
		◆ Communicate feedback to stakeholders	◆ Support with communicating with members of the communities and congregations

The table is headed: **State and LGA level CEPPP guidelines areas of shared mandate/collaboration/Shared responsibilities**

		Responsibilities	
State and LGA level CEPPP guidelines areas of shared mandate/collaboration/Shared responsibilities			
S/N	Areas of Collaboration	**Lead** *(indicate MDA/partner and specific lead responsibility)*	**Support** *(indicate MDA/Partner and specific responsibilities)*
8	Policy review	**ASPC** ♦ Initiate policy review ♦ Coordinates all review activities and submits the reviewed document to the state governor for assent ♦ Provide technical support to review ♦ Source for resources/funding for the review	**i. Ministry for Local Government Affairs** ♦ Provide technical and financial support for the review **ii. All stakeholders** ♦ Support the ASPC and the Ministry for Local Government Affairs by providing inputs for the review ♦ Attend review meetings
9	Compliance	**ASPC** ♦ To ensure compliance with the policy by all stakeholders ♦ Constitute a functional compliance committee at the state level	**i. The state Ministry for Local Government Affairs** ♦ Constitute the compliance committee for the LGA level at the Ministry's headquarters in yola ♦ Designate Local Government Zonal Inspectors as compliance officers in their zones to oversee, prepare and submit a quarterly report on the implementation of the policy.

State and LGA level CEPPP guidelines 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)*
10	Management of records	**ASPC** ◆ Store policy record at State headquarters ◆ Provide adequate equipment for effective data management e.g. computer, software ◆ To provide training for staff on record management including storage, retrieval, and dissemination ◆ Upload policy on the website of ASPC ◆ Update policy in event of any review	**i. Ministry for Local Government Affairs** ◆ Storing, securing, retrieving and management of the policy records ◆ Upload policy on the website of the ministry ◆ Support all 21 LGAs to store, secure, retrieve and manage policy records **ii. Local Government Council (Budget and Planning Department)** ◆ Provide support for easy retrieval and dissemination of the policy
11	Monitoring and evaluation	**ASPC** ◆ Coordinate M &E activities across the State ◆ Conduct M&E activities across the state ◆ Collect data to assess whether interventions have met objectives	**i. Ministry for Local Government Affairs** ◆ Coordinate M&E activities at the Local Government level **ii. Adamawa State Bureau of Statistics** ◆ Collect and validate data for the purpose of M&E activities. **iii. Local Government Areas** ◆ Responsible for coordinating M& E activities at the ward level

European Union

german
-cooperation

giz