



IMPLEMENTATION GUIDELINES:

ADAMAWA STATE

CITIZEN ENGAGEMENT AND PARTICIPATORY PLANNING POLICY



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 to curtail development disparities and governance discontent among citizens.

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

PREFACE

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

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

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

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



Dr. Mary Paninga
Executive Chairman

Adamawa State Planning Commission

ACRONYMS/ABBREVIATIONS

ASPC	Adamawa State Planning Commission
CBOs	Community Based Organisation
CDP	Community Development Plan
CSOs	Civil Society Organisations
ICC	Implementation Coordination Committee
IDPs	Internally Displaced Persons
FBOs	Faith-based Organisations
LGCs	Local Government Councils
LGA	Local Government Area
LGDCC	Local Government Development Coordination Committee
MDAs	Ministries, Departments and Agencies
NGOs	Non- Governmental Organisation
PLWD	People Living with Disabilities
WDCC	Ward Development Coordination Committee
WDSC	Ward Development Support Committee

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SECTION 1

INTRODUCTION

These guidelines are plans or strategies that describe functions or tasks necessary to achieve objectives that the policy is designed to accomplish. The purpose of this guideline is to provide support and give direction for the successful implementation of the Citizen Engagement and Participatory Planning Policy. The sections outline procedures to be adopted for the effective and efficient implementation of the policy in line with Community Development Planning processes and participatory planning for the overall development of communities in Adamawa State.

SECTION 2

IMPLEMENTATION COORDINATION COMMITTEES

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

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 of Local Government - 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 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 Persons Living with Disabilities.
15. Representation of labour union
16. Other relevant MDAs

At the Local Government Level

At the LGA level, the coordination committee shall be called the Local Government Development Coordination Committee (LGDCC) and is accountable to the State Development Coordination Committee. Membership is as follows:

- I. The Local Government Executive Council
- II. The Local Government Legislative Council
- III. Director of Budget, Planning, Research and Statistics of the Local Government
- IV. Zonal Local Government Inspector
- V. Director, Community Development and Social Welfare (CDO)
- 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 PLWDs
- XI. Representative of CAN and Muslim Council
- XII. Selected CSOs
- XIII. Representation of labour union

At the Ward level

The coordination committee shall be called Ward Development Coordination Committee (WDCC). Its role is to assume responsibility and coordinate the facilitation of the CDP sessions at the ward level and report to the Local Government Development Coordination Committee (LGDCC). Membership shall include:

- I. Hon Councilor (elected or appointed supervisory 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 (both male and female)
- VI.** Representative of PLWDs
- VII.** Representative of CBOs
- VIII.** Representative of CAN and Muslim Council

SECTION 3

PUBLICIZING THE POLICY

Publicizing of all government policies rests with the Ministry of Information and strategy through its agencies such as the Adamawa Press, Adamawa Television and Adamawa Broadcasting Corporation etc. The Ministry of Information and Strategy also coordinates publicizing policies across state MDAs as information officers are posted to all MDAs and liaise with information officers in the local government and ward levels.

Other relevant informal structures that will support publicizing the policy through the dissemination of information and sensitization include:

1. Town Announcers
2. Religious leaders
3. traditional rulers
4. Community Development Associations
5. Representative of Community Development Department
6. Civil Society Organizations.

SECTION 4

COMMUNITY MOBILISATION

Citizen Mobilisation and Sensitisation Responsibility to ensure inclusiveness

To get started on the right footing, it is imperative to mobilise and sensitize all key stakeholders for their buy-in to the CDP process. Consequently, mobilisation activities should target the following stakeholders:

- ◆ Ministry for Local Government Affairs and the 21 LGAs

The ASPC in collaboration with the Ministry of Information and Strategy engages with and sensitizes the Ministry for Local Government Affairs and the 21 Local Government Councils (LGCs). Also, nominate a focal person in ASPC that will be the Ministry's representative in the CDP teams (for all the 21 LGAs)

◆ Religious Bodies/Organisations

The mobilization and sensitization shall include discussion with CAN and Muslim Council as religious umbrella bodies to convince their followers to actively participate in the CDP process as well as to ensure the important representation of the main religious groups within the CDP Facilitation team. Traditional rulers including (District Head, Village/Ward Heads) should be involved as custodians of culture and as opinion leaders. The objective is to get them to introduce the CDP process to their subjects. All 21 LGAs to designate CDP focal persons that will be part of the LGA CDP Facilitation Teams.

