Adamawa State Strategic Development Plan 2026 - 2035



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Adamawa State Strategic Development Plan 2026

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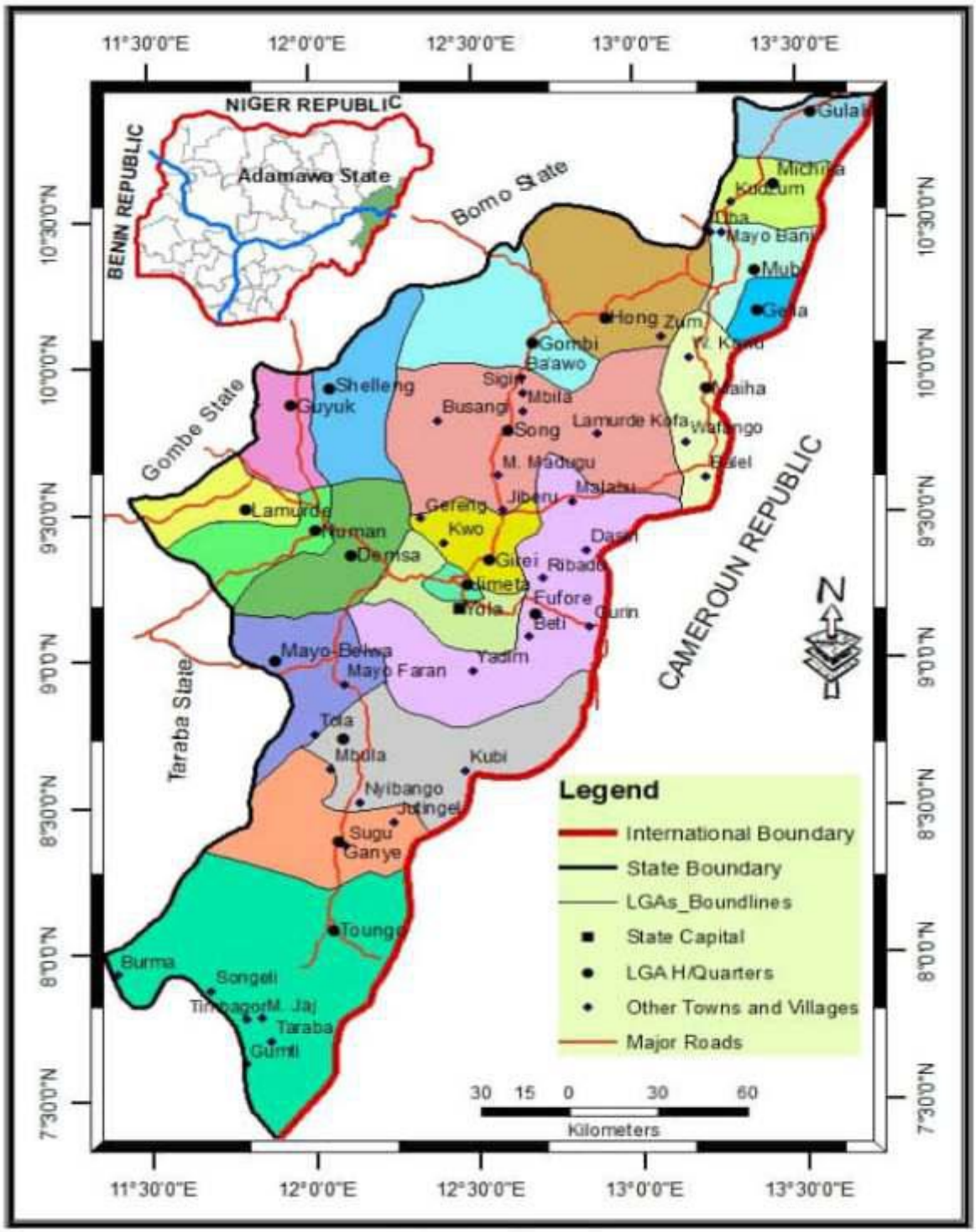
Acronym / Abbreviation

Acronym / Abbreviation	Full Meaning
ABS	Adamawa State Bureau of Statistics
ADASACA	Adamawa State Action for the Control of HIV/AIDS
ADP	Agricultural Development Project
ADASMEB	Adamawa State Emergency Management Agency
ANC	Adamawa State Bureau for Public Procurement
ASBPP	Adamawa State Bureau for Public Procurement
ARV	Anti-Rabies Vaccine
ASITDA	Adamawa State Information Technology Development Agency
ASV	Anthrax Spore Vaccine
CMAM	Community-based Management of Acute Malnutrition
BQV	Black Quarter Vaccine
CBPP	Contagious Bovine Pleuropneumonia
DIEs	Divisional Inspectorate of Education
EDS	Educationally Disadvantaged States
E. coli	*Escherichia coli* (bacterium indicator of faecal contamination)
ERC	Education Resource Center
FAAC	Federation Account Allocation Committee
FGM	Female Genital Mutilation
GAM	Global Acute Malnutrition
GDP	Gross Domestic Product
Ha	Hectare
HIVAIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HSV	Haemorrhagic Septicaemia Vaccine

ICT	Information and Communication Technology
IDP(s)	Internally Displaced Person(s)
IEC	Information Education and Communication
IGR	Internally Generated Revenue
ILO	International Labor Organization
IMAM	Integrated Management of Acute Malnutrition
IOM	International Organization for Migration
ISWAP	Islamic State West Africa Province
JENA	Joint Education Needs Assessment
kg	Kilogram(s)
kg/person/day	Kilograms per person per day
LGA / LGA(s)	Local Government Area(s)
LGC	Local Government Council
LGEA	Local Government Education Authority
MAM	Moderate Acute Malnutrition
MDA	Ministry Department Agaency
MCH	Maternal and Child Health
MDGs	Millenium Development Goals
MICS	Multiple Indicator Cluster Survey
MCRP	Multi-Sectoral Crisis Recovery Project
M&E	Monitoring and Evaluation
MoE & HCD	Ministry of Education and Human Capital Development
MPI	Multidimensional Poverty Index
MT	Metric Tonne(s)
MTSS	Medium-Term Sector Strategy
MW	Megawatt
NAERLS	National Agricultural Extension and Research Liaison Services
NBS	National Bureau of Statistics
NDHS	Nigeria Demographic and Health Survey
NDV	Newcastle Disease Vaccine

NEPAD/APRM	New Partnership for Africa's development/African Peer Review Mechanism
₦	Nigerian Naira (currency symbol)
NG – CARES -	Nigeria – Comprehensive Agricultural and Rural empowerment Strategy
NGOs	Non – Governmental Organizations
NHIS	National Health Insurance Scheme
NPA	National Plan for Action
%	Percent / Percentage
OCHA	Office for the Coordination of Human Affairs
OVCs	Orphans and Vulnerable Children
PHC	Primary Health Care
PPP	Public–Private Partnership(s)
PPSMB	Post Primary School Management Board
PV	Photovoltaic
PWDs	Persons With Disabilities
REA	Rural Electrification Agency
RWESA	Rural Water Supply & Environmental Sanitation Agency
SHA	State House of Assembly
SDG	Sustainable Development Goal
SDP	State Development Plan
SME(s)	Small and Medium Enterprises
SPBH/MH	Solar Powered Borehole / Motorised Hand-pump
SSDP	State Strategic Development Plan
STI	Sexually Transmitted Infections
SUBEB	State Universal Basic Education Board
TCRV	Tissue Culture Rinderpest Vaccine
TFR	Total Fertility Rate
UBE	Universal Basic Education
UNICEF	United Nations Children's Fund

UNESCO	United Nations Educational, Scientific and Cultural Organization
VSAT	Very Small Aperture Terminal (satellite internet technology)
WASH	Water, Sanitation and Hygiene
WASHNORM	Water, Sanitation, Hygiene Norm / Survey (Report)
WASSCE	West African School Certificate Examination
WHO	World Health Organization
kWp	Kilowatt-peak (unit of solar power output)



Adamawa State

Foreword

The Adamawa State Strategic Development Plan (2026-2035) serves as a comprehensive blueprint and roadmap for inclusive societal transformation. It is designed to reposition Adamawa State as a hub of economic growth, social equity, and environmental sustainability.

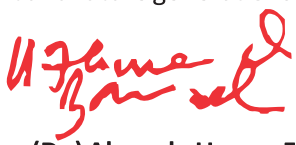
This Plan was developed through an extensive citizens engagement and consultation process involving development partners, the private sector, civil society organizations, community leaders, state and local governments, and the general public. It embodies the collective hopes, aspirations, and priorities of the people of Adamawa State. The Plan focuses on inclusive socio-economic growth, with core strategies aimed at empowering communities and residents who demonstrated strong support and enthusiasm throughout the consultation and development process.

The Strategic Development Plan is a 10-year framework aligned with national and global development agendas, including Nigeria's Vision 2050 and the United Nations Sustainable Development Goals (SDGs). It prioritizes key sectors such as agriculture, education, infrastructure, healthcare, social protection, and security to ensure inclusive and sustainable progress for all residents. The Plan will also form the foundation for the Medium-Term Development Plans (MTDPs) and the Medium-Term Expenditure Frameworks (MTEF), which are critical for guiding MDAs' annual budgets and operational plans.

I am confident in the outcomes of this Plan and commend the dedication and professionalism of the planning teams, experts, and stakeholders whose collaboration produced this comprehensive framework. Their efforts reflect our shared resolve to address development challenges and unlock Adamawa State's vast potential. I urge all stakeholders to align their actions and investments with the vision and priorities of this Plan.

This Strategic Development Plan is not merely a government document; it is a collective guide for all stakeholders-citizens, development partners, the private sector, and civil society. As we embark on its implementation, I call upon all citizens, private sector actors, and development partners to join hands in translating this vision into tangible results. On our part, we remain committed to listening closely to the voices of our people, right down to the grassroots, and to delivering good governance with lasting positive impact.

Together, let us make history by building a resilient, inclusive, and thriving Adamawa State for present and future generations.



Rt. Hon. (Dr.) Ahmadu Umaru Fintiri, CON

Executive Governor, Adamawa State.

Acknowledgment

The successful development of the Adamawa State Strategic Development Plan (2026-2035) is the result of collective efforts and collaboration among numerous stakeholders who are committed to the sustainable development and prosperity of Adamawa State. In this regard, all individuals, institutions, and partners whose contributions were instrumental to the preparation and completion of this Plan deserve sincere appreciation.

First and foremost, I express my profound gratitude to His Excellency, the Executive Governor of Adamawa State, Rt. Hon. Ahmadu Umaru Fintiri, for his visionary leadership, unwavering support, and steadfast commitment to inclusive governance that leaves no one behind. His development agenda provided the guiding framework and inspiration for this Strategic Development Plan.

I also extend my appreciation to the Members of the Adamawa State Executive Council for their policy direction, guidance, and institutional oversight throughout the planning process.

Special recognition is accorded to the Steering Committee, comprising Honourable Commissioners from various Ministries, Departments, and Agencies (MDAs), under the leadership of the Secretary to the State Government, Hon. Awwal Tukur. I further commend the Technical Working Groups and the staff of the Adamawa State Planning Commission for their dedication, technical expertise, data analysis, sectoral assessments, drafting, and rigorous reviews that ensured the quality and credibility of this document.

Special recognition is accorded to the Steering Committee, comprising Honourable Commissioners from various Ministries, Departments, and Agencies (MDAs), under the leadership of the Secretary to the State Government, Hon. Awwal Tukur. I further commend the Technical Working Groups and the staff of the Adamawa State Planning Commission for their dedication, technical expertise, data analysis, sectoral assessments, drafting, and rigorous reviews that ensured the quality and credibility of this document.

My sincere appreciation also goes to UNICEF, our consultants, development partners, and local nongovernmental organizations for their invaluable technical and financial support. I equally acknowledge the contributions of Local Government Chairpersons, traditional and community leaders for ensuring grassroots inclusivity and alignment with community priorities, as well as civil society organizations and the private sector for their constructive inputs and feedback.

Finally, I deeply appreciate the citizens of Adamawa State for their active participation during the consultation processes, which has given this Plan a strong sense of ownership. This document reflects our collective commitment to equitable development and our shared aspiration for a prosperous Adamawa State. I acknowledge any inadvertent omissions and welcome feedback for continuous improvement.



Mary B. Paninga, Ph.D

Adamawa State Planning Commission.



Executive Summary

1. Introduction and Rationale

The Adamawa State Development Plan (SDP) 2026–2035 constitutes a comprehensive strategic framework designed to guide the socio-economic transformation of Adamawa State over a ten-year period. The Plan responds to persistent development challenges while leveraging the State's comparative advantages in agriculture, livestock production, trade, culture, and human capital. It builds on the lessons, achievements, and shortcomings of previous development initiatives, including the State Economic Empowerment and Development Strategy (SEEDS), Local Economic Empowerment and Development Strategy (LEEDS), Vision 2010–2020, and successive Medium-Term Development Plans.

Despite its abundant natural and human resources, Adamawa State continues to face structural constraints that limit inclusive growth and sustainable development. These include widespread poverty, low productivity in key economic sectors, weak infrastructure, insecurity, climate vulnerability, and limited institutional capacity. Rapid population growth, particularly among children and youth, places additional pressure on education, health, employment, and social services. The SDP therefore provides a unified policy

direction for addressing these challenges through a coordinated, evidence-based, and results-oriented approach.

The Plan is aligned with national and international development frameworks, including Nigeria Agenda 2050, the National Development Plan, the Human Capital Development Vision 2030, and the Sustainable Development Goals (SDGs). It is also informed by principles of decentralization, participatory planning, and results-based management, recognizing the central role of state and local governments in service delivery and development outcomes.

2. Methodology for the Development of the Plan

The Adamawa State Development Plan 2026–2035 was developed using a rigorous, participatory, and evidence-based methodology designed to ensure relevance, ownership, and sustainability. The methodology combined desk reviews, quantitative and qualitative analysis, stakeholder consultations, and strategic prioritization frameworks to inform decision-making.

2.1. Desk Review and Data Collection

The planning process commenced with a comprehensive desk review of relevant policy documents, legislation, development strategies, and sectoral plans at state and national levels. These included previous Adamawa State development plans, sector strategies, annual budget and performance reports, national development frameworks, and international development commitments. Socio-economic data from national surveys, administrative sources, and development partner reports were analyzed to establish baseline conditions and identify trends. In addition, focus group discussions were conducted with strategic groups such as Chairpersons of LGAs, CSOs, Women's associations, farmers associations, craftsmen and youth, etc.

A detailed situational analysis examined demographic dynamics, economic structure, poverty patterns, social sector outcomes, infrastructure coverage, governance systems, environmental conditions, and security dynamics. This analysis provided an empirical foundation for identifying development challenges and capacity gaps, opportunities, and priority intervention areas.

2.2. Stakeholder Consultations and Participatory Planning

Broad stakeholder engagement was a core pillar of the planning process. Consultations were conducted with Steering Committee, Technical Working Group (MDAs), Local Government Chairpersons, traditional and religious leaders, civil society organizations, women and youth groups, private sector representatives, and development partners with

interventions in the State. These engagements ensured that the SDP reflects the aspirations, priorities, and lived experiences of diverse population groups.

Special efforts were made to ensure inclusivity by engaging women, youth, persons with disabilities, and marginalized communities. Inputs from consultations informed sectoral priorities, cross-cutting issues, implementation strategies, and monitoring mechanisms.

2.3. Strategic Analysis and Prioritization

Analytical tools such as causality analysis, SWOT analysis, and results-based planning frameworks were applied to identify root causes of development challenges and assess strategic options. Interventions were prioritized based on impact potential, feasibility, cost-effectiveness, alignment with the State's long-term vision, and resource availability.

The SDP adopts a Results-Based Management (RBM) approach, defining clear impacts, outcomes, outputs, indicators, and institutional responsibilities. This framework enhances accountability, facilitates monitoring and evaluation, and supports adaptive management throughout implementation.

3. State Context and Socio-Economic Profile

Adamawa State, established in 1991, is located in North-Eastern Nigeria and shares borders with Borno, Gombe, and Taraba States, as well as the Republic of Cameroon. The State covers approximately 36,917 square kilometers and is administratively divided into 21 Local Government Areas, three senatorial districts, and eight federal constituencies. Its diverse topography, ranging from river valleys to highland areas, supports a wide variety of agricultural and economic activities.

The population of Adamawa State has grown rapidly, exceeding 4.3 million people, with approximately 46 percent below the age of 15. This youthful demographic structure presents both opportunities and risks. While it offers a potential demographic dividend, it also increases dependency ratios and intensifies demand for education, healthcare, employment, and social protection. Women in the State have a high fertility rate, further amplifying pressure on public services and household livelihoods.

Agriculture remains the backbone of the State's economy, employing more than three-quarters of the population and contributing over half of the State's Gross Domestic Product. Crop production, livestock rearing, fisheries, and agro-based trade dominate economic activity. However, productivity remains low due to limited mechanization, reliance on rain-fed farming, weak extension services, poor storage and processing facilities, and inadequate market access. The State's contribution to national GDP and internally generated revenue remains minimal, reflecting structural weaknesses in economic diversification and value addition.

Poverty levels in Adamawa State are high and multidimensional. A large proportion of households live below the national poverty line, while children experience severe deprivation across education, shelter, water, sanitation, and information dimensions. Gender inequality remains pronounced, limiting women's access to education, productive resources, and decision-making opportunities. Youth unemployment and underemployment further exacerbate social vulnerability and economic insecurity.

4. Key Development Challenges

The SDP identifies a range of interrelated development challenges across economic, social, governance, and environmental sectors.

In the economic sector, low agricultural productivity, limited access to finance, weak value chains, poor transport and energy infrastructure, and insecurity undermine growth and employment creation. Farmer-herder conflicts, insurgency spillovers, and communal clashes have disrupted livelihoods, displaced populations, and damaged critical infrastructure in several local government areas.

In the social sectors, gaps persist in access to quality education, healthcare, nutrition, water, and sanitation services, particularly in rural and conflict-affected areas. High rates of child malnutrition, school dropout, early marriage, and gender-based violence hinder human capital development and long-term productivity. The humanitarian situation, including internally displaced persons and disaster-affected communities, places additional strain on state resources and service delivery systems.

Governance challenges include limited institutional capacity, weak coordination among Ministries, Departments and Agencies, insufficient data systems, and gaps in public financial management, procurement, and monitoring and evaluation. While progress has been made in citizen engagement and participatory planning, sustained institutional strengthening is required to ensure transparency, accountability, and effective implementation of development programs.

Environmental and climate-related challenges, particularly flooding, land degradation, deforestation, and unsustainable natural resource exploitation, pose growing risks to livelihoods, infrastructure, and food security. Climate variability has increased the frequency and severity of disasters, highlighting the need for improved resilience, early warning systems, and climate-smart development approaches.

5. Vision, Strategic Orientations, and Priority Interventions

The long-term vision of the Adamawa State Development Plan 2026–2035 is to build "***A peaceful and prosperous State with sustainable development and improved quality of life for all by 2035***". To achieve this vision, the Plan is structured around five strategic pillars.

- ✓ The first pillar focuses on peace, security, and social cohesion, **promoting inclusive community-centered technological security system safeguarding lives and property**
- ✓ The second pillar targets **strengthening institution, transparency, accountability, justice and equity**, with a strong emphasis on digital governance and public financial management reforms.
- ✓ The third pillar, **promoting Economic growth by diversification, and digitization of the economy** through agricultural modernization, strengthened livestock and fisheries value chains, MSMEs development, industrialization, trade, tourism, renewable energy, and the digital economy.
- ✓ The fourth pillar prioritizes **Strengthening human capital development through qualitative education, improved healthcare services delivery, and vulnerability reduction** with special attention to women, children, youth, and vulnerable groups.
- ✓ The fifth pillar, **promoting WASH, natural resources management, climate change adaptation and mitigation,** addresses environmental sustainability and climate resilience, focusing on water, sanitation and hygiene services, natural resource management, climate adaptation and mitigation, disaster risk reduction, and sustainable urban and rural development.

6. Implementation Framework, Results, and Conclusion

The SDP adopts a Results-Based Management approach, defining clear impacts, outcomes, outputs, indicators, and responsibilities. Implementation will be guided by a five-year rolling action plan, medium-term expenditure frameworks, and annual work plans aligned with budget processes. Strong coordination among state and local governments, traditional institutions, civil society, the private sector, and development partners is central to successful delivery.

Monitoring and evaluation systems will track progress, promote learning, and ensure accountability. Resource mobilization strategies will include improved internally generated revenue, public-private partnerships, and sustained engagement with development partners.

In conclusion, the Adamawa State Development Plan 2026–2035 represents a strategic commitment to long-term, inclusive, and sustainable development. By addressing structural constraints, strengthening institutions, investing in people, and unlocking economic potential, the Plan provides a realistic pathway to reducing poverty, enhancing resilience, and improving the well-being of all citizens of Adamawa State.



Chapter One:

Introduction, Methodology, Difficulties / limitations

1.1. Introduction

Decentralization and devolution processes have the potential to transform nations in profound and lasting ways by altering not only financial flows and formal authority structures, but also the core incentives that guide public officials' behaviour. Therefore, they are strategic approaches to restructuring both the institutional architecture of states and the relationship between citizens and governments—across both developed and developing countries.

By shifting power, resources, and responsibilities from central authorities to local governments, decentralization promotes more equitable service delivery and strengthens citizen participation. It serves as a key instrument for: (i) enhancing grassroots involvement in decision-making; (ii) improving administrative efficiency by reducing bureaucratic bottlenecks; and (iii) streamlining public service delivery with minimal loss and greater responsiveness to community needs.

In Nigeria, the 1976 governance reforms and the 1979 Constitution—amended in 1999—ushered in significant changes to local government administration. The 1999 Constitution guarantees the existence of democratically elected local governments and outlines the distribution of responsibilities across federal, state, and local levels. Specifically, the Second Schedule defines exclusive and concurrent legislative lists, while the Fourth Schedule details the functions of Local Government Councils (LGCs), including responsibilities in education, health, infrastructure, agriculture, and industry.

These constitutional provisions enable decentralization to foster local self-reliance and responsiveness to the needs of citizens, particularly vulnerable groups. They also empower state governments to take targeted steps toward building technical and managerial capacity at the local level.

Adamawa State has previously undertaken several planning initiatives—such as Vision 2010–2020, the State Medium-Term Plans (2010–2013 and 2021–2025), and the State Economic Empowerment Development Strategy (2004–2007)—to address development challenges and improve livelihoods. A bottom-up approach has also been adopted through instruments like the Local Economic Empowerment Development Strategy (LEEDS) and the Community Development Plan (CDP). However, these efforts have often lacked inclusive participation from strategic stakeholders and grassroots communities, and may not have received adequate institutional support or followed systematic planning and implementation frameworks, including results-based management.

A State Development Plan (SDP) is a vital foundation for coherent public policy and effective financial management, ensuring fair access to basic social services and promoting child-friendly cities. Recognizing the pivotal role of states and local governments in service delivery, UNICEF Nigeria is supporting the Adamawa State Government in developing a new SDP. This plan will align with national and global frameworks such as the Economic Recovery and Growth Plan (ERGP), Human Capital Development Vision 2030, and the Sustainable Development Goals (SDGs). A robust SDP will chart a clear path for sustainable and inclusive development, enabling marginalized and vulnerable groups to access quality services and actively participate in shaping the future of their communities.

1.2. Methodology for the realization of the comprehensive state assessment

The proposed methodology adopts an inclusive, participatory approach with a strong emphasis on capacity building and skills transfer. It is structured into four key phases.

1.2.1. Phase 1: Preparatory stage and inception of the mission

Phase I marks the initiation of the planning process. Relevant state institutions tasked with

overseeing the plan are formally established, with their roles and responsibilities clearly defined. This initial phase commenced with both virtual and in-person inception meetings held in October 2025, involving SPC, TWG, UNICEF and HPMC. At this stage, citizens are informed and sensitized about the initiative - its significance, objectives, and the vital role they are expected to play in shaping and contributing to the planning process.

1.2.2. Phase 2: Stage of the situation analysis

Phase II of the State Development Plan (SDP) elaboration encompasses the review of planning documents, capacity-building workshops on Results-Based Management (RBM), data collection, and the drafting of the Situation Analysis Report—covering state endowments, development trends, key social and economic indicators, and causal analysis. This phase also includes an enrichment workshop and the validation of findings by the Technical Working Group and Steering Committee (TWG/SC).

1.2.3. Phase 3: Definition of Vision, Strategic Orientations and drafting of SDP Document

This phase comprises three key steps:

- ✓ **Capacity Building**: The initial step focuses on training the Technical Working Group/Steering Committee (TWG/SC) in Results-Based Management (RBM), including the Theory of Change and Results Framework.
- ✓ **Strategic Planning**: The second step involves formulating a shared vision, defining strategic orientations, and setting specific objectives aligned with national priorities, the Human Capital Development (HCD) Vision 2030, and the Sustainable Development Goals (SDGs).
- ✓ **Results chain framework**: Building on the first two steps, results chain is crafted:
    - Develop expected results, activities, and indicators
    - Identify sources of verification
    - Define stakeholders and their roles
    - Estimate costs for activities, projects, and programs
    - Design a five-year implementation plan and funding strategy

Following the workshop, HPMC consultants will draft the State Development Plan (SDP), incorporating inputs gathered during the sessions. The TWG/SC will then review the draft, providing comments and observations to guide the finalization of the document by HPMC.

The finalized drafts will be presented at a feedback workshop, which will include broader

participation from stakeholders across the state and local government areas. This inclusive process will culminate in the formal adoption of the SDP.

1.2.4. Phase 4: Approval of the SDP by the Executive Governor.

Comments and observations from the Technical Working Group (TWG), Steering Committee (SC), and other stakeholders are incorporated into the document to enhance its quality and relevance. The final State Development Plan (SDP) is then produced and formally approved by His Excellency, the Executive Governor. Following approval, the document is submitted to the State House of Assembly for legislative endorsement and promulgation into law by the Governor.

1.3. Difficulties/Challenges/limitations

One of the primary challenges in the elaboration of the SDP is ensuring inclusivity and adequate representation of all stakeholders throughout every phase of the process. Equally critical is maintaining effective communication across diverse groups.

To mitigate these risks, it is essential to keep all involved parties consistently informed. A practical measure is to provide weekly updates on the progress and upcoming activities. Specifically, the SPC should issue a circular note at least one week prior to each workshop. This note should be disseminated to the Technical Working Group (TWG), Steering Committee (SC), Chairpersons of Local Government Areas, Civil Society Organizations (CSOs), and representatives of the Organized Private Sector. This will ensure that all stakeholders are aware of and prepared for forthcoming engagements.



Chapter Two:

State Context

2. State Context

State context sets a panoramic perspective of the State, drawn on its historic, socio-cultural, geographic and demographic features as well, before diving into its political structure with a brief elaboration on traditional authority. It brieves on the humanitarian situation and gender that forerun the social sector visage. It also offers to the readership a snapshot of governance through public financial management and procurement.

2.1. Historical background of Adamawa State

Adamawa State, situated in northeastern Nigeria, boasts a rich historical legacy shaped by pre-colonial kingdoms, colonial restructuring, and post-independence development. The state was officially established on August 27, 1991, following the division of the former Gongola State. Its capital, Yola, holds deep historical significance, tracing its roots back to the 19th century.

Geographically, Adamawa shares borders with Borno, Gombe, and Taraba States, and has an international boundary with the Republic of Cameroon to the east.

The name "Adamawa" is derived from Modibbo Adama, a Fulani scholar and warrior who led a jihad in the early 1800s under the Sokoto Caliphate. He founded the Adamawa Emirate, which emerged as a prominent Islamic and administrative centre. This emirate laid the foundation for the region's cultural and political identity, influencing governance structures and social organization well into the colonial period.

In the pre-colonial era, Adamawa was home to a mosaic of ethnic groups, each with distinct languages, customs, and governance systems. These included the Fulani, Bata, Higgi, Margi, among many others. The region thrived on vibrant trade, agriculture, and craftsmanship, with Yola serving as a key hub for commerce and Islamic scholarship.

During British colonial rule, Adamawa was incorporated into the Northern Protectorate and later became part of the Northern Region of Nigeria. The colonial administration introduced new governance frameworks, infrastructure, and educational systems, while also reshaping traditional leadership roles.

Following Nigeria's independence in 1960, the region continued to evolve politically and economically. The creation of Adamawa State in 1991 marked a pivotal moment, enabling more localized governance and strategic development planning. Today, the state comprises 21 Local Government Areas, organized into three senatorial districts and eight federal constituencies, reflecting its administrative complexity and diversity.

Often referred to as the "Land of Beauty," Adamawa is celebrated for its scenic landscapes, cultural richness, and historical depth. From the highlands of Mount Dimlang to the banks of the Benue River, the state offers a unique blend of natural and cultural heritage that continues to shape its identity and development trajectory.

2.2. Geography (Location, Land Mass, Topography, Climate etc…)

Adamawa State is located in northeastern Nigeria, covering a land area of 36,917 square kilometers, making it the 8th largest state in the country—just behind Zamfara. It shares borders with Borno State to the northwest, Gombe State to the west, and Taraba State to the southwest. To the east, it has an international boundary with Cameroon.

Administratively, Adamawa is divided into 3 Senatorial Zones, 8 Federal Constituencies and 21 Local Government Areas, including: Demsa, Fufore, Ganye, Girei, Guyuk, Hong, Jada, Lamurde, Mayo-Belwa, Michika, Mubi North, Mubi South, Numan, Shelleng, Song, Toungo, Yola North, Yola South, Bayo, Bokkos, and Gombi.

Adamawa experiences a tropical climate characterized by two distinct seasons:

Dry Season (October to April) marked by the harmattan, a dry and dusty wind from the

Sahara that brings moderate to extremely cold conditions, especially from September to February.

Rainy Season (May to September) when rainfall varies significantly across the state, with the northern areas like Michika and Madagali receiving an average of 79 mm annually, while southern areas such as Ganye and Toungo receive up to 179 mm. Temperature ranges as low as 15.2°C during harmattan in some regions and as high as 43°C during the peak heat months of March and April.

Topographically, Adamawa is mountainous and is crossed by the large river valleys of Benue, Gongola and Yedsarem with the valleys of the Cameroon, Mandara and Adamawa mountains forming part of the landscape.

Adamawa State features two major vegetation zones:

Sub-Sudan Zone found predominantly in the southern parts, especially in the temperate Banga Plateau of Mayo-Belwa and parts of Ganye and Toungo LGAs. This zone is characterized by thick forests, tall trees, and lush grasses.

Northern Guinea Savannah Zone dominates the central and northern parts of the state, with open woodlands and scattered trees typical of savannah landscapes.

The state's soil types are diverse and agriculturally significant. Notable soil groups include:

Luvisols: fertile soils suitable for a variety of crops.

Vertisols: clay-rich soils that swell when wet and crack when dry, common in floodplains.

2.3. Socio-Demographic Characteristics of the State (Age Pyramid, Dependency, Gender, Ethnicity, Population, Occupation etc.)

In the last fifteen years the population of Adamawa State has increased from 3.2 million to about 4.3 million people. Currently, women in the state have an average of 5.8 children, compared with the national average of 5.5 children. A closer look at the population distribution shows that 46% of the population is under the age of 15 years, and this large group is dependent on families and the government to meet basic needs of food, healthcare, and education. About 53.5% of the total population in the state is of working age, that is between 15 and 64 years. This exploding population has its implication on every aspect of the state development, particularly, education, healthcare, agriculture and the economy.

Economically, agriculture is the major occupation of the people of the state. Over 80% of the state population undertake agricultural activities as their main livelihoods resource, and the sector contribute to 53.7% of the state GDP. Adamawa's economy remains

diversified across livestock, (37.1% of state GDP), crop production (16.6%), wholesale and retail trade (6.6%), real estate (23.0%), and road transportation (6.8%). Despite the state's substantial number of farmers and other economic actors, the state has just contributed just 0.43% to the GDP of the country in 2019. The state is ranked 35th out of 36 in 2020 contribution just 0.21% of the total state IGR.

This gloomy economy outlook was worsening by the ravaging effects of the Boko-Haram insurgency that lasted for over a decade. This has caused devastating effects on key infrastructure in about a third of the state land space. Also, the intermittent outbreak o violence clashes between farming and herding nomadic communities have contributed to large scale humanitarian, economic and fiscal crises in the state. Most recently, the social economic uncertainties and destruction caused by COVID -19 pandemic have affected the livelihoods of so many families and the economy of the state.

2.4. Human Development (Including poverty, gender, and employment profile)

The Multidimensional Poverty Index (MPI, 2022) of the State is estimated at 0.257 and is disparately distributed across the senatorial zones. Adamawa Central scores 0.283, Adamawa North 0.288 and Adamawa South totals 0.305. This distribution shows the southern LGAs are the most stricken with poverty. The State ranks, for human development index, 25th out of the thirty-six States with a score standing at 0.4286 (NHDR, 2018). Other indicators relating to the poverty situation include the employment profile; unemployment rate is estimated at 54.9% and underemployment stands at 24.7% (NMPI, 2022).

Currently, Adamawa has income and multidimensional poverty incidence of 75.4% and 62.5% respectively. Similarly, poverty gaps were 27.64% and 53.2%, where the severity was 13.2% and 35.9% for income and multidimensional poverty respectively. The State's Gini Coefficient is 27.7% showing some level of income inequality. Poverty gap index analysis shows that the average poverty gap between poor households' income and the poverty line in Adamawa State is 31.05%.

In Adamawa State, 47.23% of children live on less than $ 1.9 a day. This rate is 48.14% in male children while it is 47.26% in female children. The child poverty incidence rate is 81% for Adamawa State meaning these children are living below national poverty line Naira 137,430 per annum. The severity of monetary child poverty (child squared poverty gap index) in Adamawa is 15.32%. The Gini Coefficient in the State is high 26.95%. This rate indicates that children are 26.95% away from the line of perfect equality and describes the high inequality among children in terms of monetary child poverty for the State. 84.81% of children multidimensionally poor living below the national poverty line. This rate translates

that 84.81% of children in Adamawa State are simultaneously deprived in at least 3 dimensions out of the 6 dimensions considered which are education, health, water, sanitation, shelter and information.

Deprivation headcount ratio by each dimension in Adamawa State presents deprivations in each of the dimensions of multidimensional poverty in the State. In Adamawa, children experience the highest deprivation rate in shelter dimension (98.7%). Deprivation in health dimension is the lowest among children (0.92%). Deprivation in education, water, sanitation and information dimensions among children are respectively 42.7%, 65%, 43.9% and 9.27%. Overall, children suffer multidimensional deprivations and these deprivations provide ample proof of child poverty in the State. The Child Multidimensional Poverty Index value for the State ranges from 0.251 – 0350 (NMPI, 2022). This value also varies according to age brackets: 0.308 for 0 – 4, 0.296 for 0 – 17 and 0.270 for 18+. Child poverty compromises the ability of children to grow and achieve success in their adult lives, thus constraining human capital development and constituting varied threats to the broader society. Child poverty impedes the cognitive development of children and their ability to learn and can cause behavioural, social and emotional problems. Child poverty also limits the life of opportunities available to children, especially those in rural areas.



In Adamawa, children experience the highest deprivation rate in shelter dimension

(98.7%)

As for gender, one relies on the Gender Inequality Index (GII) to reflect gender-based disadvantage or inequality in achievement in specific dimensions. The GII in Adamawa is estimated at 0.749 (NHDR, 2018). This figure translates gender is faring poorly in Adamawa State.

Gender Inequality Index (GII) is the percentage of potential human development lost due to gender inequality. It reflects gender-based disadvantage or inequality in achievement in specific dimensions and the extent to which such inequality affects human development. It varies between 0 (when women and men fare equally) and 1 (when one gender fares as poorly as possible) in all measured dimensions (reproductive health, empowerment and labour market).

2.5. Governance (Public financial management (PFM), Institutions, procurement, traditional and religious authorities)

Adamawa State is constituted of three senatorial zones, North, Central, and South and made up of 21 local government areas. The political structure, hinges on the government as

the main fulcrum and includes the Legislature, the Executive, and the Judiciary.

Legislative power in the State lies with the State House of Assembly (SHA) which is composed of elected constituency members and assisted by its support staff. The Adamawa State House of Assembly has a total of 25 members who are elected for a tenure of 4 years to represent the 25 state constituencies. The SHA includes the Speaker, Deputy speaker, Deputy House Leader, Chief Whip, Deputy Chief Whip, Minority Leader, Deputy Minority Leader, Minority Whip, Deputy Minority Whip, and 27 House Committees.

The legislature has oversight functions over the executive arm, and the 21 local government councils of the State. The SHA is the arm of government legally empowered to make laws, appropriate public funds for spending by the executive arm, and monitor executive public spending to ensure accountability.

Executive powers reside in the Executive Council that comprises the State Governor (as Chairman), and the Deputy Governor who are elected for a tenure of 4 years. The Governor appoints other members of the State Executive Council; the Secretary to the State Government, Commissioners, Special Advisers, the Head of Service, the Chief of Staff and the Deputy Chief of Staff, with Permanent Secretaries occasionally in attendance. The executive arm is concerned with governance and implementation of programs of government as appropriated for by the legislature.

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> Deprivation in education, water, sanitation and information dimensions among children are respectively **42.7%, 65%, 43.9% and 9.27%**. Overall, children suffer multidimensional deprivations and these deprivations provide ample proof of child poverty in the State. The Child Multidimensional Poverty Index value for the State ranges from 0.251 – 0350 (NMPI, 2022).
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The Adamawa State Judiciary traces its roots back to the establishment of Gongola State in 1976. Initially formed as part of the Gongola State Judiciary, it became the Adamawa State Judiciary following the state's creation in 1991. Since then, the judiciary has evolved and expanded to meet the growing legal needs of Adamawa State's residents. The State Judiciary encompasses Judicial Division, High Court Justice, Sharia Court Justice and Customary Court. The State Judiciary adjudicates on criminal and civil matters, interprets laws, and provides legal authorization to transactions and documentations. The Judiciary

preserves the sanctity of the rule of law by interpreting the laws, where there are conflicts and settling disputes thereby ensuring equity and maintaining justice. The State judiciary has the State Chief Judge appointed by the Governor as its head, and there are sets of hierarchically arranged courts from the State High Courts, through the Magistrate Courts, to the Customary Courts.

The framework for sound public financial management has been provided; including rules and regulations, institutional capacity and mechanisms for public procurement and debt management. This legal and institutional package would guarantee probity and transparency in the control and management of public funds and resources of government.

Adamawa State's procurement rules are based on the Public Procurement Law of 2013, which applies to all government procurement of goods, works, and services. The rules are enforced by the Adamawa State Bureau of Procurement and Due Process, which reviews and certifies procurement plans, tender documents, and contract awards to ensure they comply with the law and deliver value for money.

Government contracts are made in accordance with the the Public Procurement Law of 2013 and the National Public Procurement Law, 2011 (NPPL) which provide detailed requirements and guidelines for procurement contracts in respect of goods and services in the public sector i.e., Ministries, Extra-Ministerial Departments and other arms of government. But much still need to be done to digitalize and network the accounting, reporting and storage of financial information, and the auditing and external scrutiny of financial statements and procurement procedures. The participation of citizen-based groups in governance generally, and budget work in particular, has improved substantially. But citizen-based groups need more institutional support and capacity-building to stand firm and become self-sustaining.

The traditional ruling system, the Chieftaincy in Adamawa State is organized in two categories and three hierarchies. As a matter of fact, there Emirs and Chiefs. Emirs historically evolved from the Sultanate of Sokoto as representatives of the Sultan whereas the Chiefs are directly ancestral and custom-based of kind. In terms of hierarchies, we have first class of emirates and chiefs, second class of emirates and chiefs and third class of emirates and chiefs. The traditional administration due to their home-grown and natural legitimacy continue to play an ever-present role in the lives of people in communities. It is involved in political and policy administration on the one hand, and with resource mobilization administration on the other. Traditional rulers are members of a House of Chiefs, established in the constitution and with a formal advisory role in respect of both

executive and legislative functions, and they participate in land administration and the administration of justice.

2.6. Performance overview of previous Development Plans (SEEDS, LEEDS)

Meeting people welfare needs on the ground, from development policies, has always triggered efforts of policy makers of Adamawa State towards crafting developments tools for entangling development challenges. Throughout the last decades many development mechanisms evolved at the State and LGAs level, may it be SEEDS either LEEDS or blueprint. Among these mechanisms, the Medium - Term Development Plan 2004 – 2007, Adamawa State Vision 2010 - 2020, the Medium -Term Plan 2010 – 2013 and the Medium-Term Development Plan 2021 – 2025. These plans (2004-2007 and State Vision 2010 – 2020) directed the State's development roadmap to economic growth through agriculture and industry. 2021 – 2025 Medium-Term Plan envisioned a peaceful harmonious, and economically vibrant State that sustainably promotes inclusive growth based on equality of opportunity and justice for all its people. This vision anchors on program-oriented pillars:

- People-oriented governance is geared towards promoting transparency, integrity, and create cohesion among the citizens
- Sustainable peace and security to guarantee justice and security of lives and property across the state
- Human capital development to facilitate improved access to quality education, affordable healthcare, and access to water and sanitation
- Social development ad welfare to enhance social inclusion and reduce poverty
- Agribusiness for wealth creation to build a thriving and sustainable economy that can enlarge agriculture output for food security
- Commerce and industries to facilitate ease of doing business aimed at expanding business growth and entrepreneurship
- Resource mobilization to increase the revenue base of the state.
- Infrastructure to expand access to housing, transport, and power across all parts of the state
- Natural resources and environmental protection

These sector-based strategic orientations served as a landmark to implement programs, projects and diverse actions to alleviate poverty in the state.

A quick review has shown a positive impact of these plans, namely the Medium - Term

Development Plan 2021 – 2025 with an increased strengthened Government capacity to play its role as key enabler of state development including economic investment. The plan has enhanced urban infrastructure and helped to reinforce the capacity of key government stakeholders to build partnerships, mobilize resources, enhance governance, improve business environment and some social indicators (education, health, nutrition and wash). One of the key achievements in the governance and civil participation is the establishment of a regular and operative concertation framework for citizens and policy makers, Citizen Engagement and Participatory Planning Policy (CEPPP). This formal framework for dialogue between citizens and government entities enhances citizen involvement in governance and decision-making processes, addresses gaps in citizen engagement within the state and promotes transparency, accountability, and social inclusion. The policy is designed to ensure equitable access to public goods and services, ultimately fostering sustainable development across Adamawa State

The situation of women and other vulnerable groups including Internally Displaced People (IDPs) remain a challenge. Some social indicators are yet to be met especially malnutrition in children along with security in the LGAs prone to Boko-Haram attacks within the State.



Chapter Three:
Development challenges including capacity gap

3. Development Challenges Including Capacity Gaps

3.1. Economy Sector

3.1.1. Overview of the Situation and Trends Including SDGs

Agriculture remains the backbone of Adamawa State's economy, engaging more than 75% of the population directly or indirectly. The sector contributes significantly to the State's Gross Domestic Product (GDP), at a rate of 53.7% with major crops including maize, sorghum, rice, millet, groundnut, cowpea, and yam, as well as horticultural crops such as vegetables, onions, and tomatoes. In Hong and Gombi Local Government Areas dominate the grain market whereas Mubi North and South LGAs serve as primary sheep and cattle hubs. Conversely Ganye and Toungo LGAs are the major producers of roots and tubers crops. The population is heavily engaged in subsistence and commercial farming. The area hosts one of the largest cattle and grain markets in the northern zone of the State.

Adamawa's diverse ecological zones—ranging from the riverine plains of the Benue valley to the mountainous highlands of the Mandara and Adamawa ranges—make it suitable for both crop and livestock production. Livestock farming encompassing cattle, sheep, goats and poultry production constitute crucial components of the local economy. Additionally, fishery is predominantly undertaken by the riverine local government areas such as Fufore, Numan and Shelleng etc.

Despite its strong agricultural base, productivity remains low due to limited mechanization, dependence on rainfall, inadequate access to improved seeds, and insufficient irrigation infrastructure. Post-harvest losses are high due to weak value chains, poor storage, and limited agro-processing facilities. Other economic activities such as blacksmithing, leatherwork, petty trading, and small-scale enterprises supplement household income, but these sectors also face constraints in energy supply, access to finance, and skill development.

The sector's under-performance constrains progress toward several Sustainable Development Goals (SDGs), notably SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 9 (Industry, Innovation, and Infrastructure). Persistent insecurity and farmer–herder conflicts also undermine SDG 16 (Peace, Justice and Strong Institutions) and SDG 10 (Reduced Inequalities), as they displace rural populations and disrupt local markets.

Table 1 : Adamawa State Fiscal Indicators, 2020–2023 (₦ Billion)

Indicator	2020	2021	2022	2023
Internally Generated Revenue	8.33	13.01	13.18	17.07
Gross FAAC	52.48	60.17	67.28	86.02
Total Debt	140.48	132.68	171.07	231.08

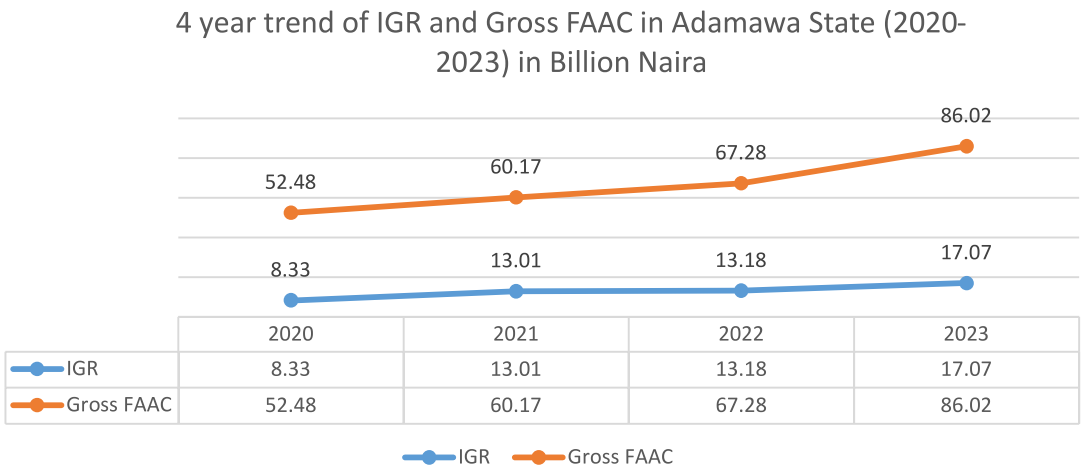


Figure 3.1-1 : Fiscal Performance Trend

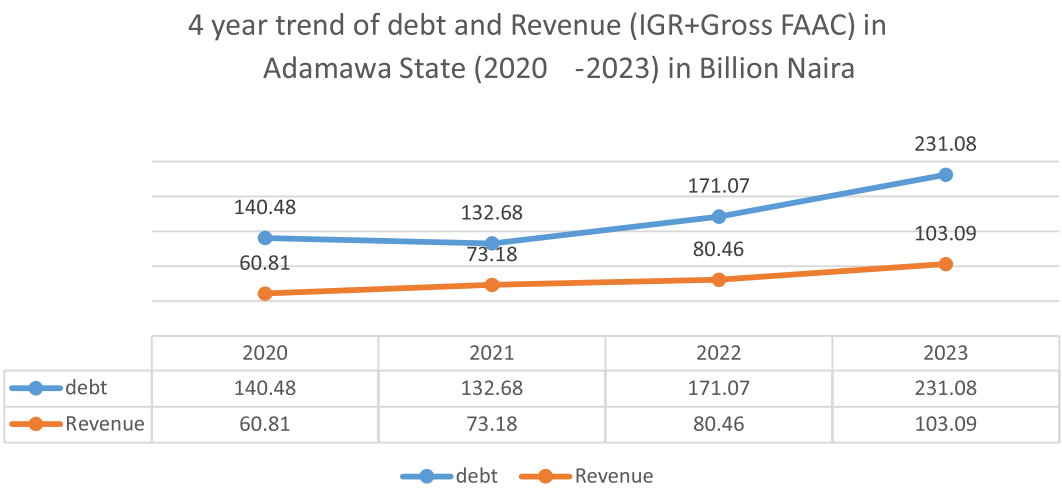


Figure 3.1-2 : FAAC–Debt Ratio Chart

Agriculture

Agriculture continues to drive the state's economy, contributing the largest share to GDP and household employment. The 2020–2024 NAERLS Agricultural Performance Surveys reveal consistent growth in crop production, livestock population, and fisheries output despite periodic flooding, insecurity, and climate-related challenges.