◆ Legislative Councilors

Organise and conduct sensitisation meetings with the legislative Councilors to make them understand that the CDP process is of value for their work and will help to address the needs of their people. To let them know that they will be part of the LGA CDP Facilitation team. Contact them directly and ask for a group meeting with all the Councilors from one LGA.

◆ Ward Heads

Hold sensitisation meetings with Ward Heads. The purpose of the information meeting is to present the governance component and the CDP process to the ward heads. The objective is to make the traditional rulers understand that the CDP process is of value for their work and will help to address the needs of their people. They shall be informed that they are part of the CDP Facilitation teams

◆ Other key stakeholders

Mobilise and sensitise other key stakeholders including the following

a.

- I.** Traditional rulers
- II.** Village heads
- III.** Ward heads
- IV.** Community leaders
- V.** Traditional titleholders

b. Religious leaders

c. Political leaders including legislators, councillors, Women leaders, youth leaders

d. Civil servants (a mix of various categories e.g. technocrats, executives, professionals)

e. Vulnerable groups (Minority groups, People living with disabilities, IDPs, widows, retirees and the aged)

f. Women groups – e.g. cooperatives, tailoring,

g. Youth groups – e.g. cooperatives,

h. Farmers groups

i. Market and business groups

j. Professional bodies e.g. health professionals, technicians,

- k. Civil Society Organizations (CSOs) including Community groups, Development Associations
- l. Security groups
- m. Representation of labour union

Strategies to reach out to the above stakeholders will include radio and TV jingles, town announcers, town hall meetings, dialogues, social media, SMS, IEC materials and Bill Boards

◆ Selection of Partner CSOs

The CSO partners will be selected based on the relevance of their mandate to the CDP process, especially their experience and expertise in the implementation of the CDP process in the pilot LGAs. A meeting will be held with them to enlighten them about the process and the role they will play. They should know they are also part of the CDP Facilitation Team

◆ Development Partners and Private Sector

Meeting to discuss with them their role in supporting the engagement of citizens in communities for development. This could be through technical support and resource provision

NB: Gender is cross-cutting in all categories of stakeholders

SECTION 5

INSTITUTIONALISATION/INTEGRATION OF THE CDP PROCESS AT THE STATE, LGA AND WARD LEVELS

The Community Development Planning (CDP) process focuses on bringing together various community actors, vulnerable groups, women and men of different ages and socio-economic backgrounds at the ward level to plan for their community's development through a participatory bottom-up planning process.

Steps in the CDP process for implementation of the policy:

The Community Development Planning Session is core to the CDP process. This session is like the village/town meetings where members of the community come together to discuss issues that affect their development and plan activities to intervene in the identified development gaps

At the State level:

The following steps in the CDP process shall be adopted:

- Formation of State CDP Facilitation teams (members to be drawn from ASPC, Ministry of Finance and Budget, other relevant Ministries and CSO partners) Membership shall be a maximum of 45.

The State CDP Facilitation Teams' Responsibilities:

- Joint (1 day) workshop on CDP methodology (definition of roles and responsibilities)
- The CDP Facilitation team workshop aims at bringing the CDP team members together and explaining to them the methodology of the CDP session, their roles, and responsibilities.
- Mobilise and sensitise 21 LGAs and other key stakeholders on the need to adopt the CDP process in capturing community (meetings, dialogues, etc) development needs and integrating them into the budget. The aim of the mobilization/sensitization of the communities is to inform the residents of the respective wards in the respective 21 LGAs of the objectives and benefits of the Community Development Planning. People need to know that they are invited to get involved and actively participate in the planning and the implementation of projects that will improve their lives.

The Adamawa State Ministry for Information has responsibility for this, sensitization could be done through the various communication channels available e.g. radio and TV jingles, through village ward heads and the heads of different representative groups (farmers etc) in the communities. town announcers, social media, etc

- Preparation and invitation of participants for each CDP session
- Training of LGA CDP process Facilitation teams
- Planning CDP sessions for 21 LGAs - engagement of LGAs to verify and validate LGA level CDPs. Conducting LGA level CDP sessions (minimum of 3 and maximum of 4 days) to harness, obtain and collate the consolidated ward development plans in each LGA to be integrated into the state budget
- Deploying State Facilitation teams to 21 LGAs to support LGA Facilitation teams
- Integration of plans into the State budget