Crop Production

Land under cultivation for major crops expanded modestly between 2020 and 2024, with rice, maize, sorghum, and groundnut showing strong productivity improvements. For instance, rice yield increased from 1.67 ton/ha in 2020 to 2.03 ton/ha in 2024, and maize yield rose from 2.17 to 2.38 ton/ha. Tomato and onion yield more than doubled within the same period due to improved seed varieties and irrigation adoption. This steady performance demonstrates Adamawa's growing role in national food production, contributing to SDG 2 (Zero Hunger) through productivity-driven growth, particularly in rice and maize value chains. Nonetheless, yield variability in soybeans and cotton highlights ongoing input and mechanization gaps.

Table 2 : Land Area and Production Output for Major Crops in Adamawa State

Land Area ('000) Ha					Production ('000) MT					Yield (Ton/Ha)			
2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	20
164.02	172.2	187.0	183.57	186.23	274.65	517.65	528.70	303.21	311.39	1.67	1.90	1.91	
189.92	203.17	214.36	166.13	168.62	412.96	442.39	450.45	384.19	401.48	2.17	2.18	2.10	
261.15	271.60	278.89	241.23	253.78	287.99	292.00	294.75	279.91	291.67	1.10	1.08	1.06	
135.26	137.88	140.43	117.97	121.87	163.66	166.80	168.42	136.18	139.86	1.21	1.21	1.20	
197.68	201.63	205.57	189.02	190.91	212.98	217.89	223.25	203.00	215.99	1.08	1.08	1.09	
57.49	58.67	59.74	72.19	73.05	129.70	131.17	131.28	152.15	160.06	2.26	2.24	2.20	
60.99	62.92	66.77	54.68	55.61	54.86	57.14	56.04	43.90	44.48	0.90	0.91	0.84	
16.91	17.08	16.89	10.32	10.48	17.97	18.05	19.23	15.88	16.91	1.06	1.06	1.14	
23.86	24.57	25.13	19.09	19.28	11.37	11.82	12.29	15.38	16.44	0.48	0.48	0.49	
77.10	77.10	30.50	20.54	20.87	166.40	166.40	93.16	112.90	115.83	2.16	2.16	3.05	
58.75	58.75	31.65	16.04	16.23	140.02	140.02	95.21	62.37	63.31	2.38	2.38	3.01	
33.26	33.26	34.04	34.87	35.15	19.71	19.71	20.67	21.57	21.90	0.59	0.59	0.61	

Source: NAERLS Agricultural Performance Survey of Wet Season in Nigeria (2020-2024)

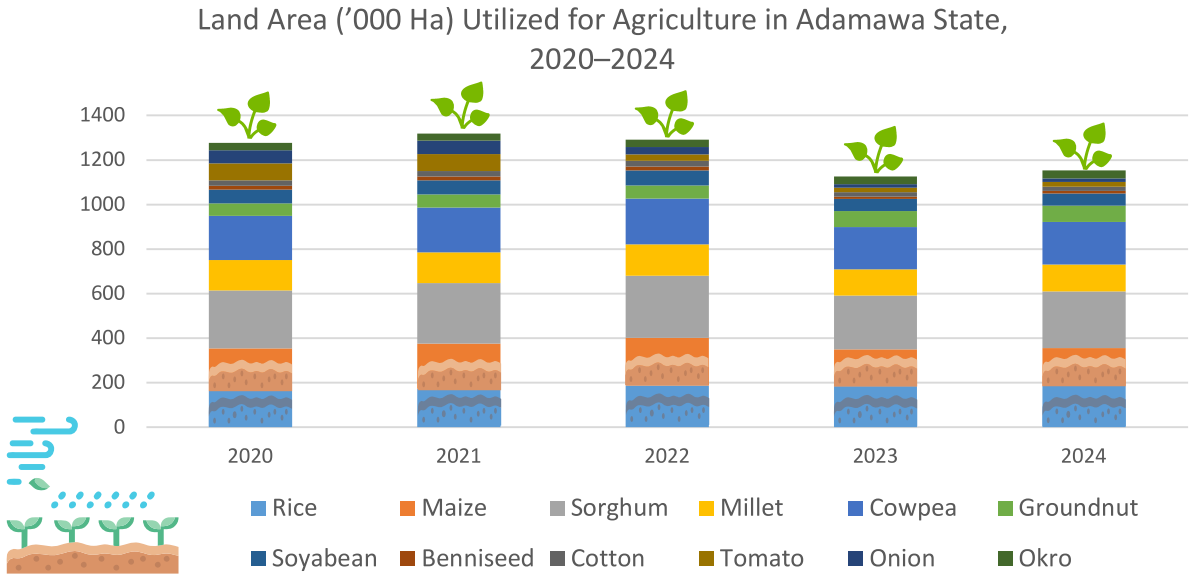


Figure 3.1-3 : Bar Chart of Land Area ('000 Ha) Utilized for Agriculture in Adamawa State (2020–2024)

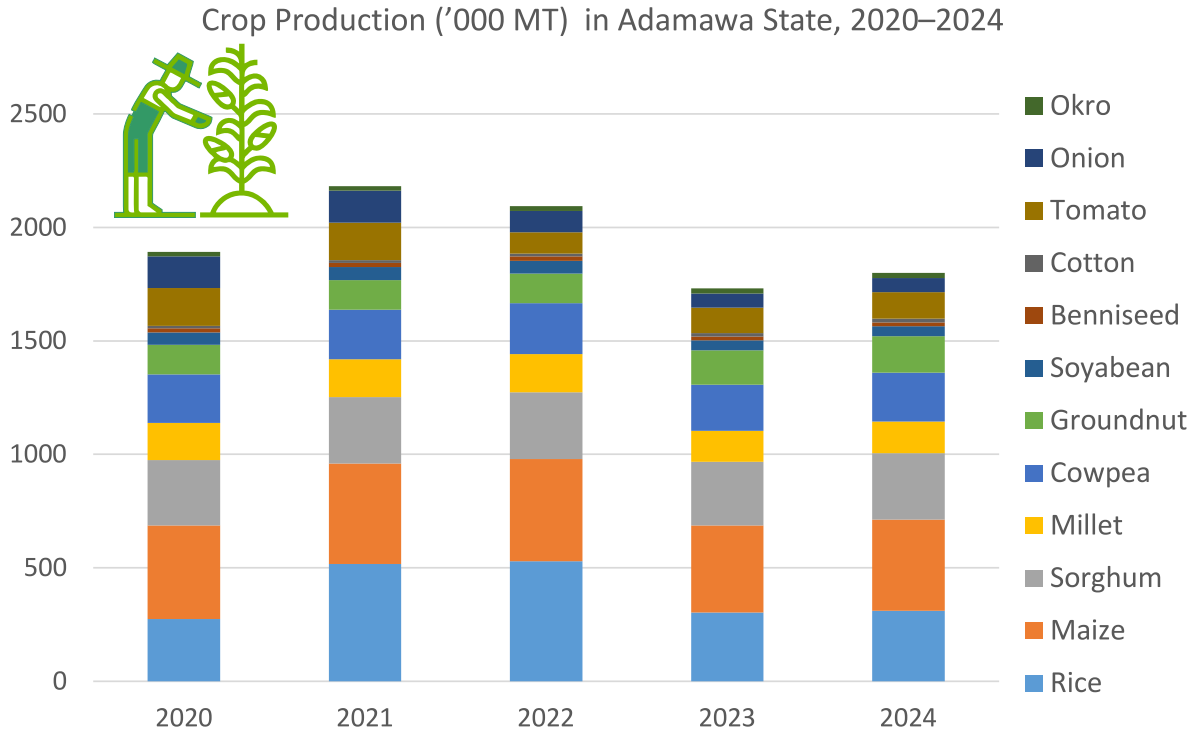


Figure 3.1-4 : Bar Chart of Crop Production ('000 MT) in Adamawa State (2020–2024

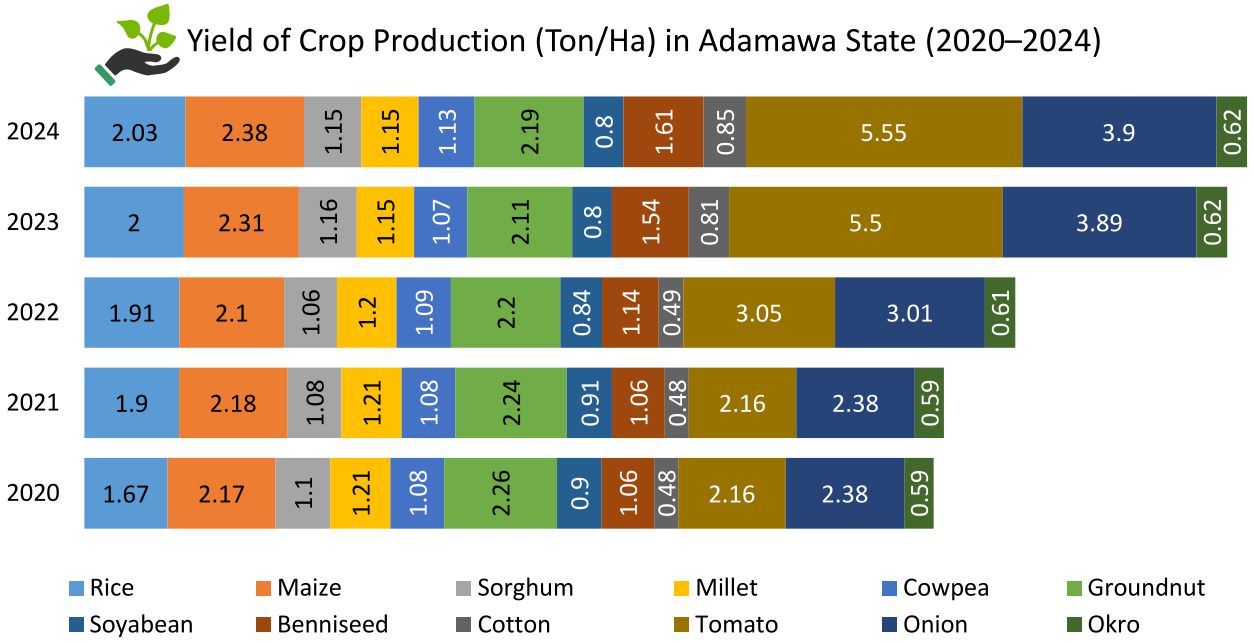


Figure 3.1-5 : Bar Chart of Crop Production Yield (Ton/Ha) in Adamawa State (2020–2024)

Livestock Development

The livestock subsector remains a vital pillar of Adamawa's economy, providing food, employment, and trade income. Livestock population increased significantly between 2020 and 2024, with cattle rising from 1.22 million to 1.66 million, and chickens from 457,615 to 1.37 million.

Table 3 : Livestock population in Adamawa State (2020-2024)

Livestock	2020	2021	2022	2023
Cattle	1,223,654	1,234,300	1,245,038	1,663,166
Sheep	1,689,801	1,731,021	1,731,021	1,881,671
Goats	1,902,394	1,949,943	1,998,692	2,183,235
Pig	772,759	803,669	803,669	812,402
Chicken	457,615	491,936	528,831	1,370,592
Rabbits	47,575	49,478	51,457	50,015
Guinea fowl	161,109	169,165	177,623	542,780
Turkey	15,870	16,664	17,497	26,656
Duck	-	78,662	82,595	252,396
Pigeon	-	443	465	710

Source: NAERLS Agricultural Performance Survey of Wet Season in Nigeria (2020-2024)

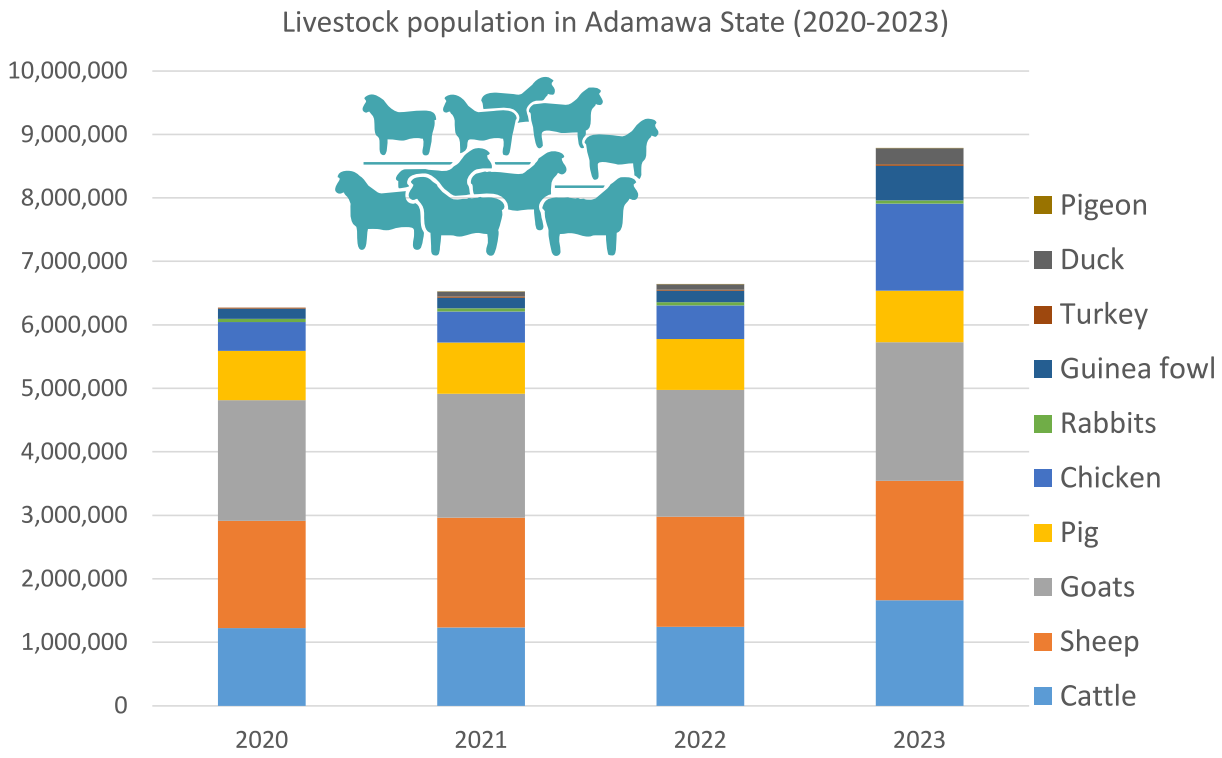


Figure 3.1-6 : Bar Chart of Livestock Production in Adamawa State (2020–2024)

Livestock trade also surged, especially in 2024 when 297,335 cattle were traded in major markets such as Mubi and Ganye. This highlights Adamawa's continuing dominance in northern livestock markets.

Table 4 : Volume of trades of livestock in major livestock markets of Adamawa State (2020-2024)

Livestock	2020	2021	2022	2023	2024
Cattle	60,000	99,928	35,901	122,232	297,335
Sheep	38,000	8,927	4,500	106,170	122,860
Goats	51,000	8,188	7,658	42,280	6,090
Swine	8,000	2,695	1770	0	0

Source: NAERLS Agricultural Performance Survey of Wet Season in Nigeria (2020-2024)

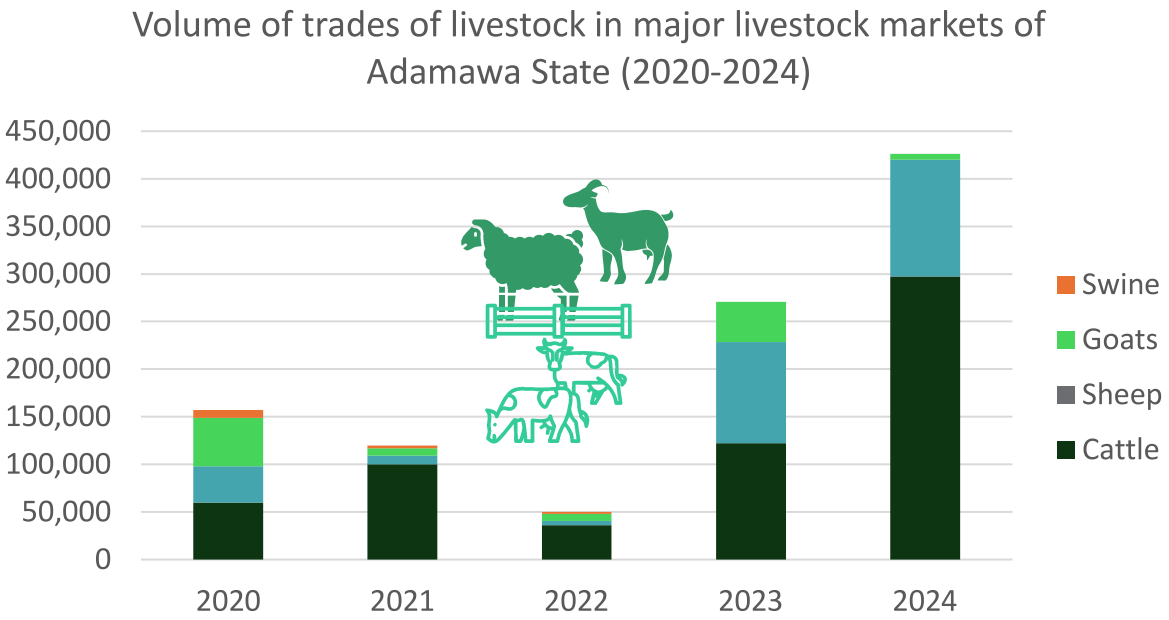


Figure 3.1-7 : Bar Chart of Volume of trades of livestock in major livestock markets of Adamawa State (2020-2024)

However, challenges persist in feed costs, disease control, and market data reliability. The state vaccinated over 5 million animals between 2022 and 2025, with more than 700,000 immunized annually against major diseases (CBPP, BQV, ARV, NDV), demonstrating progress in animal health and productivity.

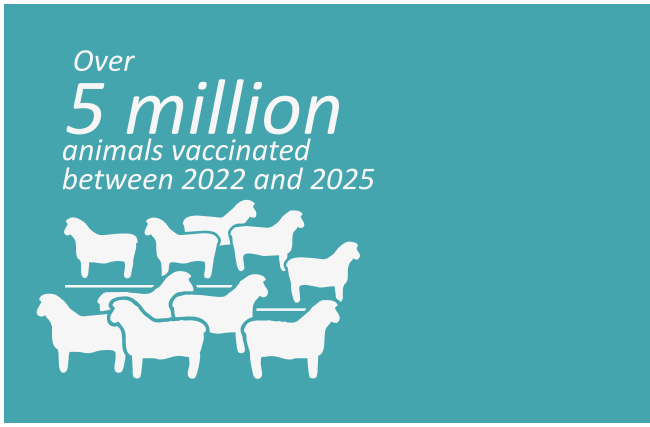


Table 5 : Number of Livestock Slaughtered and Treated in Adamawa State, 2018–2023

Livestock	Reported number of livestock slaughtered at registered market					Reported number of livestock treated				
	2018	2019	2020	2022	2023	2018	2019	2020	2022	2023
Cattle	16644	35896	45280	60,575	62,528	16,644	35,896	45,280	35,066	22,954
Goat	34432	21212	33583	70,532	70,650	34,432	21,212	33,583	18,203	17,329
Sheep	21758	14347	21696	66,970	64,286	21,768	14,347	21,696	13,325	9,279
Pig	148	867	143	13,119	10,126	-	867	143	6,368	4,413
Dog	-	-	-	-	-	3,966	3,185	4,241	5,853	6,698
Poultry	-	-	-	-	-	90,468	136,327	90,619	100,443	100,343

Source: State Bureau of Statistics 2025

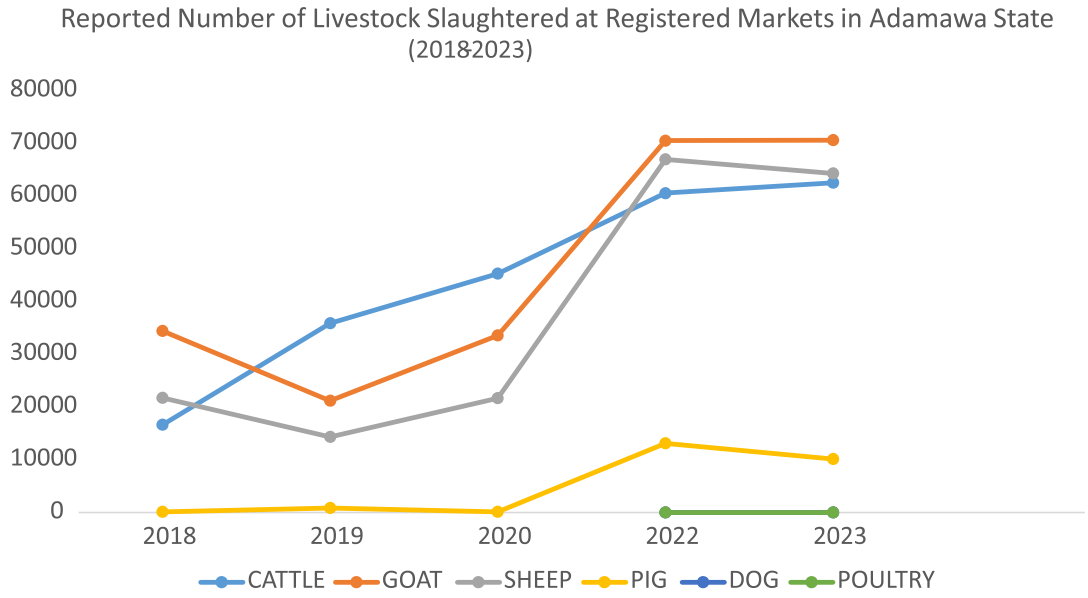


Figure 3.1-8 : Trend Line of Reported Number of Livestock Slaughtered at Registered Markets in Adamawa State (2018–2023)

Vaccines	Reported number of livestock slaughtered at registered market				
	2018	2019	2020	2022	2023
CBPPV	44064	36187	205864	644,629	770,002
TCRV	-	-	7593	-	-
BQV	3087	19504	17042	32,303	874
ARV	251	336	1038	5,957	8,999
HSV	3200	8074	4479	-	5,132
ASV	20000	812	-	-	-
NDV	11020	70938	39089	25,556	41,364

Table 6 : Number of Livestock Vaccinated by Vaccine Type in Adamawa State, 2018–2023

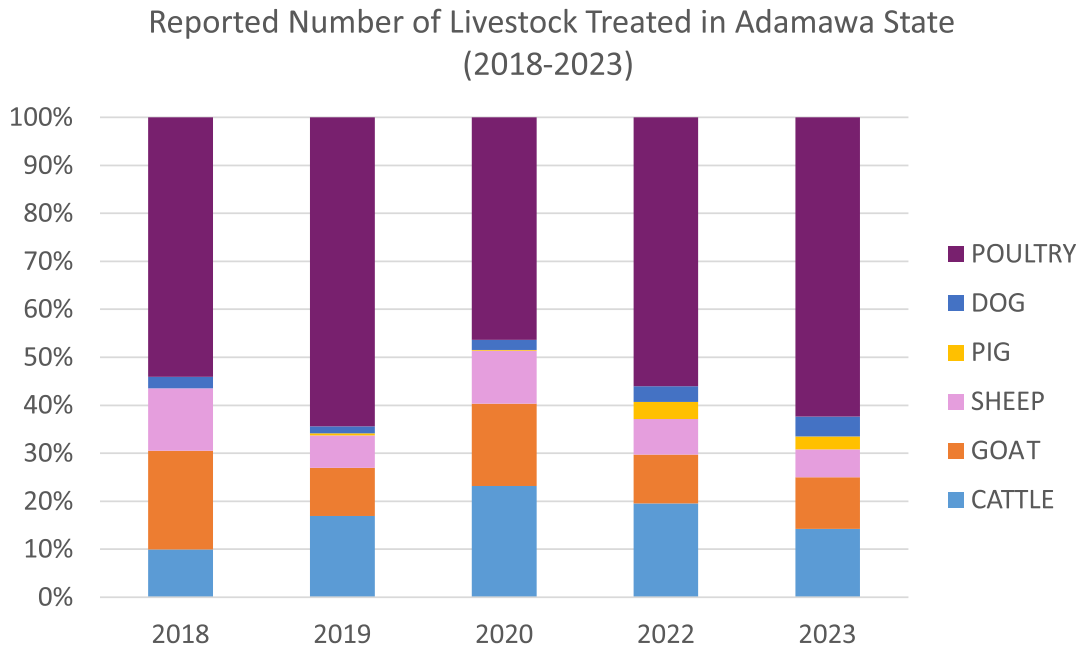
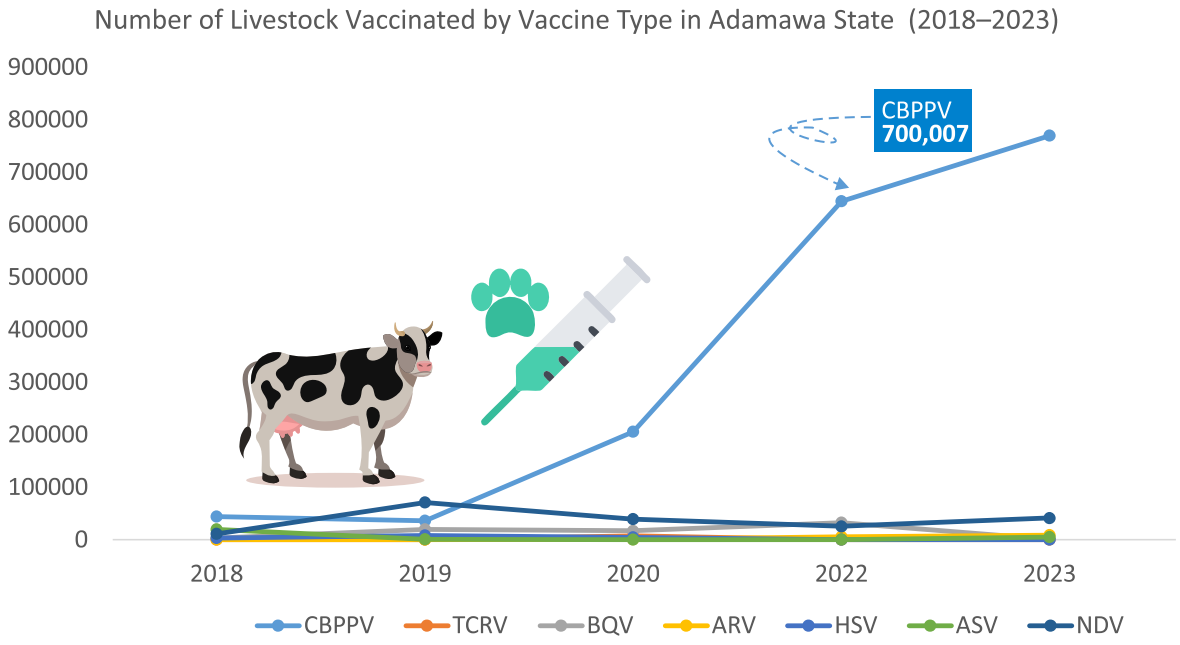


Figure3.1-9 : Bar chart of Reported Number of Livestock Treated in Adamawa State (2018-2023)

Figure3.1-10 : Trend Line of Reported Number of Livestock Vaccinated by Vaccine Type in Adamawa State (2018–2023)



Source: State Bureau of Statistics 2025

Fisheries and Aquaculture

Adamawa's natural fisheries and aquaculture sectors remain underdeveloped yet promising. Capture fisheries production rose modestly—catfish increased from 185 MT in 2023 to 226 MT in 2024—while aquaculture output fluctuated due to input and water-quality constraints.

Table 7 : Capture Fisheries Production (MT) in Adamawa State (2020-2024)

Species	2023	2024
Catfish	185	226
Tilapia	130	148
Others	90	47

Source: NAERLS Agricultural Performance Survey of Wet Season in Nigeria (2020-2024)

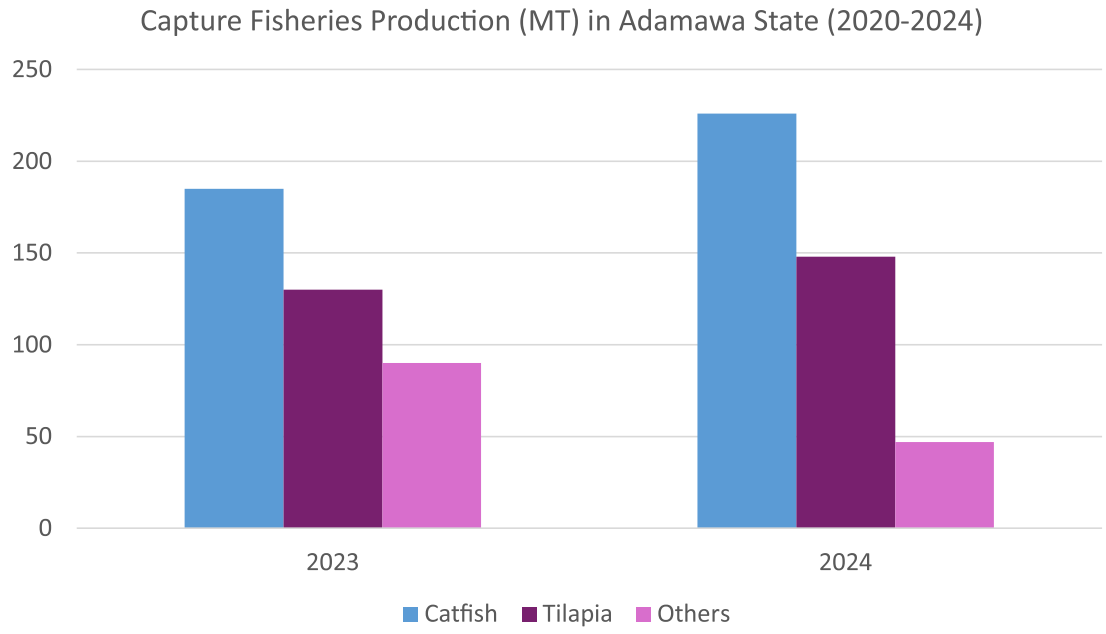


Figure 3.1-11 : Bar Chart of Capture Fisheries Production (MT) in Adamawa State (2020-2024)

Trade in fish also reflects a dynamic post-harvest subsector. Fresh and smoked fish traded decreased slightly in 2024, but species diversity remained stable, indicating resilience in fish value chains.

Table 8 : Fresh and Smoked Fish Traded((MT)) in Adamawa State (2020-2024)

Species	2023		2024	
	Qty fresh traded	Qty smoked traded	Qty fresh traded	Qty smoked traded
Clarias	80	135	60	90
Tilapia	95	92	80	65
Carp	20	0	10	0
Heterobranchus	70	0	60	0
Synodontis	0	80	0	72
Lates niloticus	0	50	0	42
Hetrotis	0	110	0	98

Source: NAERLS Agricultural Performance Survey of Wet Season in Nigeria (2020-2024)

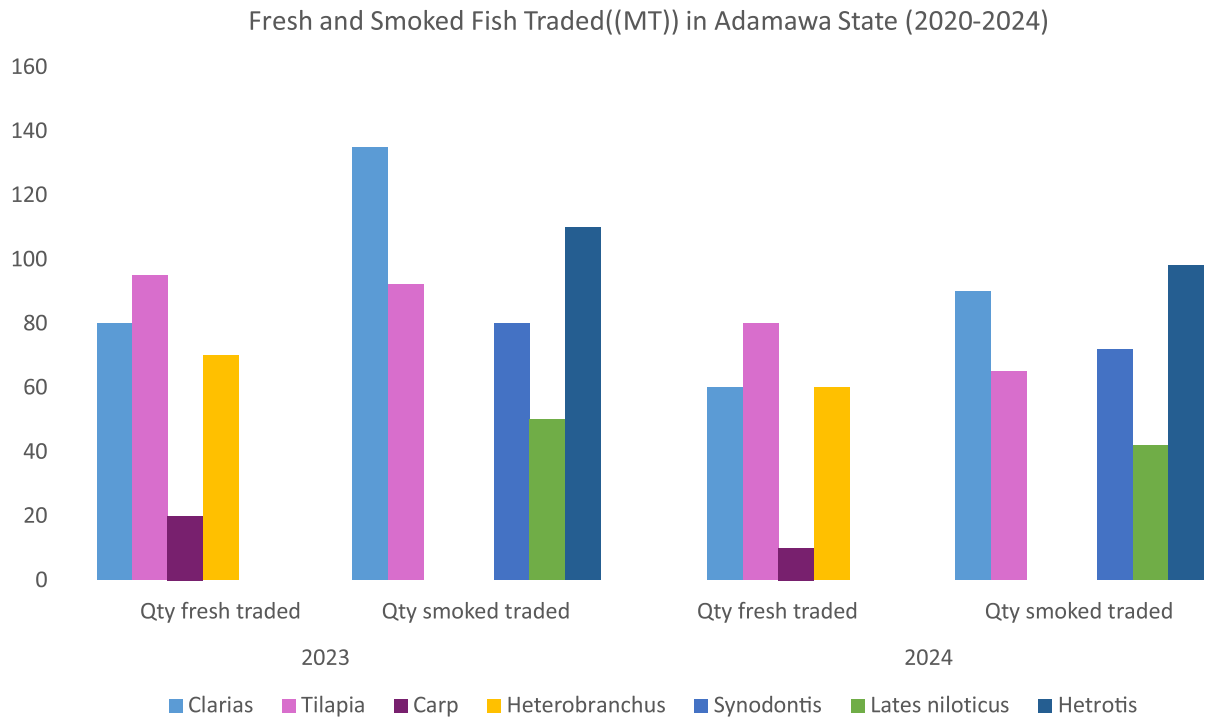


Figure 3.1-12 : Fresh and Smoked Fish Traded((MT)) in Adamawa State (2020-2024)

To unlock potential, the State Development Plan (SDP) should strengthen fishery regulation, data collection, and market linkages to promote sustainable fish-protein supply and align with SDG 14 (Life Below Water).

Commerce, Industry, and Tourism

The activities in the commerce, industry, and tourism sectors of Adamawa State are central to the socioeconomic wellbeing of the population. Together, they contribute significantly to employment creation, household income, and internally generated revenue (IGR). The sectors are largely driven by the agricultural and livestock sub-sectors, which provide essential raw materials for agro-industrial processing and trading activities.

Commerce and Industry

Commerce and industry activities in Adamawa are dominated by agro-processing and livestock trade, with Mubi Market serving as the principal regional hub for livestock and grain trading. On average, more than 65% of livestock exported from the North-East subregion pass through the Mubi axis, linking traders from Cameroon, Chad, and Niger Republic.

The Dangote Sugar Refinery in Numan, with an estimated annual refining capacity of about 50,000 metric tons, anchors the state's industrial base, contributing both to job creation and value addition in the sugar value chain. Other medium-scale enterprises in Yola, Numan, and Mubi focus on processing cereals, hides and skins, and animal feeds.

In recent years, the sector has recorded notable expansion, reflected in the growth of registered SMEs from 420 in 2020 to over 690 in 2023 (a 64% increase). This growth underscores the impact of ongoing state initiatives on market infrastructure, trade facilitation, and business registration reforms. However, industrial activities remain constrained by limited access to finance, unstable electricity supply, and poor road linkages between production clusters and markets.

Culture and Tourism

Tourism in Adamawa State is anchored on the state's rich cultural and historical heritage. The Sukur Cultural Landscape (a UNESCO World Heritage Site) and the Lamido's Palace in Yola remain the flagship attractions. Complementary destinations such as Koma Hills, Kiri Dam, and Faro Game Reserve add ecological and adventure value.

As shown, tourism revenue increased by 161% between 2020 and 2022, indicating a steady rise in formal tourism receipts. Visitor estimates from the Ministry of Culture and Tourism also show an increase from 18,000 visitors in 2020 to 47,000 in 2023, largely driven by renewed attention to cultural events such as the Yola Durbar, Mubi Cultural Festival, and Vunon Festival.

Despite these gains, key constraints persist in areas of tourism infrastructure, data management, hospitality standards, and private-sector participation. To strengthen the sector's contribution, the State Strategic Development Plan (SSDP) should institutionalize cultural preservation tourism promotion, heritage conservation, and capacity development for community-based tourism enterprises. Integrating cultural industries—such as crafts, music, and traditional performances—into tourism value chains can further enhance job creation and local economic impact.

These interventions align with Sustainable Development Goals (SDGs) 8 and 11, focusing on inclusive economic growth and sustainable urban and cultural development.

Table 9 : Tourism Sector Performance Indicators in Adamawa State (2020–2022)

Indicator	2020	2021	2022
Number Tourist and Recreational Centers	9	9	9
Revenue Generated on Number Tourist and Recreational Centers (₦)	100,000	250,000	260,700

Source: National Bureau of Statistics, *Social Statistics Report* (2023)

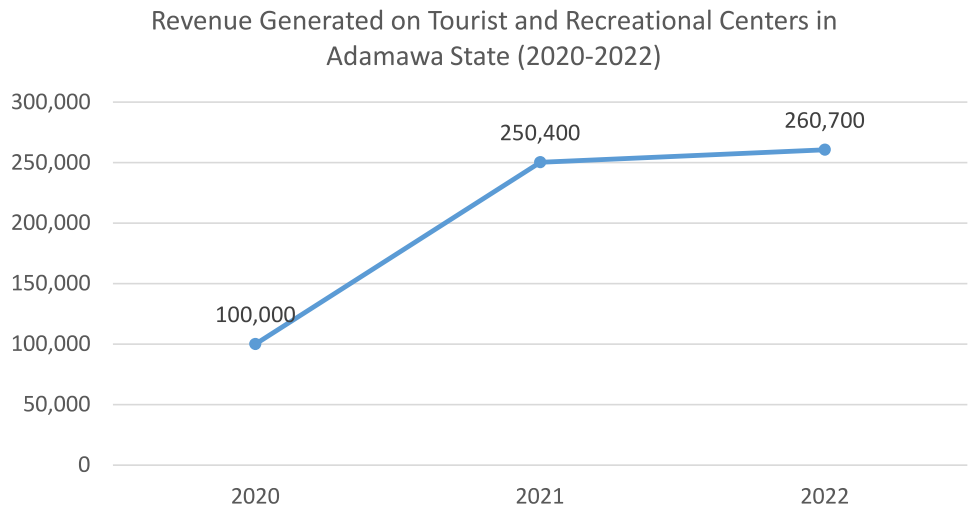


Figure3.1-13 : Trend Line of Revenue Generated on Tourist and Recreational Centers in Adamawa State (2020-2022)



Forestry, Mining, and Natural Resources

Adamawa State is endowed with significant natural resources that contribute modestly to its economy, with substantial potential for expansion if effectively managed. The forestry sector in Adamawa State plays an important role in environmental sustainability and rural livelihoods but faces notable management challenges. The number and size of forest reserves have fluctuated over recent years—19 reserves covering 554.33 hectares (2019–2021), rising to 26 reserves (109,522 hectares) in 2022, and then 18 reserves (775,354.9 hectares) in 2023. These variations reflect efforts at reforestation and conservation, alongside ongoing governance and monitoring gaps. Additionally, hunting (bushmeat) remains a significant though under-regulated economic activity, particularly in Girei and Hong LGAs, where wildlife harvesting supports household food security and income. However, unsustainable hunting, species depletion, and weak enforcement threaten biodiversity and pose ecological and public health risks.

The mining and quarrying sector is modest yet economically relevant, driven by deposits of granite, laterite, limestone, gypsum, clay, and kaolin. In 2018, Adamawa produced a total of 76,567.7 tons of minerals—55,161.8 tons of granite and 21,405.9 tons of laterite—signaling active quarrying for construction and infrastructure development. Mining is largely artisanal and small-scale, concentrated in Michika, Hong, Guyuk, and Ganye, where limited mechanization, poor safety standards, and weak regulatory oversight result in pit collapses, low revenue, and environmental degradation.

Overall, trends in Adamawa's natural resource sectors show growing local participation in mining and continued reliance on forest and wildlife resources, yet these gains are undermined by weak institutional control and inadequate environmental safeguards. Strengthening regulatory frameworks, formalizing small-scale mining, enhancing data transparency, and enforcing sustainable forest and wildlife management will be essential to harnessing the state's natural resource wealth for inclusive and environmentally sustainable economic growth.

Table 10: Forest Reserves in Adamawa State: Number and Area (2019–2023)

Indicator	2019	2020	2021	2022	2023
Total Number of Forest Reserved	19	19	19	26	18
Area of Forest Reserved (Hectares)	554.33	554.33	554.33	109522	775354.9

Source: Adamawa state bureau of statistics

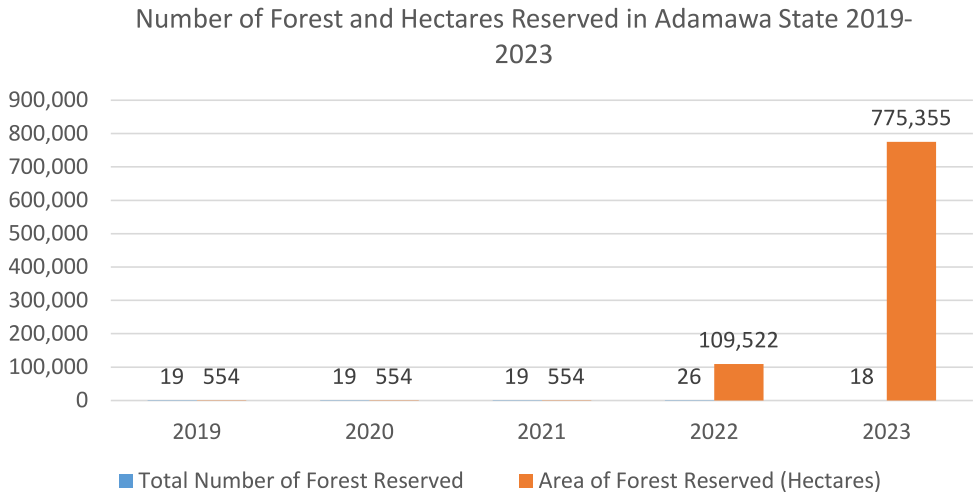


Figure 3.1-14 : Trends in Forest Reserves in Adamawa State, 2019–2023

Table 11 : Mineral Production for Adamawa State (2018)

Mineral Type	Mineral Production (tons)
Granite	55,161.76
Laterite	21,405.95
Total	76,567.70

Source: NBS – State Disaggregated Mining and Quarrying Data (2018)

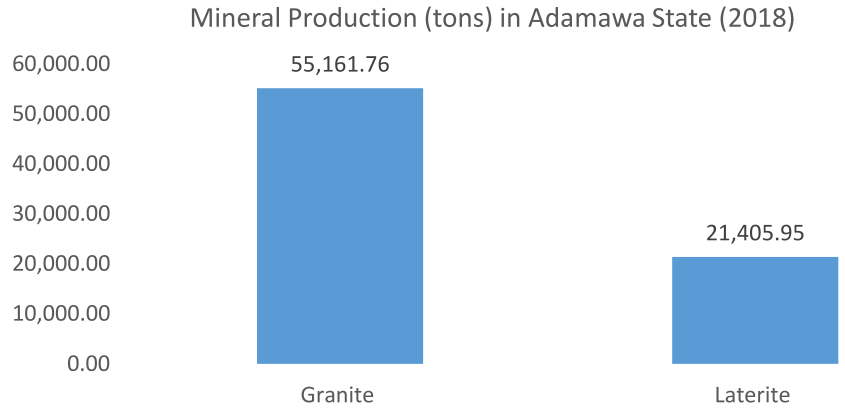


Figure 3.1-15 : Bar-chart of Mineral Production for Adamawa State (2018)

Youth Employment and Entrepreneurship

Adamawa State has a large youth population—about 46% of its residents—creating both a demographic advantage and a major employment challenge. National labor data indicate persistent youth unemployment and underemployment, with an overall unemployment rate of 5.4% in 2023, a combined unemployment and underemployment rate of 15.9%, and youth unemployment above single digits in some quarters. These figures suggest significant vulnerability among young people in Adamawa, where many depend on informal or low-paying work.

In response, the state government has launched several initiatives to boost youth skills and entrepreneurship, notably through the Adamawa Digital Academy, which targets training tens of thousands of young people in digital and enterprise skills. The 2022–2024 budget framework and the 2024 approved budget emphasize human capital development, allocating ₦4.604 billion to the Ministry of Youth and Sports Development out of the total ₦225.89 billion state budget to support youth training, entrepreneurship, and empowerment.

However, converting training into sustainable employment remains difficult due to limited private-sector demand, poor access to start-up financing and business incubation, and the dominance of informal activities. While the government demonstrates commitment to youth programmes, large-scale private-sector absorption and value-chain expansion are still lacking. Moreover, the absence of detailed, state-level time series on youth employment and entrepreneurship outcomes constrains effective monitoring.

Overall, policy attention to youth entrepreneurship and skills development has increased, but labour-market absorption has not kept pace. Without stronger market linkages, financing mechanisms, and institutional support for small and medium enterprises, many trained youths are likely to remain in informal, low-income work instead of transitioning into stable formal employment.