Conduct validation workshop for CDPs

The purpose of this workshop is to verify and validate the CDPs from ward levels of each LGA. The workshop will be held at the LGA level and to be facilitated by the State Facilitation Team. Validated plans will be collated and integrated into respective LGA budgets and subsequently captured in the state budget

At LGA level

- Formation of LGACDP process Facilitation teams, also referred to as Local Government Development Coordination Committees (LGDCCs), in the 21 LGAs with a membership of a minimum of 35 and a maximum of 41 to be drawn from ASPC #1, Min. of LG #1, Zonal Inspector #1, LGA #5, Ward Heads #10, all the Councillors in the LGA (minimum #10 & maximum 16 depending on the LGA), CAN & Muslim Council #2, and CSOs #5.

The LGA CDP Facilitation Teams' (LGDCC) Responsibilities:

- ◆ Mobilise and sensitise Wards and community stakeholders for CDP sessions
- ◆ Joint (1 day) workshop on CDP methodology (definition of roles and responsibilities)
- ◆ Conducting ward analysis. The ward analysis aims at collecting all necessary information needed for understanding the ward before conducting the CDP session: socio- background (facts and figures), power structures, and major conflict Issues, general observations. The objective is to guide the CDP Facilitation team in the invitation process and inform them of possible risks and conflicts that will play a role during the CDP session. The Ward Analysis will last for one day and will be conducted by the ward level CDP Facilitation team, also referred to as the Ward Development Coordination Committee (WDCC) (10 people per ward). The results will be collated and presented to the LGA CDP Facilitation Team
- ◆ Preparation and invitation of participants in collaboration with ward level CDP facilitation team for each CDP session
- ◆ Conducting Ward CDP sessions - Supporting Ward level CDP Facilitation Team
- ◆ To present the ward development plan to the Local Government

There shall be one LGA CDP Facilitation team per LGA and shall consist of a minimum of 35 and a maximum of 41 members including CSOs partners

The Ward level CDP Facilitation

At the ward level, where the ward analysis and the CDP session are 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 Facilitation teams (Ward Development Coordination Committees) per ward will consist of:
 - ✓ Respective Village and Ward Head + Village and Ward Head of the neighbouring ward (#2)
 - ✓ Respective Counsellor (#1)
 - ✓ CAN & Muslim Council (#2)
 - ✓ Representative of Local Government (min. #2)
 - ✓ Representative of MLGA and/or Zonal Inspector (max. #2)
 - ✓ Representative of Planning Commission (#1)
 - ✓ Partner CSO. min. #2

The Ward level CDP Facilitation Teams (Ward Development Coordination Committees (WDCCs) 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 each of the wards of the 21 LGAs and will be facilitated by LGA Facilitation teams (LGDCCs) in collaboration with Ward level CDP Facilitation teams (WDCCs) as well as local CSO partners while the state facilitation teams will be supporting, supervising, and reporting the process. However, 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 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.

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

- ◆ Reflection on Participatory Development
 - ✓ Participants understand the concept/definition of participatory development planning and see the value of the inclusive approach.
- ◆ Understanding Participatory Development Planning
 - ✓ Talk about the development of your community
- ◆ Stakeholders, Collective Responsibility, Shared Values and Resources
 - ✓ Roles and responsibilities of Stakeholders, Collective Responsibility
 - ✓ Shared values - Participants identify and appreciate their shared values
 - ✓ Resource Mapping - Participants identify and appreciate existing resources, assets and opportunities in their ward.
- ◆ Problems, Causes and Effects
 - ✓ Identifying Problems
 - ✓ Understanding Problems and Defining Solutions
- ◆ Defining Solutions
 - ✓ Understanding Problems and working on Solutions
 - ✓ Bringing results together
 - ✓ 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:

These stakeholders are to discuss and review the Developmental needs of various sectors relevant and specific to communities in the respective wards of the LGA e.g. health, education, agriculture, water resources, infrastructure, and gender as cross-cutting issues. Also, discussions should highlight inclusiveness, especially for vulnerable groups including minorities, PWDs, IDPs, minority ethnic groups, religious groups, women, etc. These should be finetuned and validated at this meeting and problems identified are regarded as potential development priorities. The Community Development Planning (CDP) process shall be time-bound to be completed in at least six months.

NB: Gender is cross cutting in categories of stakeholders.

Category of Participants	Specification	M	F
LGA Government	LGA Planning dept, Works dept, Education, Health Depts etc	4	
Courts	High courts, Sharia Courts of Appeal, Customary Courts of Appeal, Magistrate courts, Area Courts.	1	
Traditional rulers	Depending on number	20	2
Religious leaders	Major churches and mosques (equally)	6	
	CAN and Muslims Council (equally)	2	
women: housewives and head of household	35-45: 2 hw; 2 fhoh		10
	45-55: 2 hw; 2 fhoh		
	> 55: 2 hw; 2 fhoh		
Political leaders	legislators, councilors, 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 & girls): 15-35: not married	football club > boys 2	2	
	dancing group (or other) > girls 2		2
	orphans 11	1	1
	children heads of hh	1	1
Elders 60+	Retirees, not friends with traditional rulers, no political office	1	1
Economic actors (active member of association and living in the ward	Market association, artisans (food vendors, tailors, mechanics, masons, carpenters, hairdressers, shoemakers), farmers, traders, unemployed	6	10
PLWDs (20-40)	Blind	1	1
	Crippled	1	1

Social Actors (professionals)	Teachers, health practitioners, e.g. nurses, doctors, CHO, CHEW, JCHEW, 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		58	42
Grand Total no of Participants		100	

Selecting and forming of Ward Development Support Committee (WDSC)

The Ward Development Support Committee is to be set up at the ward levels to perform the critical function of following up on the development plan and lobbying for its implementation as well as communicating the results and progress on this to the ward people. 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 context within which this is to exist 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 foster meaningful development and at the same time strengthen the relationship between leaders and the citizenry.

Building citizen-led social accountability mechanisms also constitute a huge aim of the WDSC structure. Through its advocacy and lobbying functions especially to Government institutions, the WDSCs 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 concluding period of the CDP sessions and they are elected from amongst the participants with fair representation across 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 on-boarding 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 of this and in line with the fact that the WDSC is not composed of M&E professionals, some very low-level M&E basics cover 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, how to utilize and manage information from project monitoring visits is envisaged here.
- ◆ **Reporting and Documentation:** The need to document the activities of the WDSC has never been in doubt. Both in terms of documenting its activities and achievements for historical data purposes and reporting to the Local Government and the ward people, the essence of reporting and documentation cannot be overemphasized. The module on reporting and documentation will focus on conceptual elaborations on reporting and documentation, why reporting and documentation are necessary, process and formats for writing good reports (basics), how to document minutes of meetings, best practices for safekeeping of reports and how to organize community feedback meetings.
- ◆ **Fund Raising for Community Self-Help Projects:** The WDSC's 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 fund-raise for on their own. In fact, sound, and continuous rural community development efforts such as this can revolutionize rural life into fast-growing urban centres

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 seeks to establish best practices in running community-based advocacy platforms, the leadership of the platform, creating the spirit of voluntary community support in the WDSC's, creating effective strategies for social mobilization and community engagement and brainstorm with the WDSC's on locally thought out strategies to ensure their continued effectiveness and existence. This module will as well investigate effective strategies for effective collaborations with other community-based committees such as SBMCs and WASH Committees to ensure proper integration of efforts by various community-based platforms and 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 as soon as they are constituted and trained.

SECTION 6

CAPACITY BUILDING

The purpose is to ensure that staff and community members are trained and familiar with the citizen engagement and participatory planning process policy and procedures.

Beneficiaries of Capacity Building activities on the CDP process shall include the following:

- ◆ Facilitators
- ◆ Community stakeholders
- ◆ Ward Development Support Committees (WDSCs) Exco

The following shall be engaged in capacity building activities:

- ◆ CSOs
- ◆ Development partners
- ◆ Relevant state government MDAs
- ◆ Public, Private, Partnership Initiative (PPPI)
- ◆ Members of the respective communities

Steps to follow for capacity building

- ◆ Understand the composition of the community and shared values.
- ◆ Identifying CSOs and development partners operating in the community.
- ◆ Identify the relevant state government MDAs.
- ◆ Conduct a needs assessment for capacity development
- ◆ Identify beneficiaries for capacity building activities
- ◆ Identify and train facilitators on the CDP process
- ◆ Deploy trained facilitators to the LGAs to facilitate capacity building activities
- ◆ Develop/adapt/adopt training curriculum
- ◆ Conduct appropriate trainings
- ◆ Conduct periodic refresher training, e.g. annual refresher workshop/course.
- ◆ Policies and procedures should also be reiterated and discussed with staff regularly at coordination meetings to ensure that stakeholders remain aware of the importance & advantages of the policy and procedures