Energy sector

The energy sector in Adamawa State is gradually transitioning from a highly grid-dependent and generator-reliant system to a more diversified mix anchored on renewable energy, particularly solar power. Although Nigeria's overall electrification rate stands at about 61.2% (2023), Adamawa's rural areas continue to face acute energy deficits due to erratic grid supply and infrastructure constraints. In response, the state government, in collaboration with the Rural Electrification Agency (REA) and private investors, has accelerated off-grid and renewable energy initiatives. Notably, multiple mini-grid

projects—such as a 30 kWp federal mini-grid (2021) and a 100 kWp Belel community mini-grid (2022)—have become operational, signaling a shift toward decentralized power generation that prioritizes rural access and reliability.

A landmark development in this transformation is the proposed 300 MW solar photovoltaic (PV) plant jointly pursued by the Adamawa State Government and the REA. Valued at approximately $1.9 billion, the project aims to dramatically expand energy availability, create thousands of jobs, and reduce dependency on diesel and petrol generators that currently inflate production costs. Complementary programs, including solar installation training for over 1,000 youths annually, indicate growing investment in local capacity to sustain renewable operations. These developments are expected to improve power access for small-scale industries, agro-processing, and irrigation, ultimately stimulating inclusive economic growth and competitiveness within the state.

However, persistent challenges such as national grid instability, inadequate financing, weak institutional coordination, and security risks continue to limit the sector's full potential. Despite ambitious renewable targets, grid inefficiency and vandalism pose systemic threats to energy reliability and investment confidence. Strengthening public–private partnerships, ensuring transparent project feasibility studies, and building robust maintenance and monitoring systems will be crucial for consolidating current progress. If properly implemented, Adamawa's emerging energy strategy—anchored on solar generation, mini-grids, and human capital development—could serve as a model for sustainable, economically driven electrification across northern Nigeria.

ICT/Digital Economy

Adamawa is advancing its digital economy through the Adamawa Digital Academy, targeting training for 70,000 youths and 30,000 civil servants in areas like software development, data science, cybersecurity, digital marketing, and creative design. Infrastructure improvements include a Zero Right-of-Way policy enabling carrier-neutral fibre-optic rollout, and plans to connect all 21 LGAs via fibre and VSAT to enhance broadband access for schools, health centres, and public institutions. The state also formalized its ICT agenda with the ASITDA Bill, providing a regulatory framework for e-governance and digital transformation.

Challenges remain in limited state-level ICT data, rural digital inclusion gaps, unreliable power, and insufficient demand-side linkages for trained youths. While Adamawa is accelerating digital skills development, infrastructure, and institutional reform, broad-based digital employment, entrepreneurship, and value-chain growth are still emerging.

Water/Hydraulic & Irrigation

Adamawa State possesses extensive surface-water resources, anchored by the Benue and Gongola river systems and supported by major hydraulic infrastructure such as the Kiri Dam, which has a storage capacity of about 615 million cubic metres. These resources provide significant potential for irrigation, fisheries, hydropower generation, and flood control, especially in agricultural zones along the river plains. The Kiri Dam, originally built to supply water for the Savannah Sugar Company in Guyuk LGA, has been central to the state's irrigation potential, with ongoing rehabilitation efforts to restore and expand its capacity for agricultural use.

In recent years, the Federal Ministry of Water Resources and the Adamawa State Government have listed the Kiri Dam rehabilitation project and several community-based irrigation schemes (notably in Fufore, Mayo-Belwa, and Hong LGAs) among key development priorities. These initiatives aim to improve water management, promote dry-season farming, and enhance food security. Smallholder irrigation using tube wells and river lift systems has continued to sustain local agriculture, particularly for rice, maize, and vegetables, though coverage remains modest compared to the state's irrigation potential.

Despite these initiatives, challenges persist. Large-scale irrigation infrastructure remains underdeveloped, and many dams and water facilities suffer from siltation, poor maintenance, and weak coordination between federal and state agencies. Hydropower generation, though technically feasible at Kiri Dam, has not yet been operationalized. Data on irrigated areas and water usage are also fragmented, limiting accurate assessment and planning.

Overall, Adamawa's water and irrigation sector shows strong natural potential but modest progress in infrastructure utilization. Strengthening project implementation, maintenance funding, and inter-agency coordination—alongside incorporating renewable energy technologies such as solar-powered irrigation—will be essential to unlock the state's full water resource potential for sustainable agriculture, rural livelihoods, and energy access.

Transport and Logistics

Road infrastructure remains the dominant logistic backbone in Adamawa State. In the past few years, the state has completed over 347 km of feeder roads across its 21 local government areas to open rural communities for access and boost economic activity. More recently, the state approved the construction and rehabilitation of approximately 53 km of major roads at a combined cost of over ₦18 billion. The total road network in the state is approximately 1,992 km, of which only about 54 % is paved, and of the paved portion only

about 15 % is in very good condition. These figures highlight a large infrastructure deficit: many rural and LGA roads remain unpaved or in poor shape.

Rail and inland water transport remain negligible as alternative logistic modes in Adamawa. There is no significant rail contribution to the state economy, meaning road transport continues to shoulder almost all movement of goods and people—especially agricultural produce and livestock from LGAs such as Hong. Given the predominance of road and its poor state, transport costs remain high, travel times long, and rural areas remain economically isolated.

Taken together, the state's transport and logistics economy are constrained by inadequate infrastructure, high maintenance backlog, and uneven connectivity, especially for rural producers. On the positive side, the recent surge of road-rehabilitation efforts provide an opportunity to reduce transport costs, improve market access for farmers and traders, and support the broader agricultural and livestock economy of Adamawa.

3.1.2. Causal analysis

The Adamawa economy faces numerous structural and institutional challenges that hinder growth across the agriculture and informal sectors.

- **Limited mechanization and irrigation:** Farming is largely manual and rain-fed, leading to low productivity and seasonal unemployment.
- **Weak extension services:** Farmers' cooperatives and associations are not adequately trained in modern agricultural techniques and climate-smart practices.
- **Limited access to inputs:** Certified seeds, fertilizers, and crop protection products are either unavailable or unaffordable, contributing to low yields.
- **Insecurity and displacement:** Farmer–herder conflicts, banditry, and insurgent activities in parts of the state continue to destroy farmlands and livestock, disrupting the rural economy.
- **Poor storage and processing infrastructure:** Lack of storage facilities and agro-processing centers leads to high post-harvest losses and low value addition.
- **Limited access to finance:** Most farmers and small-scale entrepreneurs are excluded from formal credit systems, which limits expansion and innovation.
- **Weak energy and transport infrastructure:** Inadequate electricity and poor rural roads raise transaction costs, weaken competitiveness, and constrain investment.

- **Low adoption of digital technologies:** Agricultural and enterprise digital solutions are not widely known or used among farmers, limiting access to market and funding information.
- **Youth and women exclusion:** High youth unemployment and gender disparities in land ownership, access to capital, and training limit inclusive economic growth.

Thus, to transform the economic landscape, government and development partners must promote agricultural modernization, vocational training, and value chain development, while improving security and basic infrastructure.

3.1.3. Bottlenecks and Capacity Gap Analysis

Despite its resource endowment, the economy of Adamawa State is currently underperforming due to a range of interrelated challenges, including:

- Low modernization of agriculture and limited mechanization;
- Inadequate and expensive farm inputs (seeds, fertilizers, and agrochemicals);
- High post-harvest losses due to poor storage and processing capacity;
- Weak access to finance and credit facilities for farmers and SMEs;
- Inadequate irrigation and water management systems;
- Poor extension and technical support services;
- Insecurity, banditry, and persistent farmer–herder conflicts;
- Poor feeder roads and market linkages;
- Limited energy supply to support agro-industries and small enterprises;
- Weak institutional coordination and limited private-sector participation;
- Gender inequality and exclusion of PWDs in productive ventures;
- Low adoption of ICT and digital innovation in agriculture and trade;
- Limited technical and managerial capacity of cooperatives and craft industries;
- Poor youth engagement and entrepreneurial mindset;
- Weak database and insufficient disaggregated agricultural statistics.

Smallholder farmers, who produce over 90 percent of the state's food, rely mostly on traditional methods and lack modern processing and marketing support. Consequently, productivity remains below potential, household incomes are low, and rural poverty

persists. Enhancing farmers' access to certified seeds, modern equipment, and financial services is vital to improve output, promote value addition, and stimulate rural industrialization.

Furthermore, the persistent energy deficit limits industrial growth and affects service sectors like crafts, hostelry, and local manufacturing. To bridge this gap, investments in renewable energy (solar, mini-hydro, biogas) are necessary to enhance production and rural enterprise growth.

3.1.4. Potentialities

Adamawa State is endowed with vast agricultural, livestock, mineral, and tourism resources that, if properly harnessed, can transform its economy and improve living standards.

- Agriculture and Livestock: The state has over 25,000 km² of arable land suitable for various crops and livestock. Opportunities exist for large-scale irrigation farming along the Benue River Basin, Gongola River, and Kiri Dam. Expansion of milk processing, leather, and meat value chains can enhance employment and income.
- Agro-Processing: Development of rice mills, groundnut oil processing plants, and animal feed mills can reduce post-harvest losses and add value to primary production.
- Youth and Women Empowerment: The presence of training centers and initiatives such as the Adamawa Agricultural Development Programme (AADP) provides a platform for youth vocational training and empowerment.
- Trade and Market Development: Hong, Mubi, and Ganye LGAs host major regional markets that connect Adamawa to Cameroon and north-eastern Nigeria, offering prospects for trade expansion.
- Tourism and Cultural Heritage: Natural sites such as Koma Hills, Mandara Mountains, and Sukur Cultural Landscape (a UNESCO World Heritage Site) provide opportunities for eco-tourism, if supported by improved infrastructure and promotion.
- Renewable Energy Development: The state's river systems (Benue, Gongola, and Yedseram) and high solar intensity offer potential for hydro and solar power generation through Public–Private Partnerships (PPP).
- Digital and ICT Growth: The emerging Adamawa Digital Academy and increasing GSM network coverage create new opportunities for digital entrepreneurship and online commerce.

Harnessing these potentials requires coordinated policies focused on peacebuilding, infrastructure, irrigation, and the establishment of agro-industrial clusters to drive inclusive and sustainable growth in line with SDGs 1, 2, 8, 9, 10, and 16.

3.2. Social sectors (Health, Nutrition, Education, Social and Child Protection)

The social sector denotes part of the economy that focuses on providing services and support to individuals, families, and communities to improve their quality of life. It encompasses a wide range of activities and organizations that aim to address social needs, promote social welfare, and enhance human development. Emphasis here will be on health, nutrition, education, and social and child protection.

3.2.1. Overview of the situation and trends including SDGs in health, nutrition, education, social and child protection

Health

The Government of Adamawa State considers health Sector as an essential social service which serves as an enabler for all round economic development of the State. Affording the State's residents access to healthcare services is central to human capital development. Currently, there are 957 health facilities in the State, with 403 PHCs and 11 general hospitals to provide 24/7 services, medicines, equipment, supplies, and health technologies. The Sector has about 6, 789 staff, of which less than 30% of them are professionals, while the remaining 70% are support staff and are largely untrained. The worst-hit are the secondary and tertiary healthcare facilities. For example, there are only 55 doctors in the State service. The average number of health workers in Primary Health Care (PHC) facilities is 15.1, the Average monthly sick report in PHC facilities is 100.2, Average monthly in-patients in PHC facilities is 347.4. Despite these provisions, over 52% of the people are suffering from self-reported health issues, with Malaria being the dominant reason for the health care visits (over 60%). This is irrespective of the fact that more than 70% of the population use insecticide-treated mosquito bed-net.

A major share (45.1%) of ill people visits patent chemists in search of medical treatment, while 28.6% visit hospitals. On average it takes about 2 hours and 8 minutes to reach and receive consultations in the hospitals and only 87.2 minutes in clinics. For persons not visiting hospitals/clinics for medical attention, 47.5% reported the high cost of medical treatment precluded them from seeking medical help. About 1.47% of the population in the State are disabled. The State is reported to have a high maternal mortality rate of 855 per 100,000 live births, compared to the national figure of 576 per 100,000 live births. The report also shows that though 85.1% of women aged 15 – 49 received antenatal care from skilled providers, only 66.5% of live births were protected against neonatal tetanus and

36.3% of the women were delivered by skilled providers. Delivery at health facilities was 33.4%.

Family planning is low in Adamawa State, as only 4% of married women ages 15–49 used contraceptives. Life expectancy at birth in the State is 43 years, while 11.6% of the people of the State have one form of disability or the other. The prevalence of HIV/AIDS is 6.8%. The low indices, combined with the existence of socio-cultural practices, low level of education of women in this age group, and low levels of income, continue to impact the performance of the health care system in the State. (NDHS 2018).

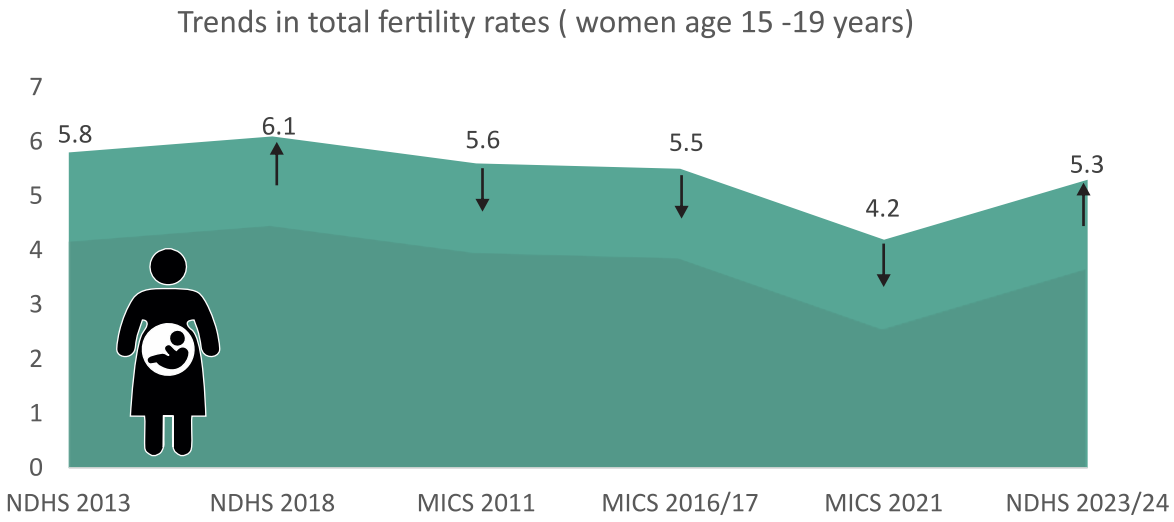
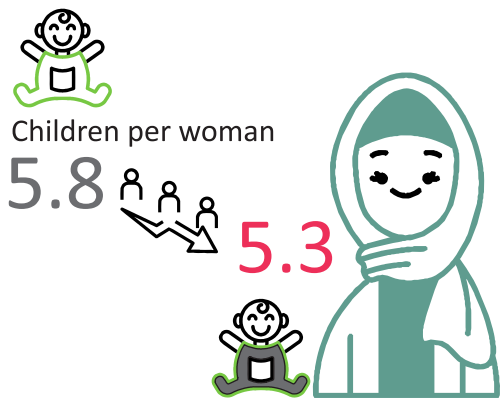


Figure 3.2-1 : Trends in Total fertility Rates (women age 15 -19 years)



The Total Fertility Rate (TFR) in Adamawa State has declined over time, from 5.8 children per woman in the 2013 NDHS to 5.3 children per women in the 2023–24 NDHS.

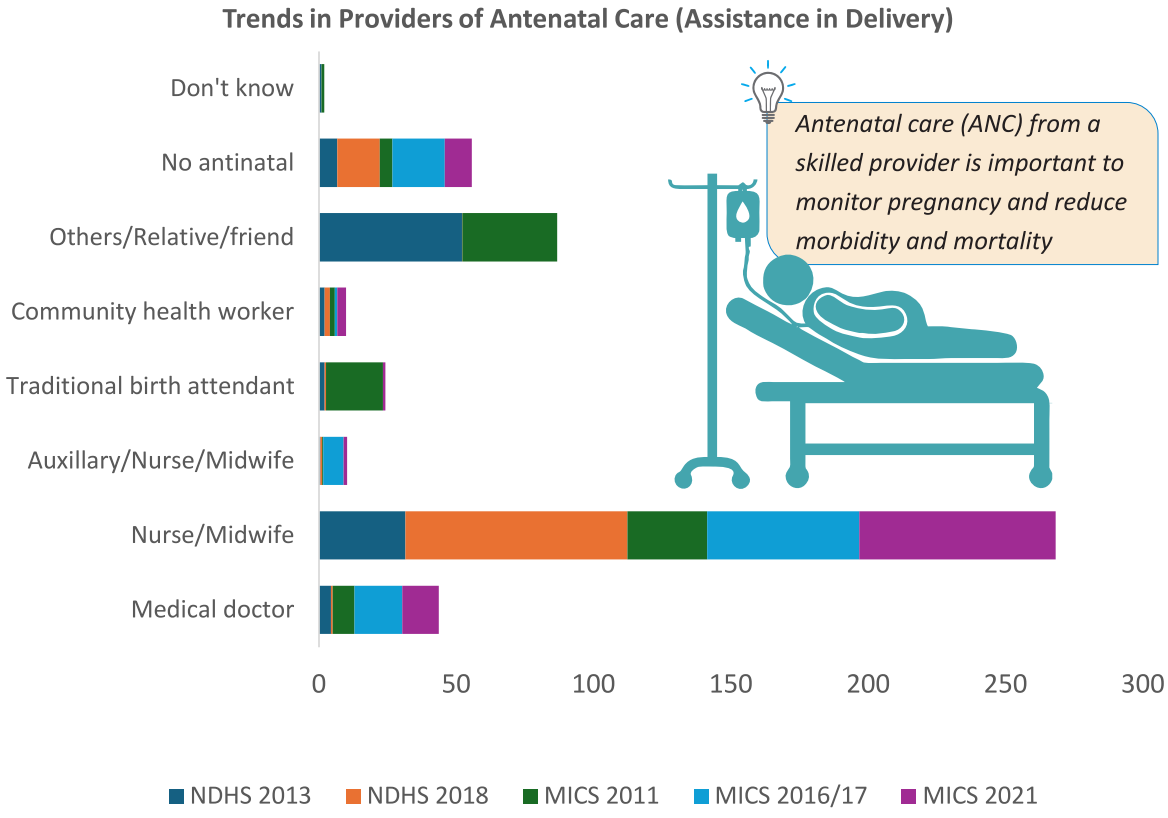


Figure 3.2-2 : Trends in Providers of Antenatal Care (Assistance in Delivery)

Figure 3.2.2 shows pregnancy care and delivery received from skilled providers, such as doctors and nurses/midwives as well as others. Antenatal care (ANC) from a skilled provider is important to monitor pregnancy and reduce morbidity and mortality risks for the mother and child during pregnancy, at delivery, and during the postnatal period

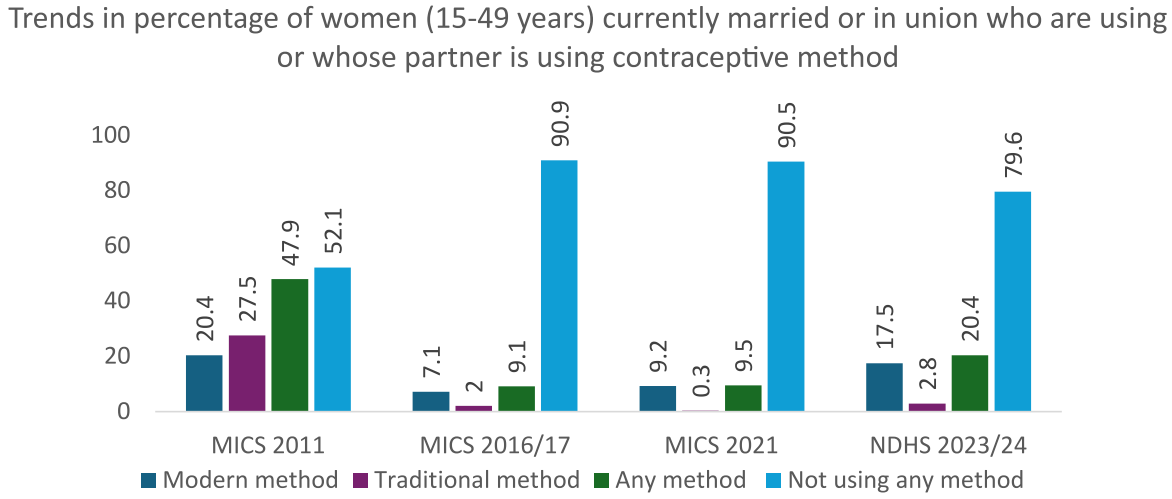


Figure 3.2-3 : Trends in Percentage of Women (15 – 49 years) currently married or in Union who are using or whose Partner is using Contraceptive Method. PERCENTAGE

The figure above presents the current use of contraception for women who are currently married or union or whose partner is using contraceptive method. Majority of the population are not using any method of contraceptive. The figure increases from 52.1 percent in 2011 (MICS) to 90.9 percent in 2016/17 (MICS) and slightly decreases to 90.5 percent in 2021(MICS) and further declines to 79.6 percent in 2023 (NDHS).

Nutrition

Attaining food and nutrition security is a constitutional and human right of all citizens of Adamawa State and it is the responsibility of the government to ensure that its citizens are food and nutrition secure. Adequate food and optimal nutritional status are the foundation blocks for building healthy secure lives, thus forming the basis for development in any nation. If food and nutrition insecurity is unabated, it will continue to contribute to increased morbidity and mortality in the country. Women affected by food and nutrition-related problems are wasted or underweight and are then susceptible to developing anaemia and its severe consequences during childbirth and other obstetrics complications. New-borns from those mothers would likely be of low birth weight and stunted. The cycle could continue such that children will be more susceptible to repeated illnesses, early child mortality, compromised physical and mental development, poor education, limited innovative capacity, poor productivity and economic performance during their adulthood years.

Furthermore, the high stunting rate and increasing trend of non-communicable diseases will cause the state to suffer from the double burden of malnutrition. This will significantly affect the production, productivity, human resources, and economic development of the state. Addressing food and nutrition insecurity is one of the priority development areas of the government of Adamawa State. Implementation of multi-sectoral food and nutrition coordination and integration, development of legal and accountability framework, investment of sustainable and adequate financing, modern methods of 12 farming targeting the small-scale farmers and technology supported an increase in agricultural production and productivity and nutrition centred human resource development are the sustainable and key foundations to ensuring food and nutrition security and eventually contribute towards improved livelihoods, economic productivity, longevity of life of Adamawa State citizens and for the overall development and prosperity of the nation. The policy is necessary to put forth food and nutrition priorities that the implementing MDAs and other relevant stakeholders, through effective multi-sectoral collaboration and integration, will need to take forth with strong responsibility and accountability. The National Bureau of Statistics (NBS, 2021) has disclosed that 133 million Nigerians are multi-

dimensionally poor. In its National multidimensional poverty index report 2022, the NBS said that 63% of Nigerians were poor due to a lack of access to health, education, living standards, employment and security. The record of poor Nigerians recorded by NBS exceeded the World Banks projection for Nigeria in 2022. The rising poverty rate defies the government's plan to lift 100 million Nigerians out of poverty in 10 years. The rising poverty rate can be attributed to rising inflation, persistent population growth, epidemics such as the COVID–19 pandemic and others such as the war in Ukraine.

Additionally, internal crises such as terrorism, banditry and kidnappings amongst many other factors were other contributory factors. This is despite Nigeria's abundant natural and human resource endowment, poverty has remained pervasive, multifaceted, and chronic. Another report by the World Bank (2022) on the profile and drivers of poverty in Nigeria indicates that as many as 4 in 10 Nigerians live below the national poverty line – especially in the country's north. Climate and conflicts such as farmers-herders conflicts, cattle rustling, banditry, terrorism, and kidnappings – which disproportionately affect Nigeria's poor are multiplying.

Another factor that has compounded the situation is economic policies by the government that have a negative impact on the poor, yet government support for the poor is scanty and ineffective. This has resulted in households adopting dangerous coping strategies, including reducing education and scaling back food consumption, which could have long-term consequences for human capital development. Thus, analysis of the current Food and 13 Nutrition situation needs to recognize the effects of poverty and make realistic projections of how the goals and objectives of poverty-reduction efforts, including the macro-economic framework, will affect the achievements of the Food and Nutrition Policy. The World Bank has put the poverty rate in most states of the North East Region at 70%, adding that the region suffers from severe crises and conflicts that are diminishing its development. This was contained in a report titled; The Lake Chad Regional Economic Memorandum: Development for Peace which was released by the World Bank. The report revealed that the North East and other regions around Lake Chad were plagued by a high poverty rate, low human capital, and poor access to basic services.

In the last 3 decades the report added, economic activities and household incomes have been decreasing. In Nigeria's North East which flanks Lake Chad to the southwest, poverty rates are estimated at over 70%, almost double the rate in the rest of the country. Specifically, the report stated that poverty rates in Adamawa and Yobe States are as high as 74% and 70% respectively. Part of the spatial gap is likely explained by the devastating impact of the terrorist group Boko Haram as stated by the report. The report also addressed

the issue of food insecurity as an increasing concern in the region, adding that between 2014 and 2019, the number of undernourished people in Northern Nigeria was well over 5 million. A projection by OCHA (2022) states that by 2023 MAM prevalence will be 0.8%, IMAM prevalence will be 6.4%, GAM prevalence will be 7.2% and the Stunting rate will be 27.4%. The issue of minimum acceptable diet according to MICS stands at 11.8% (2021) and exclusive breastfeeding stands at 33.3% in 2021. The state has not fared well either in terms of water sanitation and hygiene (WASH). The WASHNORM (2021) report showed that 77% of the population of Adamawa State have access to basic water, however 77% of the people living in Adamawa State drink water that is contaminated with E. Cali from source or at the household level. According to the same report, 9% of people in Adamawa have access to basic hygiene services, this is out of a population of about 5,058,395 as of 2022 December. According to the WASHNORM (2021) report, 13% of Adamawa people practice open defecation, 14 also only 2% of schools, 4% of healthcare facilities and 3% of public places have access to basic WASH services. Given the aforementioned statistical indices, it becomes imperative for Adamawa State Government with support from UNICEF and other development partners to develop the Food and Nutrition policy and ensure its implementation.

Food security is about all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life. The percentage of household population experiencing food insecurity in the State is 59.7. Of the number, 34.9 percent of the household are experiencing moderate food insecurity while 24.9 percent severe food insecurity (MICS 2021).

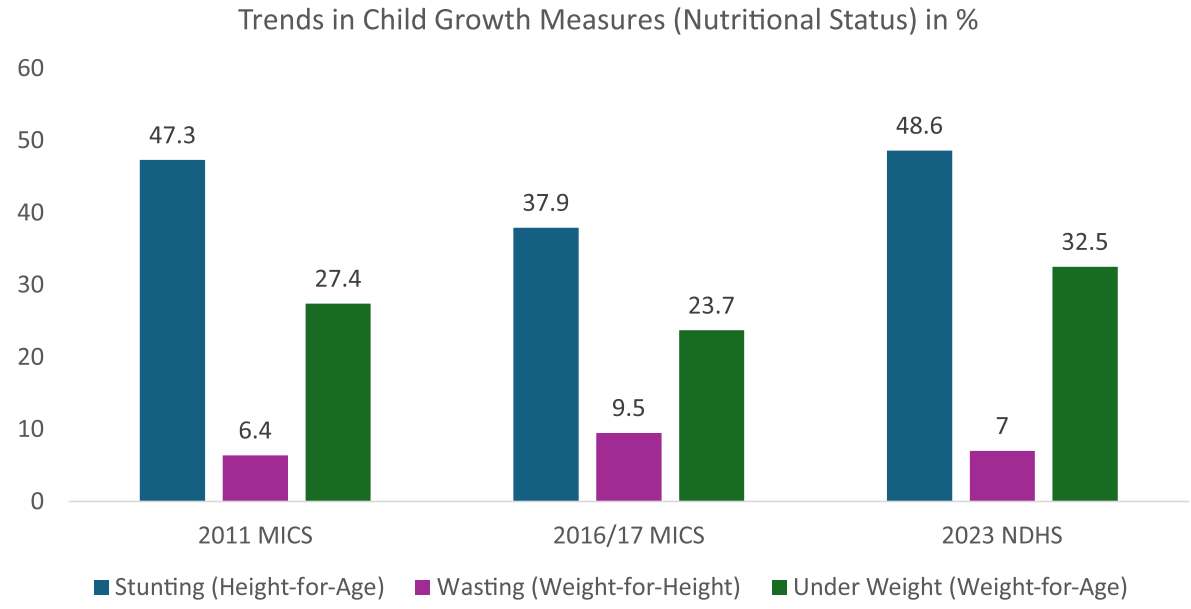


Figure 3.2 4: Trends in child growth measures (nutritional status)

The nutritional status of children under age 5 has not greatly improved in the past 12 years. In 2011, 47.3% of children under age 5 were stunted, 6.4% were wasted and 27.4% were underweight, as compared with 37.9%, 9.5%, and 23.7%, in 2016/17 and 48.6%, 7.0% and 32.5% respectively, in 2023–24 (Figure X).

Figure3.2-4 : Trends in Child Growth Measures (Nutritional Status)

The nutritional status of children under age 5 has not significantly improved in the past 11 years. In 2011, 47.3% of children under age 5 were stunted, 6.4% were wasted, and 37.9% were underweight, as compared with 48.6%, 7%, and 27%, respectively, in 2023–24 (Figure 3.2.4).

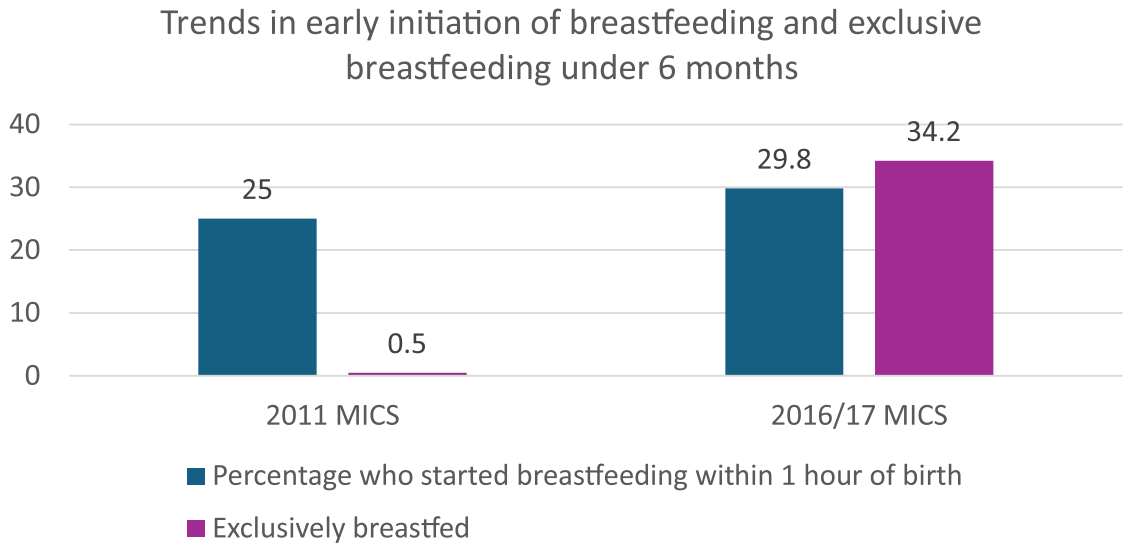


Figure3.2-5 : Trends in Early Initiation of Breastfeeding and Exclusive Breastfeeding Under 6 Months

Early initiation of breastfeeding (Percentage who started breastfeeding within 1 hour of birth) among children age 0–5 months increased from 25% in 2011 to 29.8% in 2016/17 (Figure 3.2.5). While exclusive breastfeeding among children age 0–5 months greatly increased in the past five years from 0.5% in 2011 to 29% in 2016/17, (Figure 3.2.5).

Education

The government believes that education is a powerful tool that can elevate the social and economic well-being of its citizens, particularly those who are marginalized. It has therefore emphasized that education is the best way to break the cycle of poverty across communities in the state and to fight ignorance and disease.



Adamawa State prioritizes education due to its classification as one of the Educationally Disadvantaged States (EDS) in the country, as identified by JENA (2017) and OCHA (2019). In his inaugural speech, the State Governor, Rt. Hon. Ahmadu Umaru Fintiri, emphasized that education is his topmost priority. As a result, he announced that education would be provided free of charge to all students, from primary to secondary schools, and prohibited the collection of any taxes or levies from the students. Furthermore, he committed to covering the costs of the West African School Certificate Examination (WASSCE).

According to the NPA 2022 reports, the state has a total of 1051 school's pre-primary schools, 2588 primary Schools, 819 junior secondary schools in the private and public sector. Additionally, there are 15 vocational and technical schools, 176 learning centers for adult and non-formal education, three universities, two polytechnics, two colleges of education, one college of legal studies, one college of agriculture, one school of nursing and midwifery, and one school of health technology.

The State Ministry of Education and Human Capital Development (MoE& HCD) comprises seven (7) distinct departments, each assigned certain roles and responsibilities. The departments include Administration, Finance and Supplies, Planning, Research and Statistics, Quality Assurance, Basic Education, Science, Technology, and Tertiary Education.

There are five agencies/parastatals affiliated with the Ministry of Education and Human Capital Development (MoE & HCD) that assist in the administration of education in the State. The entities involved are the State Universal Basic Education Board (SUBEB), Post Primary School Management Board (PPSMB), Education Resource Centre (ERC), Adamawa State Mass Education Board (ADSMEB), and the Adamawa State Library Service Board. Each of the 21 local government areas (LGAs) has a Local Government Education Authority (LGEA) at the local government level and 21 Divisional Inspectorate of Education (DIEs).

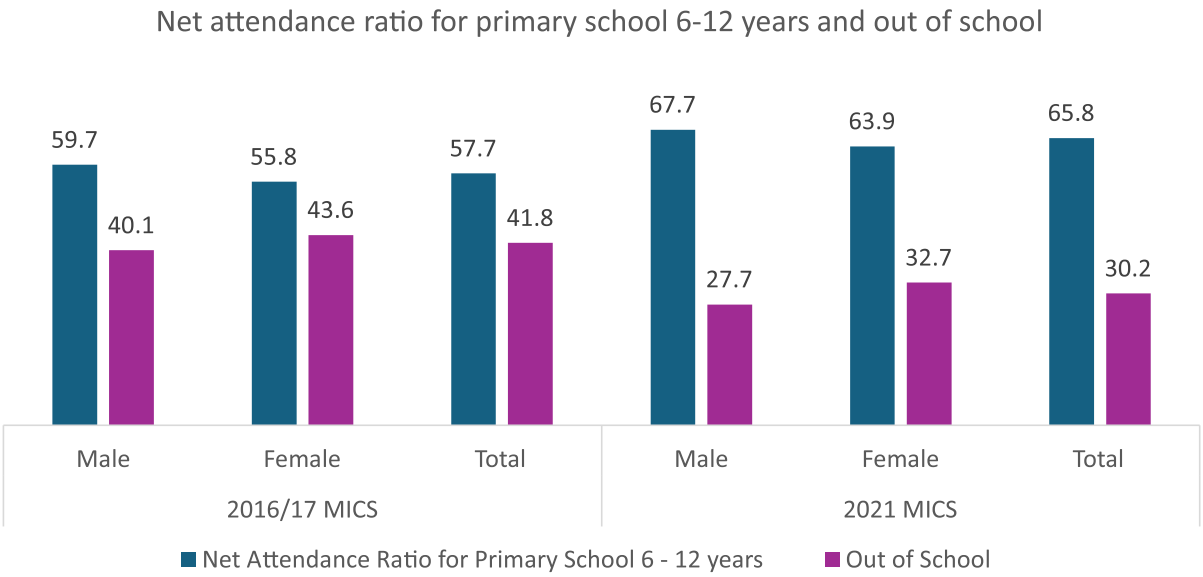


Figure 3.2-6 : Trends in Net Attendance Ratio for Primary School 6-12 Years and Out of School.RSCH6

The situation analysis shows that the primary school completion rate increased from 56.5 per cent in 2016/17 to 73.0 percent in 2021 (MICS 2016/17 and 2021). While the lower and upper secondary school completion rates are 59.2 and 42.3 respectively (MICS 2021)

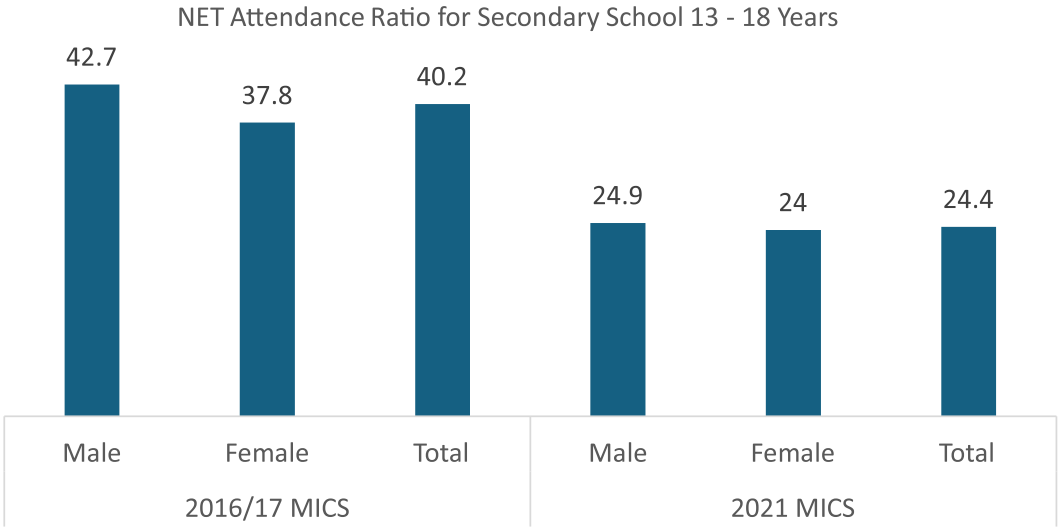


Figure 3.2-7 : Trends in Net Attendance Ratio for Secondary School 13 - 18 Years

The State assessment reveals that the net attendance ratio for secondary school decline from 42.7 percent in 2026/2017 to 24.4 percent in 2021 (MICS).

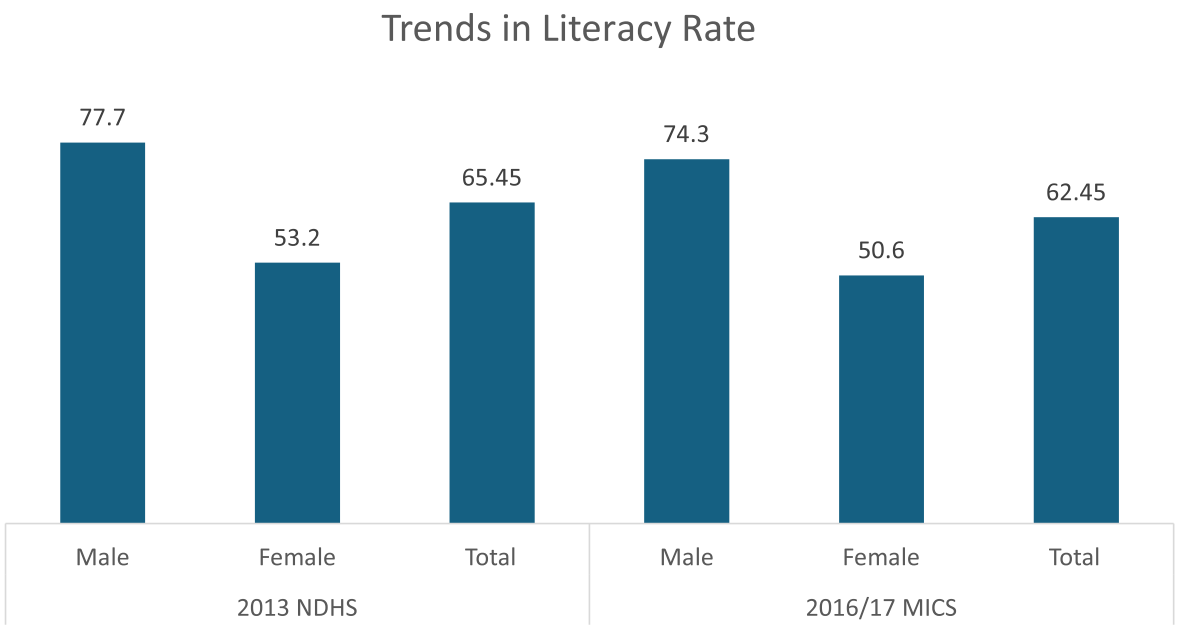


Figure 3.2-8 : Trends in Literacy Rates

The table above indicates that literacy among young men is 77.7 percent in 2013 (NDHS) and declines to 74.3 percent in 2016/17 (MICS). Similarly, literacy among young women declines from 53.2 percent in 2013 (NDHS) to 50.6 percent in 2016/17 (MICS). Overall, the literacy rate decreases from 65.45 in 2013 (NDHS) to 62.45 in 2016/17 (MICS).

Social and Child Protection

Social and child protection in Adamawa State faces concern owing to the State's vulnerability to poverty, conflict and displacement.

Social Protection

The State experiences significant challenges. The State is one of the zones affected by insurgency in the northeast which has aggravated poverty, malnutrition and vulnerability among children and women. The State government is doing everything possible to tackle these concerns such as, launching a social protection policy developed in collaboration with UNICEF aims to reduce poverty and improve the living conditions and well-being of residents through deliberate interventions and programs. The policy includes 24 measures in 8 key areas, such as education, healthcare service delivery, poverty alleviation, security, agriculture and skill acquisition. The State government is supporting vulnerable population where 35,000 small scale business owners have been given grants and provided with vocational training for 5,000 youths. The Social Protection Bill is at the second reading stage awaiting the committee report. This bill once passed and implemented would contribute to

strengthen welfare systems and improve the quality of life for vulnerable citizens, particularly women, children, and persons living with disabilities. These initiatives demonstrate the government's commitment to promoting social protection.

Multidimensional Poverty Index (2022) discloses that 68.7 percent of the population in Adamawa State are multidimensionally poor. That is, for every 10 persons sampled 7 are poor. Adamawa South is the poorest (71.8%) followed by Adamawa North (70.9%) and Adamawa Central (63.0%). The National Social Safety Net Program Scale-Up (NASSP-SU) is expanding shock-responsive cash transfers nationwide, targeting 56 million poor and vulnerable people. Over 42 million have received digital cash transfers, with 94% of regular transfer recipients being women. The 2021 Multiple Indicator Cluster Survey (MICS) reveals that 51.3 percent of the household in the State has not received social transfers or benefits. However, 10.2 percent of the household have received some kind of assistance or external economic support, and only 0.5 of the household has benefitted from the N –Power Cash Transfer. The 2023 National Demographic Health Survey (NDHS) discloses that 63.5 percent of widowed women have been dispossessed of property, and only 0.2 percent of women are covered by any health insurance. Whereas 9.8 percent of the women make decisions regarding sexual relations, contraceptive use, and reproductive care (2023 NDHS).

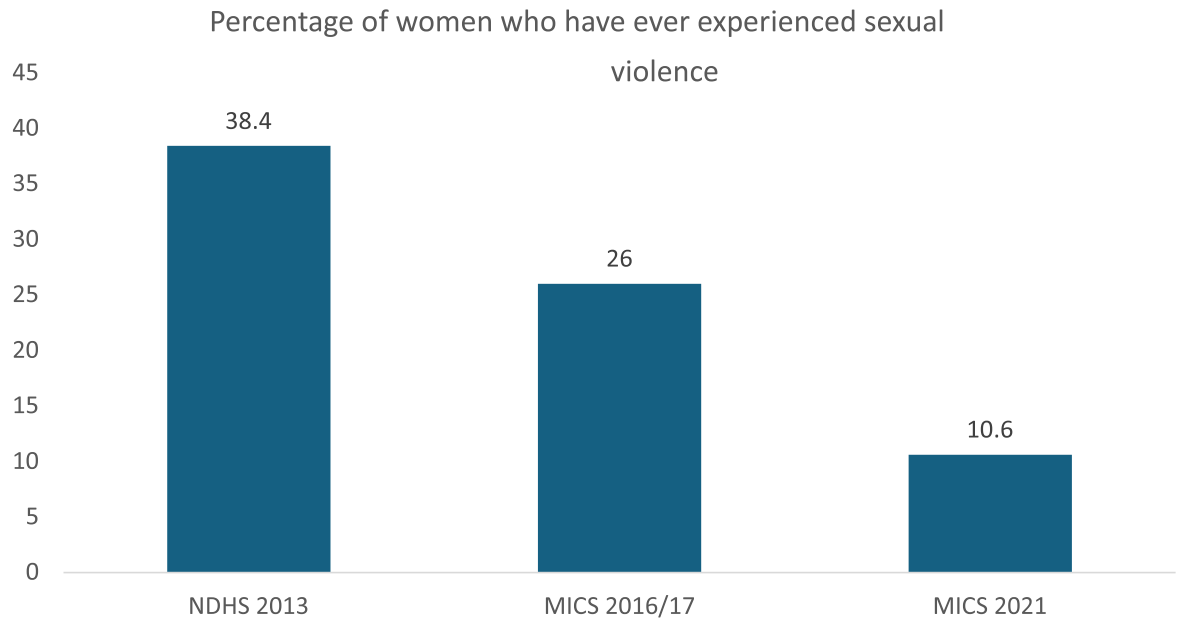


Figure3.2-9 : Trends in the Percentage of Women who have Ever Experienced Sexual Violence

Evidence from the figure 3.2.9 depicts that 38.4 women experienced sexual violence in 2013 (NDHS). This figure consistently reduced to 10.6 percent in 2021 (MICS).

Child Protection

Child protection in the State has remained a disturbing concern owing to the unending humanitarian crisis. The Governor of the State assented to the Child Protection Law 2022. The State has collaborated with UNICEF to strengthen child protection systems, including training workers and implementing policies to protect vulnerable children. Besides, Organizations like Save the Children under the Community-Based Initiatives are working to establish community-based mechanisms to prevent and respond to child protection issues, providing psychosocial support, and promoting positive behaviours.

Despite these efforts, challenges continue. Conflict as a result of insecurity and attacks by non – state armed groups (NSAGs) continue to displace families, exposing children to protection risks, including abduction, forced recruitment and violence. The State is among the states with high rates of malnutrition which exacerbates vulnerability to child protection issues. In addition, the influx of internally displaced persons (IDPs) puts a strain on already limited resources, increasing the risk of child protection concerns.