SECTION 7

COLLABORATION/PARTNERSHIP

Adamawa State Planning Commission shall coordinate collaboration efforts for the successful implementation of the policy. Collaboration shall with the following to achieve synergy:

- ◆ The 21 LGA's and the Ministry of Local Government Affairs.
- ◆ Various relevant MDAs
- ◆ CSOs
- ◆ Development partners

Nature/Areas of Collaboration

Areas of collaboration shall be in the form of:

- ◆ Technical inputs and capacity building initiatives
- ◆ Capital Projects execution
- ◆ Human resource
- ◆ Resource mobilisation - Government, CSOs/NGOs, Development partners
- ◆ Monitoring and Evaluation

Collaboration/Partnership mechanism

- ◆ Establish a partnership arrangement (MoU) with partners
- ◆ Establish a functional and Effective Communication System
- ◆ Ensure Transparency and Accountability
- ◆ Inclusion - ensure all categories of stakeholders including minorities and the vulnerable are involved
- ◆ Motivate community members

SECTION 8

CONSISTENCY IN IMPLEMENTING THE POLICY

Policy consistency means compatibility and uniformity of course of actions between the LGAs and Communities as well as other stakeholders without creating conflict. The following steps should be adopted:

- ◆ Timely preparation and submission of the annual budget
- ◆ Prompt Approval of appropriation budget by Legislature
- ◆ Timely release of funds by the Government to ensure regular funding for policy implementation
- ◆ Continuous public enlightenment on the policy
- ◆ Periodic review of the policy document
- ◆ Effective and efficient monitoring of implementation by stakeholders
- ◆ Prompt response to challenges in implementation

SECTION 9

SUPERVISION

Supervision is key to ensuring that implementation activities are carried out according to specifications:

- ◆ Ensure strict adherence to the policy framework
- ◆ Develop Supervisory tools
- ◆ Build capacity of supervisors
- ◆ Set goals
- ◆ Write supervisory reports

Follow-up

Adamawa State Planning Commission to coordinate quarterly Coordination meetings

Collect and Collate progress reports on policy implementation from MDAs and Partners (CSOs)

The State Planning Commission to regularly brief the state Executive Council on the progress of Policy Implementation

SECTION 10

RESOURCES

The availability of resources is imperative for the successful implementation of the policy. Consequently, a deliberate effort shall be made to mobilise resources through the following steps:

- ◆ Develop a resource mobilisation plan - engage a consultant to help facilitate this process
- ◆ Identify the type of resources and source
- ◆ Integrate CDPs into LGA and State budgets
- ◆ Engage potential funders/Development Partners
- ◆ Negotiate for Development partners
- ◆ Effective and efficient management and reporting of resources
- ◆ Disseminate report

How to maximise Resources

- ◆ Legitimacy - ensure resources are obtained from legitimate sources and approved by relevant authorities
- ◆ Develop Workplan and use it appropriately
- ◆ Budgeting - effective and efficient budgetary system and implementation: Indicate the percentage of the total capital budget to be provided for community-identified projects e.g 90%
- ◆ Monitor and evaluate appropriation of resources
- ◆ Ensure transparency and accountability of resources secured and utilised

SECTION 11

COMMUNICATION

All stakeholders need to know about the CDP process policy and its implementation. Implementation of the policy shall be communicated through the following channels:

- ◆ Coordination meetings
- ◆ Town announcers
- ◆ Townhall meetings
- ◆ Dramas
- ◆ Use of jingles

- ◆ Use IEC materials
- ◆ Media houses
- ◆ Newsletters
- ◆ Reports and dissemination
- ◆ website
- ◆ Social media
- ◆ Phone calls,
- ◆ SMS
- ◆ Radio and television programmes
- ◆ Community dialogue sessions

Steps for a feedback mechanism to citizens

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

SECTION 12

POLICY REVIEW

Develop a plan for active maintenance and review

- ◆ The policy shall be reviewed every five years and whenever the need arises based on emerging issues that require possible updating

Who initiates and leads?