Multidimensional Poverty Index (2022) reveals that 85.9 percent of children in Adamawa State are multidimensionally poor. That is, for every 10 children sampled 9 are poor. Evidence further shows that only 0.3 percent of children age 5 – 17 years and 1.1 percent of children under – 5 are covered by health insurance in the State. Merely 0.4 percent of children in households in the State benefitted from N – Power Conditional Cash Transfer, and 48.9 percent had no educational school support (MICS 2021). The National Demographic and Health Survey 2023 identifies 8.2 percent of children in the State as orphans or vulnerable. While 27.7 percent of children under – 5 are underweight.

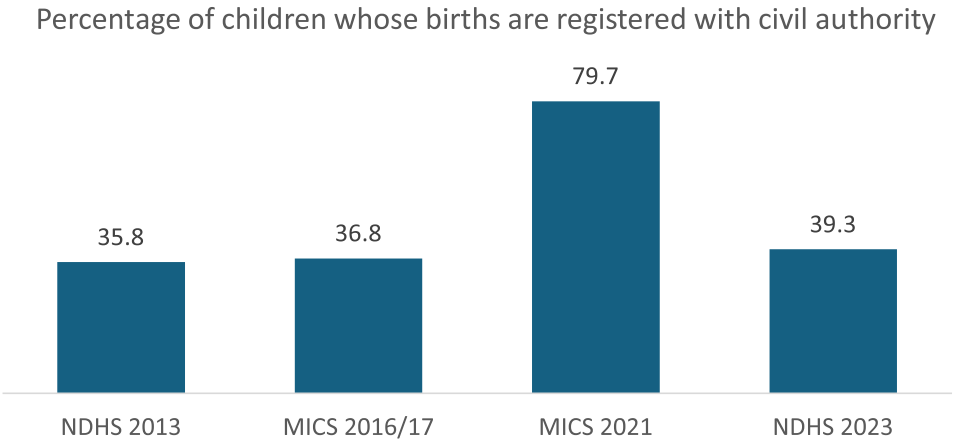


Figure 3.2-10 *: Trends in Percentage of Children whose Births are registered with Civil Authority*

Figure 3.2.10 presents data on birth registration among children under age 5. 38.5% of children under age 5 were registered with the civil authorities in 2013 (NDHS). This rises to 39.3 percent in 2023 (NDHS).

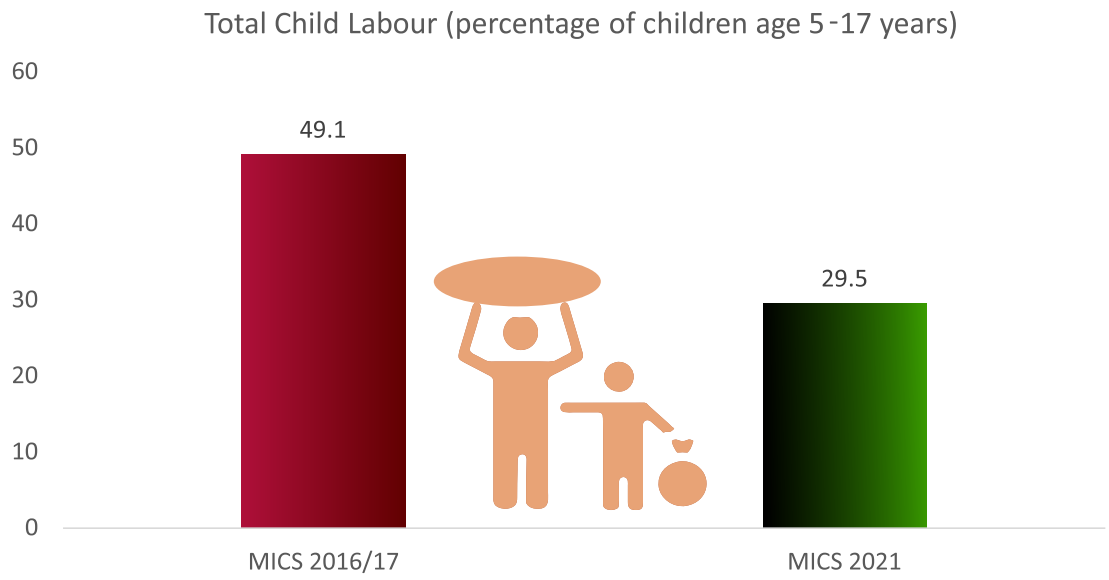


Figure 3.2-11: Trends in Total Child Labor (age 5-17 years)

The State assessment shows that in past years, that is from 2016/17 the total child labour decline from 49.1 percent to 29.5 percent in 2012 (MICS).

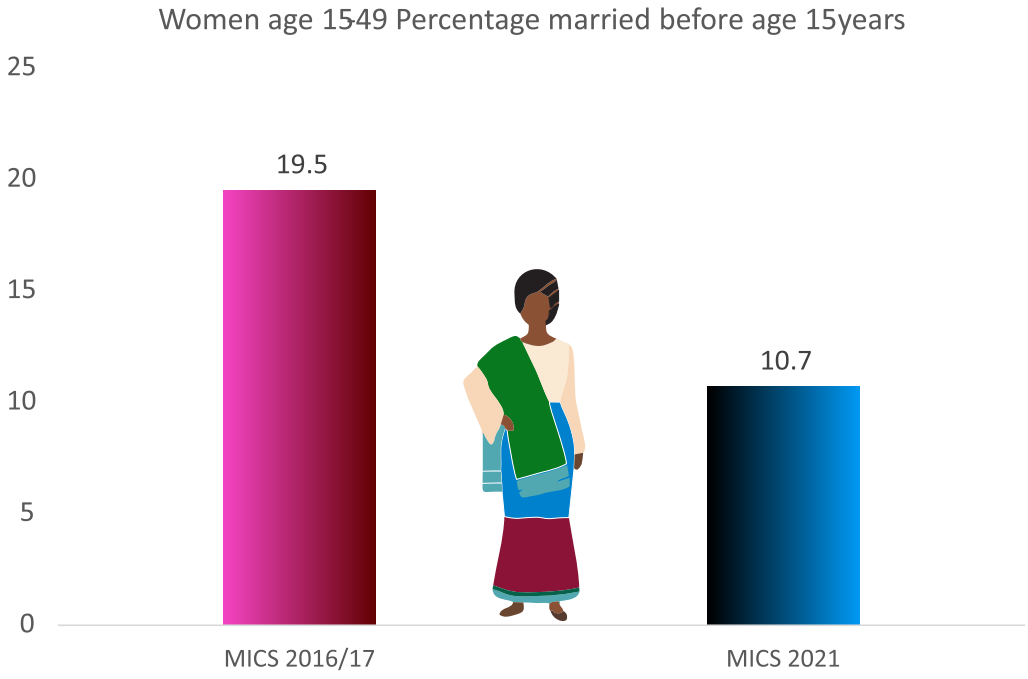


Figure 3.2-12 : Trends in Female age 15-49 Percentage Married before Age 15 Years

78The assessment shows that in the last five years, female age 15 to 49 married before 15 years declines from 19.5 percent in 2016/17 (MICS) to 10.7 percent in 2021(MICS).

The 2016/17 Multiple Indicator Cluster Survey indicates that 0 percent of daughters age (0-14years) had undergone Female Genital Mutilation (FGM) whereas, only 0.2 percent of women age (15-49 years) had experience one form of FGM. 51.4 percent of children age 12–23 months are fully vaccinated according to the national schedule, Nigeria DHS 2023–24.

3.2.2. Causal Analysis

Causal analysis in social sector aims to identify the underlying causes of social problems or outcomes. The purpose is to enable us understand the root causes of issues like poor health outcomes, low educational attainment, or child protection concerns. The causal analysis will be done using the root cause analysis by identifying the underlying causes of the problems and theory of change by developing a framework to understand the causal relationships between interventions and outcomes. The analysis is intended to inform policy, program design, and evaluation in the sector. Besides, by conducting the causal analysis, organizations and policymakers can develop targeted interventions through addressing the root causes of the social problems. Improve program effectiveness by designing programs that address the underlying causes of issues; and evaluate program impact by assessing the effectiveness of interventions and make data-driven decisions.

Health

The causal analysis in the healthcare services in the State involves identifying the underlying causes of health issues and outcomes. The State assessment has shown that several factors affect healthcare delivery in the State. The poor quality of healthcare significantly impact patient satisfaction and health outcomes. Lack of functional Primary Health Care Agencies can exacerbate high mortality and morbidity rates, Poor healthcare infrastructure, inadequate staffing and qualified workers can exacerbate poor performance and low health indices, lack of access to healthcare services, assessing the effectiveness of healthcare interventions, like community-based programs, to inform decision making; and using data and analysis to develop policies and strategies that address the root causes of health issues. Again, lack of clean and portable water supply and sanitation in our health facilities impede healthcare services, and can lead to outbreak of malaria, diarrhoea, cholera and other water borne diseases. Other factors include: Infrastructure not designed with PWDs in mind (no ramps, narrow doorways, inaccessible toilets as PWDs cannot access care, leading to worsened health conditions, neglect of preventative care, and increased dependency. Lack of sign language interpreters for the deaf; no Braille or audio

information for the blind in our health facilities. Similarly, PWDs, especially women with disabilities, face greater risks due to barriers in accessing antenatal care and skilled birth attendants, especially for PWDs. The distance to access healthcare is a challenge for all, but for a person with a physical disability, even a short distance can be insurmountable without assistive devices or transport.

To address the poor health indices, the following measures were suggested. Provide adequate water facilities such as motorised and solar boreholes; and sanitation. Provide quality healthcare services, ensure functional healthcare facilities. Provide adequate, qualified and the right mix of personnel as well as staff welfare; and ensure adequate security outlet are in place for safe movements of both patients and staff. Train healthcare workers on the rights and specific health needs of PWDs. Employ sign language interpreters at major health facilities and develop Information, Education, and Communication (IEC) materials in accessible formats. Implement targeted outreach and mobile health clinics for PWDs in hard-to-reach communities.

Nutrition

Causal analysis in nutrition services in the State involves identifying the underlying causes of nutrition-related issues. The critical nutrition situation is characterised by high malnutrition rates – the State is experiencing a severe nutrition crises, limited access to healthcare – inadequate health infrastructure, insufficient trained healthcare workers, and limited access to health facilities exacerbate the nutrition crises. Food insecurity – the ongoing conflict, displacement, and limited livelihood opportunities have disrupted food production and access to essential goods and services, contributing to food insecurity and inadequate nutrition commodities.

The causal factors include: Conflict and insecurity – the ongoing conflict in the region have disrupted food production, access to healthcare and livelihood opportunities contributing to malnutrition. Economic stress – limited economic opportunities, high food prices, and inflation have reduced households purchasing power, making it difficult for them to access nutritious food. Inadequate healthcare infrastructure, including trained healthcare workers and essential equipment, hinder the provision of quality healthcare services and limited access to clean water, sanitation, and hygiene facilities contribute to the spread of diseases, further exacerbating malnutrition.

To address some of the challenges, the State needs to implement comprehensive and targeted interventions including nutrition-specific and nutrition sensitive programs that address the root causes of malnutrition. Strengthening healthcare systems by training healthcare workers and ensuring the availability of essential nutrition commodities, can

improve access to quality healthcare services. Implementing food security initiatives, such as agricultural programs and food assistance, can help improve access to nutritious food; and collaboration and coordination among stakeholders, including government agencies, humanitarian organizations, and local communities, are essential for effective response and sustainable solutions.

Education

Causal analysis in education services in the State involves identifying the underlying causes of challenges in the education sector. Some of the challenges include: limited access to education – 30.2 percent of children are out of school (MICS 2021). Socio-cultural factors such as ignorance, lack of sensitization, belief, lack of knowledge influence girl-child education in the State. Insecurity and displacement is another challenge as Boko Haram insurgency has severely disrupted education, particularly in the Northern Senatorial Zone, where disruptions have been more severe. Overcrowded schools as a result of inadequate infrastructure and lack of facilities hinder access to quality education, and distance travel by children to school, qualification of teachers are significant barriers to education, especially for vulnerable populations owing to financial constraints

The assessment further identifies the ongoing conflict and insecurity which have disrupted livelihoods, poverty and limited economic opportunities occasioned by financial constraints, low income of parents, lack of jobs, seasonal livelihood limit access to education, particularly for disadvantaged groups. Socio-cultural factors hinder girls' education and access to educational opportunities. Underfunding by government, teachers not properly motivated possibly delay promotion and implementation, dilapidated infrastructure (no roofs, broken desks), poor teacher training, "ghost teachers" on payroll, inadequate supervision, poverty forces children into labour/hawking, early marriage for girls, negative perception of Western education in some localities. Enrolment and drop-out- rates are still big issues for girls and the rural areas.

Constraints related to the development of literacy within the State include: lack of teaching aids, in conducive learning environment, approach to teaching etc. Infrastructure for literacy is inadequate, the quality of teachers is low especially in the rural areas.

Addressing the challenges will require improving access to education as initiatives like UNICEF-supported project aim to increase access to education for vulnerable children. Teacher training and support will enhance teacher capacity and providing support can improve education quality. Implementing policies and programs that address socio-cultural barriers can promote girls 'education and equal access to education. Investing in educational infrastructure can improve the learning environment and increase access to quality education.

Social Protection

Causal analysis in the social protection system or services in the State involves identifying the underlying causes of challenges in the system. Based on available data some key areas of concern have been identified. Limited access to social security, poverty and economic vulnerability, food insecurity and inadequate health infrastructure.

The causal factors from the assessment include: conflict and insecurity as these have disrupted livelihoods, access to health healthcare, and education; and limited economic opportunities as few job opportunities and lack of capital hinder economic stability. Also, inadequate infrastructure or insufficient healthcare facilities, schools, and sanitation infrastructure contribute to social challenges. Cultural stigma, non-implementation of Child Rights Law, displacement due to conflict, and poverty. The insurgency has led to a sharp increase in conflict-related sexual violence which has worsen severe physical and psychological trauma, unwanted pregnancies, spread of STIs/HIV, and social ostracization for survivors.

The presence of Boko Haram and ISWAP factions in "ungoverned spaces" and border areas has intensified insurgency / terrorism and have contributed tremendously to widespread displacement, destruction of infrastructure, fear, and paralysis of economic activities.

To address these challenges, the State should embark on implementing comprehensive and targeted inventions/ programs that tackle the root causes of social issues that can help alleviate poverty and improve access to healthcare and education. Strengthening infrastructure by investing in healthcare facilities, schools, and sanitation infrastructure that can improve access to essential services. Livelihood support by embarking on initiatives that promote economic stability, such as vocational training and cash assistance, can help households cope with economic stress. And, providing protection and support services for vulnerable populations, including women and children, is crucial for addressing psychosocial distress and violence. Also, developing and implementing social protection policies can provide a safety net for vulnerable populations.

Child Protection

Causal analysis in the child protection system or services in the State involves identifying the underlying causes of challenges in protecting children. Based on available data from the assessment, some key areas of concern were identified. There includes violence against children, child marriage, female genital mutilation/cutting (FGM/C), limited access to education and psychosocial distress and non-implementation of Child right law.

The causal factors identified in the course of the assessment include: social norms where harmful traditional practices and social norms contribute to violence against children, child

marriage, and FGM/C. The ongoing conflict and insecurity have disrupted communities, increasing the risk of violence, exploitation, and abuse against children. Inadequate access to education, and healthcare, and social services exacerbate the vulnerability of children. Poverty and economic vulnerability or families' economic struggles can lead to negative coping mechanisms, increasing the risk of child exploitation and abuse High rate of out-of-school children is caused by poverty, insurgency destroying schools, cultural preference for boys' education, and child labor. This is will worsen illiteracy, increased vulnerability to radicalization and exploitation, and perpetuation of the poverty cycle. In addition, widespread poverty, displacement, and weak child protection systems lead to children working on farms, in street hawking, and as domestic servants are as a result of child labor and exploitation which can lead to denial of education, exposure to physical danger, and stunted physical/mental development. Boko Haram insurgency, communal clashes, and diseases like HIV/AIDS have created a large population of orphans and vulnerable children (OVCs). OVCs are faced with lack of parental care, trauma, increased risk of abuse and recruitment by armed groups.

To address the challenges, it require: strengthening child protection system by establishing community-based mechanisms and training social workers to manage gender-sensitive cases can help protect children. Promoting education and awareness about child rights, protection, and healthy social norms can help reduce violence against children. Providing psychosocial support services, including counselling and maternal health support, can help children recover from trauma. Collaboration and partnerships between government agencies, humanitarian organizations, and local communities is essential for effective child protection. Organizations like Save the Children and UNICEF are working to strengthen child protection systems, provide support services, and promote education and awareness in the State.

Bottlenecks and Capacity Gap Analysis of Actors in the Health Services

Bottlenecks

The health sector in the State faces several bottlenecks and capacity gaps that hinder the delivery of essential services. Some key challenges include: low skilled birth attendance as some rural areas have low skilled birth attendance rates, which can lead to poor health outcomes for mothers and children. Facilities have uneven reporting rates, making it challenging to track progress and identify areas for improvement. Inadequate health financing as underfunding of essential services and limited budget execution rates hinder the State's ability to achieve its health sector goals. Many households, especially in the rural areas, have limited access to healthcare facilities, exacerbating health disparities, and

complexities in the health system, such as inadequate infrastructure and inefficient supply chain management, can impede service delivery.

Capacity Gap Analysis of Actors in the Health Services

Data management is one of the areas capacity gaps has been identified. While progress has been made in data management, policy planning, and monitoring, sustained capacity building and effective coordination are necessary to ensure evidence-based decision making. The State's health sector may face challenges in terms of workforce capacity, including inadequate staffing and skill gaps. Inadequate infrastructure and equipment can limit the provision of quality healthcare services.

In an attempt to address the challenges, there is great need for the State Primary Health Care Development Agency to work towards strengthening primary healthcare service delivery and promoting community-based health initiatives. Regular training and capacity programs can enhance the skills and knowledge of healthcare workers. Increased funding and efficient budget execution can help address the State's health sector challenges and improve service delivery, and effective collaboration or partnerships among stakeholders, including government agencies, development partners, and implementing agencies, is crucial for achieving better health outcomes in the State.

Bottlenecks and Capacity Gap Analysis of Actors in the Nutrition Services

Bottlenecks

The nutrition services sector faces several bottlenecks and capacity gaps that hinder the delivery of essential services. Some key challenges include: limited capacity building. Insecurity in farmlands. There is a gap in capacity building for frontline workers, which undermines the quality-of-service delivery and effectiveness of nutrition programs. Comprehensive training and support are necessary to equip workers with skills and knowledge to tackle the nutrition crises. High malnutrition rates as nearly 5.4 million children aged 0-59 months in northwest and northeast Nigeria are suffering from acute malnutrition, with 1.8 million cases of Severe Acute Malnutrition (SAM) and 3.6 million cases of Moderate Acute Malnutrition (MAM). Food insecurity is another significant issue, with 80% of internally displaces persons (IDPs) in the State reporting food shortages. Households rely heavily on debt to cope with economic stress. Many households have limited access to health facilities, with only 20% of households having access to health centres within 30 minutes. Inadequate funding has continued to plaque nutrition interventions. The sector requires significant funding to address the crises, with a multisector plan launched in 2023 requesting $396.1 million to prevent the food and nutrition crises in the region.

Capacity Gap Analysis of Actors in the Nutrition Services

One of the capacity gaps identified from the assessment is insufficient training as frontline workers lack the necessary skills and knowledge to deliver quality nutrition services. Inadequate resources, including funding, infrastructure, and equipment, hinder the delivery of nutrition services, and inadequate access to nutrition programs.

To address the challenges, they need to provide comprehensive training and support for frontline workers which can help enhance their skills and knowledge. Increased funding or securing adequate funding can help address the delivery of essential services; and improved access to nutrition programs can help reduce malnutrition rates and improve health outcomes.

Bottlenecks and Capacity Gap Analysis of Actors in the Education Services

Bottlenecks

The education sector in the State faces several bottlenecks and capacity gaps that hinder the delivery of quality education. Some of the challenges include inadequate infrastructure as schools lack essential facilities, such as classrooms, toilets, and laboratories. Teachers' attrition, Random posting of teachers without consideration of proximity. No sustainability strategies after teachers' capacity building training like ensuring step-down school-based training for teachers. Insufficiency of teaching aids. Limited access to education as many girls are out of school due to early marriage, poverty, and lack of access to school. About 51% of girls aged 12-15 never attended school. While 62.5% are out of school in the State. Inadequate teacher capacity, as teachers lack in training and support, affecting the quality of education. Many teachers are not aware of the Medium – Term Sector Strategy (MTSS) or gender-responsive education sector planning. Insufficient funding – the education budget allocation decreased from 16% in 2022 to 11% in 2023, with less than 70% of intended funds released. This funding gap affects the implementation of MTSS initiatives. Gender-based violence is another bottleneck as schools lack adequate measures to address gender-based violence, and girls often face harassment and abuse; and many schools are faced with poor sanitation and hygiene. They lack clean water, sanitation facilities, and menstrual hygiene products, leading to girls missing school during menstruation.

Capacity Gap Analysis of Actors in the Education Services

The capacity gaps identified include inadequate teacher training as teachers require training on gender-responsive education and support to address the needs of girls. There is a great need for community outreach or engagement and awareness programs to address socio-cultural barriers to girls' education. Inadequate resources as schools require essential

resources, including textbooks, laboratories, and sanitation facilities, to provide quality education.

To address the challenges, there is need for increased funding as allocating a large share of the budget to education services and ensuring timely release of funds can help address infrastructure and teacher capacity gaps. Providing regular training and support for teachers on gender-responsive education and pedagogy can enhance the quality of education. Community engagement through implementing community outreach and awareness programs can help address socio-cultural barriers to girls' education; and investing in school infrastructure, including sanitation facilities and laboratories, can create a conducive learning environment.

Bottlenecks and Capacity Gap Analysis of Actors in the Social Protection Services

The social protection services in the State face several bottlenecks and capacity gaps that hinder the delivery of essential services.

Bottlenecks

Some of the key challenges include limited capacity building. There is a gap in capacity building for social protection systems, which undermines the effectiveness of programs. Inadequate or insufficient constrains the implementation of social protection policies and programs. Inadequate infrastructure including office space and equipment, can hinder the delivery of social protection services; and lack of or limited awareness about social protection programs and policies can prevent vulnerable populations from accessing essential services

Capacity Gap Analysis of Actors in the Social Protection Services

The capacity gaps identified include institutional capacity as the government needs to strengthen its institutional capacity to implement and monitor social protection programs effectively. Human resource capacity as there is a need for training and capacity building for social protection workers to enhance their skills and knowledge; and financial resource capacity as inadequate funding constrains the implementation of social protection programs.

Initiatives to address the challenges include the State Social Protection Policy which aims at reducing poverty and vulnerability by providing essential services, including healthcare, education, and financial support. Capacity building programs as the ILO and partners are implementing training programs to enhance the capacity of social protection workers; and partnership – The State government is partnering with international organizations, such as UNICEF, to support the development and implementation of social protection policies and programs.

Bottlenecks and Capacity Gap Analysis of Actors in the Child Protection Services

The child protection services in the State face several bottlenecks and capacity gaps that hinder the delivery of essential services,

Bottlenecks

Some of the key challenges include inadequate training. There is a gap in capacity building for social workers, which undermines the quality-of-service delivery and effectiveness of child protection programs. Limited resources or insufficient funding, infrastructure, and equipment constrain the delivery of child protection services. High number of out-of-school children as many children are out of school, making them vulnerable to abuse and exploitation; and children in the State are exposed to various forms of abuse, including violence and exploitation.