- ◆ The Government (Adamawa State Planning Commission) leads, and initiates reviews of the policy
- ◆ A review of the policy shall be done after 5 years. However, when emerging issues arise that demand a review of the policy, this can be done accordingly
- ◆ Consult widely with stakeholders for reviews
- ◆ Solicit and encourage feedback from users of the policy to determine potential areas of review

- ◆ Assign responsibility to a designated officer at ASPC to keep track of feedback and suggestions for improvement as they are received or discovered

Who to involve in the review process?

A review committee shall be constituted to include the following:

- ◆ Adamawa State Planning Commission
- ◆ House of Assembly
- ◆ All stakeholders - partners, CBOs, minorities, PLWD, CSOs
- ◆ Local Government Level – Planning Unit/Department of Planning Research and Statistics.
- ◆ Ward level – Ward Development Support Committee.

Selection criteria

Those to be involved in the review process should have Legal knowledge, knowledge in planning, monitoring and evaluation as well as Interest Group representation.

Steps for review

- ◆ Constitute a review committee with terms of reference
- ◆ Consult with stakeholders and subject matter experts
- ◆ Conduct analysis of needs
- ◆ Research
- ◆ Identify and specify areas for review
- ◆ Draft and validate areas reviewed
- ◆ Obtain Approval of review from the State Executive
- ◆ Print and Produce copies of the revised policy
- ◆ Disseminate updated policy to stakeholders

Frequency of review

A review of the policy shall be done every 5 years. However, when emerging issues arise that demand a review of the policy, this can be done accordingly

SECTION 13

COMPLIANCE

Compliance with policy provisions is paramount to achieving the desired result. The following steps shall be adopted:

- ◆ The Adamawa State House of Assembly shall take overall responsibility for ensuring compliance with the implementation of the policy
- ◆ Designate a compliance officer at the ASPC.
- ◆ The compliance officer, or compliance manager, shall ensure the policy is appropriately applied in a legal and ethical manner while meeting its goals. The compliance officer shall coordinate the roles and responsibilities of stakeholders in compliance with the policy
- ◆ Constitute and establish a functional compliance committee to be led by the State House of Assembly
- ◆ Develop compliance procedures and disseminate them to stakeholders alongside the policy on citizen engagement and participatory planning. Compliance procedures shall ensure congruence with LGA, state, national and international laws; professional standards; accepted cultural and traditional practices; and internal standards.
- ◆ Compliance committee to develop and use compliance monitoring tools. Monitoring tools such as checklists, guidelines, questionnaires etc

Build Trust

- ◆ It is important to build trust among stakeholders to avoid the feeling of suspicion. Therefore, the need for regular consultations and awareness creation about the policy and direction will engender a sense of belonging among stakeholders and ensure commitment to applying the policy. Ensure transparency, accountability, and honesty in conducting activities to engender confidence of stakeholders in the system for active participation in implementing the policy

Stay on track with changing laws and regulations.

- ◆ Keep abreast with new trends in the system and environment and ensure the policy aligns with current and emerging issues
- ◆ Involve specialists especially small and growing organizations to help in surveying the level of compliance with the policy. Whenever the needs arise, consult with experts e.g. M&E specialists to help in assessing compliance level and to advise appropriately
- ◆ Ensure employees and communities follow procedures
- ◆ Regularly monitor the conduct of activities to ensure congruence with the policy provision

Schedule regular internal audit

- ◆ Regularly review and check the extent to which policy is implemented correctly or flawed. Identify challenges with compliance issues and address them appropriately.

Use the right software

- ◆ Where possible, a software application for monitoring compliance can be installed and deployed to facilitate the process. The appropriate software should be secured for this purpose
- ◆ Provide enabling environment - Provide working materials for monitoring compliance including tools, communication support, and facilitating movement e.g. transportation

SECTION 14

MANAGEMENT OF POLICY RECORDS

To ensure that policy records are adequately stored, secured and easy to retrieve, do the following:

- ◆ Provide equipment and supplies for effective data management e.g. computers, software
- ◆ Provide training to staff on records management including storage, retrieval and dissemination
- ◆ Store policy records at state and LGA levels for easy access.
- ◆ Upload policy to the website of ASPC
- ◆ Update policy in the event of any reviews
- ◆ upload policy documents to clouds

SECTION 15

MONITORING AND EVALUATION

Monitoring and evaluation (M&E) is a combination of data collection and assessing to what extent a project or intervention has or has not met its objectives. Its goal is to improve current and future management of outputs, outcomes, and impact.

Designate who is responsible for coordinating M&E activities

The State Government (Adamawa State Planning Commission), in collaboration with other relevant MDAs has overall responsibility for coordinating M&E activities across the state. However, designated M&E officers at LGA levels shall be responsible for coordinating Ward M&E activities.

What to be monitored:

- ◆ Policy implementation - number of hits on login, phone calls and inquiries on policy
- ◆ Resource mobilisation efforts - resources obtained
- ◆ The funding level for policy implementation and programmes
- ◆ Citizen engagement and participatory planning process in identifying community needs and projects
- ◆ Collaboration/partnerships arrangement and implementation
- ◆ Coordination of policy implementation
- ◆ Type of programmes and projects.
- ◆ Compliance with policy
- ◆ Transparency and accountability.

Data Collection:

Data will be collected by designated M&E officers from the following:

- ◆ State Government level - Adamawa State Planning Commission leads -
- ◆ Local Government Level – Planning Unit/Department of Planning Research and Statistics.
- ◆ Ward level – Ward Development Support Committee.

How to collect data

Data shall be collected by the following methods:

Observations, Questionnaire administration, Interviews, Documents and Records reviews, community dialogues, town hall meetings etc.

Frequency of data collection

- ◆ Quarterly
- ◆ Bi-annually
- ◆ 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, and data collection and make appropriate adjustments as necessary
- ◆ Identify M&E roles and responsibilities.
- ◆ Create an analysis plan and reporting template
- ◆ Analyze data collected
- ◆ 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.

Frequency of reports

Monitoring reports shall be generated quarterly and annually, which shall be disseminated appropriately to key stakeholders.

Dissemination process

A variety of methods of dissemination of reports shall be adopted to ensure a wider reach. This shall be achieved through the following: social media, Radio/Television jingles, town announcers, town hall meetings etc.

Budgetary provision for M&E Activities

In order 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, 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 <i>(indicate MDA/partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
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 mobilization 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 citizen engagement at the State, Local Government and Community Level. - Sensitize through social orientation, and use of IEC materials in various languages

State and LGA level CEPMP guidelines 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>
2	Community mobilisation and sensitization	Ministry for Information and Strategies Development of messages regarding the guideline and disseminate them using their various media agencies	I. The information Units of the LGAs - Support in the dissemination of information regarding mobilization 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

State and LGA level CEPPP guidelines 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>
			VI. Traditional and religious leaders - Inform members of the community and congregation about the policy VII. Trade Unions - Assist to pass out information through meetings and other social gatherings to community members. VIII. Professional Groups - Assist to mobilize and sensitize members of the community.

State and LGA level CEPPP guidelines 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	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 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 aide training processes.

State and LGA level CEPPP guidelines 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	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 contractual agreement III. All 21 LGAs Works Departments ◆ To ensure compliance of standard ◆ To monitor 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.

State and LGA level CEPMP guidelines 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	Resources mobilisation	ASPC - Develop a resource mobilization 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

State and LGA level CEPPP guidelines 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>
			VI. WDSCs - Seek financial and logistic support - Mobilise community members for self-help projects as well as financial and material support VII. Development partners - Provide financial and technical support - Grants from International Financial Institutions - Provide financial grants

State and LGA level CEPMP guidelines 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>
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.

State and LGA level CEPPP guidelines 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	Communication	Ministry for information and strategy - Establish the medium of communication to be utilized - Initiate and lead the utilisation of available government media organisations to give wide publicity to the policy e.g. ATV, ABC, Weekly Scope, - Also utilise non-governmental publicity outlets like social media platforms to publicise the policy e.g. Facebook, Telegram, Twitter, Whatsapp etc. - Communicate feedback to stakeholders	I. Local Government Areas (Information Units) - Support to publicise the policy in communities through town announcers, town hall meetings etc. II. CSOs - Undertake community sensitization and mobilization activities at ward and community levels III. National Orientation Agency (NOA) - Disseminate the information using their platform - Sensitize through social orientation, use of IEC materials in various languages IV. Traditional and Religious Institutions - Support with communicating with members of the communities and congregations

State and LGA level CEPPP guidelines 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	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 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 of 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 <i>(indicate MDA/partner and specific lead responsibility)</i>	Support <i>(indicate MDA/Partner and specific responsibilities)</i>
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

State and LGA level CEPPP guidelines 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>
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 in 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



ADAMAWA STATE PLANNING COMMISSION



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