Capacity Gap Analysis of Actors in the Child Protection Services

The data collection identified some capacity gaps to include institutional capacity as the government and relevant agencies needs to strengthen their institutional capacity to implement and monitor child protection policies effectively. Another gap is human resource capacity – there is a need for training and capacity building for social workers and other stakeholders to enhance their skills and knowledge in child protection; and community awareness or limited awareness about child rights and protection among communities can hinder efforts to protect children.

Initiatives to address challenges include partnerships as organizations like UNICEF and Street Child are partnering with the government and local organizations to strengthen child protection services and provide support to vulnerable children. Training programs for social workers can enhance their capacity to deliver child protection services effectively; and community engagement or outreach and awareness programs can help address socio-cultural barriers to child protection and promote the rights of children.

Potentialities in the Health Sector

The health sector in the State has several potentialities that can be leveraged to improve healthcare delivery. Some of these potentialities include: existing health infrastructure; the State has a network of healthcare facilities, including primary health care centres and hospitals, which can be strengthened and utilized to deliver essential health services. Partnerships and collaborations – the State government can partner with international organizations, NGOs, and private sector entities to access funding, technical assistance, and expertise to improve healthcare delivery. Community–based health initiatives, such as community health workers and volunteers, can be leveraged to deliver health services,

especially in hard-to-reach areas. Youth engagement- the State can tap into the potential of young people to promote health initiatives, such as health education and awareness campaigns. Existing health programs- the State can build on existing health programs, such as the National Health Insurance Scheme (NHIS) and the Maternal and Child Health (MCH) program, to improve healthcare delivery.

Opportunities for Improvement.

These include the followings: strengthening primary healthcare services can help improve access to essential health services, especially in the rural areas. Building the capacity of healthcare workers, including training and mentorship, can improve the quality of healthcare services. Healthcare financing – exploring innovative financing mechanisms, such as health insurance and public-private-partnerships, can help increase funding for healthcare services; and community engagement by engaging the communities and promoting health education and awareness can help improve health-seeking behaviour and health outcomes.

Potentialities in the Nutrition Sector

The nutrition sector in the State has several potentialities that can be leveraged to improve nutrition outcomes. Some of these potentialities include: Agricultural Potential – the State has fertile land for agriculture. Promoting agriculture and supporting farmers can increase food production and availability. Community-based initiatives such as mother-to-mother support groups and community-based management of acute malnutrition (CMAM), can be effective in promoting good nutrition practices and identifying and treating malnutrition. Partnerships and Collaboration- the State government can partner with international organizations, NGOs, and private sector entities to access funding, technical assistance, and expertise to improve nutrition outcomes. Youth Engagement – the State can tap into the potential of young people to promote nutrition initiatives, such as nutrition education and awareness campaigns.

Opportunities for Improvement

These include: promoting sustainable agriculture, nutrition education, supporting vulnerable populations and strengthening healthcare systems.

Potentialities in the Education Sector

The education sector in the State has several potentialities that can be leveraged to improve educational outcomes. Some of these potentialities include: Existing Education Infrastructure – the State has existing schools and education infrastructure, which can be renovated, upgraded, or expanded to increase access to quality education. Community

Support – communities in the State value education and are willing to support efforts to improve educational outcomes. Youth Potential – the State's young population can be a significant asset, and investing in their education can have long-term benefits for the state's development and economy. Partnerships and Collaborations – the State government can partner with international organizations, NGOs, and private sector entities to access funding, technical assistance, and expertise to improve educational outcomes. Existing Education Programs – the State can build on existing education programs, such as Education in Emergencies Working Group (ENIEWG), the Universal Basic Education (UBE) program, to improve access to quality education.

Opportunities for Improvement

These include: teacher training, infrastructure development, community engagement and innovative learning approaches

Potentialities in the Social Protection Sector

The social protection sector in the State has several potentialities that can be leveraged to improve the well-being of vulnerable populations. Some of these potentialities include: Existing Social Protection Programs – the State has existing social protection programs, such as cash transfers and livelihood support, which can be built upon and scaled up to reach more beneficiaries. Community-Based Initiatives – community-based initiatives, such as community savings groups and cooperatives, can provide a platform for social protection and economic empowerment. Partnerships and Collaborations – the State government can partner with international organizations, NGOs, and private sector entities to access funding, technical assistance, and expertise to improve social protection services. Community Engagement – engaging with communities and promoting social protection awareness can help increase access to social protection services and improve outcomes.

Opportunities for Improvement

These include: strengthening social protection systems, cash transfer programs, livelihood support and monitoring and evaluation (M&E).

Potentialities in the Child Protection Sector

The child protection sector in the State has several potentialities that can be leveraged to improve child protection outcomes. Some of the key potentialities include: Existing Child Protection Programs – the State has existing child protection programs, such as child protection committees and child helpline, which can be built upon and scaled up to reach more children. Community –based Initiatives, such as community child protection committees and support groups, can provide a platform for child protection and support.

Partnerships and Collaborations –the State government can partner with international organizations, NGOs, and private sector entities to access funding, technical assistance, and expertise to improve child protection services. Youth Engagement – engaging with young people can help promote child rights and protection, and provide opportunities for youth-led initiatives. Existing Laws and Policies – the State can leverage existing laws and policies, such as the Child Rights Act, to promote child protection and hold perpetrators accountable.

Opportunities for Improvement

These include: strengthening child protection systems, support for vulnerable children and collaboration with traditional leaders

3.3. Governance sector (Executive, Legislative, Judiciary, Information, Monitoring & Evaluation, Traditional Authorities)

3.3.1. Overview of the situation and trends including SDG

Governance reflects the State broader political landscape and encompasses the comprehensive processes, system and relationships that shape how power is exercised and decisions are made in a society. It involves the interactions between government, civil society, private sector and citizens to achieve collective goals and manage public resources. It includes the rules, norms and practices that guide decision-making and accountability. The governance structure in Adamawa State is akin to other States in Nigeria. There are three arms of government in the State; the Executive, the Legislature and the Judiciary. Also, there are local government councils operating as sub-political structures in the State. The three arms of government in the State practice good governance. Government is classified into the Political Class and the Civil Service. The Civil Service is further classified into Ministries, Departments and Agencies (MDAs).

Executive powers reside in the Executive Council that comprises the State Governor (as Chairman), the Deputy Governor who are elected for a tenure of 4 years. The Governor appoints other members of the State Executive Council; the Secretary to the State Government, Commissioners, Special Advisers, Special Assistants, the Head of Service, the Chief of Staff and the Deputy Chief of Staff as well as Permanent Secretaries. The executive arm is responsible for governance and implementation of policies and execution of programmes and projects of government as appropriated for by the legislature. The State Ministries, Extra-Ministerial Departments, Parastatals, and Agencies of the state government (commonly called State MDAs) are headed by Commissioners, Special Advisers, General Managers, Director-Generals, Executive Secretaries or Directors as the designation may apply.

The Executive arm of government manages the state's economy through the MDAs under the auspices of the Civil Service as the engine room of government. The Civil Service is saddled with the mandate to recruit, promote, discipline and disengage staff through the Civil Service Commission. About gender parity in governance, there is an imbalance between the number of females and males holding diverse positions both at the civil service and political responsibilities

The Ministries, Departments, and Agencies (MDAs) are grouped into five key sectors. (a) Administrative Sector, (b) Economic Sector (c) Law and Justice Sector, (d) Regional Sector and (e) Social Sector. These sectors are responsible for managing the state's affairs, promoting economic development, maintaining law and order, promoting regional integration, and promoting the welfare of the state's citizens. Despite the challenges faced by the state government, such as limited resources and infrastructure, the government is committed to serving the needs of the people of Adamawa and working to make the state a better place to live and work or do business.

1. Administrative Sector: The Administrative Sector is responsible for managing the state's affairs, including public administration, governance, and security. It is responsible for the effective and efficient management of the state's resources, including human, financial, and material resources.
2. Economic Sector: The Economic Sector is responsible for promoting economic development and growth in the state. It is responsible for the development of the state's economy, including the promotion of trade and investment, the development of infrastructure, and the creation of job opportunities.
3. Law and Justice Sector: The Law and Justice Sector is responsible for maintaining law and order in the state and providing access to justice for all citizens. This sector is responsible for ensuring that the state's laws are enforced, and that all citizens have access to justice.
4. Regional Sector: The Regional Sector is responsible for promoting regional integration and cooperation in the state. This sector is responsible for promoting the development of infrastructure and services in rural areas, as well as promoting regional integration and cooperation among local governments.
5. Social Sector: The Social Sector is responsible for promoting the welfare of the state's citizens and providing access to essential services. This sector is responsible for ensuring that citizens have access to essential services such as healthcare, education, and social services.

Table 12 : List of Extant MDAs by Sectors and Development Strategic Priorities

SECTORS	STRATEGIC PRIORITY	SECTORS	STRATEGIC PRIORITY
ADMINISTRATIVE SECTOR		**ECONOMIC SECTOR**	
Office of the Deputy Governor			
Office of the Secretary to the State Government (Internal Affairs and Special Services, NEPAD/APRM, Community and Social Development Agency (N- CARES), Ministry for Special Duties	Aims at promoting justice, peace, security and social development in the State.	Ministry of Agriculture (Adamawa ADP, Adamawa Agricultural Mechanization Authority, FADAMA(N-CARES)	**Agriculture**: food sustainability and for export of agricultural products and sustainable value chain for economic empowerment and industrialization. Livestock development, improvement on cattle breeding, settlement of farmers and grazers disputes, as well as development of cattle routes and grazing reserves.
Bureau for Public Procurement	Institutional reforms: adopt reforms in the procurement process of Government in terms of fiscal responsibility and fiscal discipline,	- Ministry of Finance (Office of the Accountant General, Board of Internal Revenue) - Ministry of Budget and Economic Planning	Resource Mobilization: internal economic growth to boast revenue generation, promote prudent financial management, and the productive utilization of human and financial resources
Fiscal Responsibility Commission	Monitoring ad enforcement compliance with the fiscal Responsibility at 2007 Promoting transparency and accountability in the State	Ministry of Commerce, Trade and Industries (Adamawa Investment and Property Development Company	It focuses on diversifying its economic and promoting sustainable growth through agriculture and agrobusiness, mining and

SECTORS	STRATEGIC PRIORITY	SECTORS	STRATEGIC PRIORITY
			mineral and manufacturing an industrialization.
Adamawa State House of Assembly (Legislature)	Legislation: The primary responsibility of the Legislative arm is to enact, amend and repeal laws that govern the state on behalf of the people it represents through • ***Establishing Legal Framework:*** that defines rights duties, prohibitions, punishments, taxes, spending, and basic rules of social and economic life; • ***Executive oversight:*** Questioning government officials, investigation, budget approval etc, for transparency and accountability; • ***Representation:*** Giving voice to different interest being represented that is the constituents	Ministry of Labour and Productivity	Focuses on promoting labour harmonious relationship, enhancing productivity and ensuring compliance wth labour law. Job creation and workers' welfare
House of Assembly Service Commission	The primary responsibility of the House of Assembly Service Commission is to ensure timely recruitment, promotion, discipline and manage on the principles of merit, fairness, impartiality and neutrality in accordance with the Civil Service Rule and other guiding documents	Ministry of Transportation	To ensure safe, efficient, affordable and convenient transport system to support State social – economy development

SECTORS	STRATEGIC PRIORITY	SECTORS	STRATEGIC PRIORITY
Ministry of Information and Strategy (Adamawa Television Corporation, Adamawa Broadcasting Corporation,	Formulating and implementing Communication Strategy between government and the public	Ministry of Mineral Resources Development	• Sustainable resource management, ensure responsible exploitation and management of mineral resources. • Attract investors to develop the mineral sector • Environmental protection. (Mitigate environmental impact of mining activities)
Adamawa State Staff Pension Board	Focus timely payments of pension and gratuities. Verification and Validation to conduct regular verification exercise to update pensioners' records. Pensioners' welfare	Adamawa State Mining Company	• Stimulate economic growth • Create employment opportunity and enhance revenue generation through sustainable mining practices
Government Printing Press, Adamawa Press Limited)			
Administrative Sector		**Economic Sector**	
Office of the State Auditor General	Ensure Transparency and accountability and exposing how pubic funds extended through the Auditor General's report	Ministry of Works and Energy Development (Adamawa State Road Maintenance Agency	Physical Infrastructure: generate power and energy, physical infrastructure

SECTORS	STRATEGIC PRIORITY	SECTORS	STRATEGIC PRIORITY
Civil Service Commission	Focus on enhancing human capital and driving economic growth through recruitment and digital transformation	Ministry of Culture and Tourism (Adamawa State Hotel and Tourism Board, Adamawa State Agency for Museum and Monuments)	To promote and preserve the State's cultural heritage while developing the tourism sector to drive economic growth.
Local Government Service Commission	Personal Management of the local government	Adamawa State Planning Commission (Adamawa State Bureau of Statistics – ABS, Sustainable Development Goals (former MDG's Office)	Data and Statistics: generate accurate and timely data for the purpose of good planning that will foster the economic development and social integration of the State.
Adamawa State Emergency Management Agency (ADSEMA)	Disaster Risk Reduction Preparedness Recovery Response and Management	Ministry of Water Resources (Adamawa State Water Board, Rural Water Supply & Environmental Sanitation Agency (RWESA), Small Towns Water Supply)	Water Resources Development: provision of portable and affordable and clean drinking water or both human and animal consumption.
Adamawa State Independent Electoral Commission	Enhancing credible free and fair election and voters' education and awareness Electoral reforms	Ministry of Housing and Urban Development (Adamawa State Urban Planning and Development Authority)	To promote housing across the State and develop urban planning
		Ministry of Lands and Survey	
		Office of the Surveyor General	
		Ministry of Livestock & Aquaculture Development	
		Ministry of Entrepreneurship Development (Poverty Alleviation and Wealth Creation Agency, SME– N-CARES)	
LAW AND JUSTICE SECTOR	STRATEGIC PRIORITY	REGIONAL SECTOR	STRATEGIC PRIORITY

SECTORS	STRATEGIC PRIORITY	SECTORS	STRATEGIC PRIORITY
Judicial Service Commission	Adjudication Access to Justice Judicial Reforms and Review	Ministry of Reconstruction, Rehabilitation, Reintegration Humanitarian Service	
Ministry of Justice	• Legal Reforms/Review • Access to Justice • Dispute Resolution • Litigation		
SOCIAL SECTOR			
Ministry of Youth & Sports Development (Sports Council)			
Ministry of Women Affairs			
Ministry of Education and Human Capital Development (Adamawa State Universal Basic Education Board, Adamawa State Library Board, Adamawa State Mass Education Board (ADSMEB), Post Primary Schools Management Board, Education Resource Center)		Education: improve teacher training and retraining, and the infrastructural development of the education sector. Strengthen and support the delivery of the benefits of governance to the grassroots	
Ministry of Health and Human Services		Health: the reduction of maternal and infant mortality, as well as to improve the health care delivery system in the State. Strengthen and support the delivery of the benefits of governance to the grassroots	
Adamawa State Contributory Health Management Agency (Primary Health Care Development Agency, Adamawa State Action for the Control of HIV/AIDS - ADASACA)			
Ministry of Tertiary and Professional Education (College of Agriculture Ganye, College of Legal Studies Yola, Adamawa State Polytechnic Yola, College of Education Hong, Adamawa State University Mubi, Adamawa State Scholarship Trust Fund)			
Ministry of Environment and Natural Resources Development		Environment: provide environmental laws and safeguards, by educating the populace on the dangers of environmental issues, the waste and sewerage management collection and utilization in the state	
Ministry of Local Government Affairs			
Ministry of Rural Infrastructure & Community Development (Rural Access Mobility Program)			

SECTORS	STRATEGIC PRIORITY	SECTORS	STRATEGIC PRIORITY
Adamawa State Pension Board		Focus timely payments of pension and gratuities. Verification and Validation to conduct regular verification exercise to update pensioners' records. Pensioners' welfare	
Ministry of Chieftaincy Affairs			

Source: Adamawa State Planning Commission, 2025

Legislative power in the State lies with the State House of Assembly (SHA) which is composed of elected constituency members and assisted by its support staff. The Adamawa State House of Assembly has a total of 25 members who are elected for a tenure of 4 years to represent the 25 State constituencies. The SHA has the speaker, deputy speaker, house leader, chief whip, and house committee chairmen as key officers. Available statistics show that the House of assembly has been male dominated since the return to democracy in 1999 to date (2025).

Table 13 : ADAMAWA STATE LEGISLATIVE STATISTICS 1999 - 2025

	1999-2003	2003-2007	2007-2011	2011-2015	2015-2019	2019-2023	2023-2027
MALE	24	25	24	24	23	24	24
FEMALE	1	0	1	2	2	1	1
TOTAL LEGISLATORS	25	25	25	25	25	25	25

Source: Adamawa State Bureau of Statistics

The legislature has oversight functions over the executive arm, and the 21 local government councils of the State. The SHA is the arm of government legally empowered to make laws, appropriate public funds for spending by the executive arm, and monitor executive public spending to ensure accountability.

The State judiciary is another arm of government and adjudicates on criminal and civil matters, interprets laws, and provides legal authorization to transactions and documentations. The Judiciary preserves the sanctity of the rule of law by interpreting the laws, where there are conflicts and settling disputes thereby ensuring equity and maintaining justice. The State judiciary has the State Chief Judge appointed by the Governor as its head, and there are sets of hierarchically arranged courts from the State High Courts, through the Magistrate Courts, to the Customary Courts.

The Local Government Councils (LGCs) have executive and legislative arms. Executive powers reside in the Executive Council headed by the Chairman and assisted by the Vice Chairman who are elected for a tenure of 3 years. The Chairman is assisted by appointed Supervisors, Advisers, and Assistants as the case may apply. Legislative powers at the local government level resides in the local government Legislative Council, which has the Councillors who are also elected for a tenure of 3 years as representatives of the electoral wards. The local government Legislature is conducted by a Leader and its officers, as it applies at the level of local governance in Nigeria. The 1999 Constitution of the Federal Republic of Nigeria identifies local governments as the third tier of government. This implies that the 774 local governments are named and geographically identified in the Constitution. It equally means that local government councils in the country receive statutory allocations from the Federation Account alongside the State government and the Federal government. The constitutional autonomy given to the local governments notwithstanding, the spirit of the Constitution encourages local governments to have joint venture projects with their states. Adamawa has 21 local government areas namely; Demsa, Fufore, Ganve, Girel, Gombi, Guyuk, Hong, Jada, Lamurde, Madagali, Maiha, Mayo-Belwa, Michika, Mubi North, Mubi South, Numan, Shelleng, Song, Toungo, Yola North and Yola South

Information Management

The information sector in the State is playing a very critical and strategic role in promoting transparency and accountability in governance. Effective dissemination of information in the State has immensely enhanced citizen engagement and participation in decision-making processes.

The Ministry of information and strategy plays a vital role in disseminating government

information to the public through various channels, including online platforms and traditional media. Mass media is being used as a vital instrument for publicising information on agriculture, security and other development issues in the State. The Community-Based Media outlets have helped in information dissemination more effectively to local communities, addressing specific needs and challenges.

The use of Information and Communication Technologies (ICTs) has enhanced information dissemination in Adamawa State, particularly in areas such as extension services and agricultural development. Efforts have been made to build the capacity of local institutions and community members to effectively disseminate information and promote development

Monitoring and Evaluation (M & E)

Monitoring and Evaluation in the State are crucial for tracking progress and achieving development goals and policy targets. It is an important component of development planning, as it provides a systematic and objective approach to assessing the effectiveness and impact of development programs and initiatives like EU-MNCHN project, which focuses on improving maternal, new-born, and child health.

Adamawa State Planning Commission has the sole responsibility for M&E in the State. The Commission is responsible for developing M&E frameworks for all government programs and initiatives, as well as for monitoring and evaluating the effectiveness and impact of these programs and initiatives.

The Commission is also responsible for ensuring that data is collected and managed effectively, and for providing accurate and timely information to support decision-making processes. The Commission works closely with MDAs to ensure that M&E frameworks are properly implemented and that results are used to improve program and initiative design and implementation.

In 2022, Adamawa State Planning Commission developed an M&E Policy to provide a robust and integrated framework for guiding the Adamawa State Government and stakeholders in employing the principles, practices, and standards of M&E practice across Adamawa State. The M&E framework is a critical component of the state's results-based management system, which is designed to enhance accountability, document implementation, and establish a robust performance monitoring and reporting system.

Some notable initiatives and institutions involved in M & E in the State include: Adamawa State Planning Commission that is responsible for overseeing M & E efforts and ensuring effective project implementation. UNICEF that provides technical assistance and support

for M & E initiatives, particularly in the health sector. Malaria Consortium which employs monitoring and evaluation officers to track project progress and improve health outcomes, and International Organization for Migration (IOM) that hires project associates for M & E implementation and data analysis.

Traditional Authorities

Traditional authorities in Adamawa State play a significant role in governance and cultural affairs. The institutions are structured into emirates and chiefdoms aimed at enhancing governance, fostering peace and strengthening the traditional institutions. They promote peace and stability by helping to maintain harmony and resolve disputes in their communities, preserve and promote the cultural heritage of the State, including traditional customs and values. The institutions also advise the State government on matters related to culture, religion and traditional law as well as collaborate with the State government and other stakeholders to drive development and progress in their areas. The 14 emirates and chiefdoms are classified into: first class, second class and third class. These include: First Class Emirates – Adamawa, Mubi, Bachama Kingdom Ganye, Amna Shelleng, Awandi Nguraya Kingdom and Murum Mbula. Second – Class Emirates and Chiefdoms: Hoba Cief, Madagali Chief and Fufore. While the Third-Class Emirates and Chiefdoms comprise: Gombi, Maiha and Yungur Chiefdom.

Sustainable Development Goal

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure peace and prosperity for all by 2030. They were adopted by all United Nations Member States in 2015 and consist of 17 goals with 169 targets and 230 indicators, The goals include: 1. End Poverty, 2. Zero Hunger, 3. Good Health and Well-being, 4. Quality Education, 5. Gender Equality, 6. Clean Water and Sanitation, 7. Affordable and Clean Energy, 8. Decent Work and Economic Growth, 9. Industry, Innovation, and Infrastructure, 10. Reduced Inequalities, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production, 13. Climate Action, 14. Life below Water, 15. Life on Land, 16. Peace, Justice, and Strong Institutions and 17. Partnerships for the goals.

The Adamawa State Governor's 8 - point development agenda led by Governor Umaru Fintiri, aligns with the Sustainable Development Goals (SDGs) in several key areas:

Infrastructure Development: The governor's 8-Point Agenda prioritizes infrastructure development, including roads, bridges, and public buildings, which aligns with SDG 9: Industry, Innovation, and Infrastructure. The budget proposal for 2025 allocates 72% to capital expenditures, demonstrating the administration's commitment to infrastructure Development.

Education and Human Capital Development: The governor's agenda prioritizes education, with a focus on free basic education and improved access to quality education, aligning with SDG 4: Quality Education. The government has also made significant strides in human capital development, investing in healthcare and skill training programs.

Poverty Reduction and Social Protection: The State has launched a social protection policy aimed at reducing poverty aligning with SDG 1: No Poverty. The government has also implemented programs to support vulnerable populations, including low-income families and civil servants.

Sustainable Development: The governor's urban renewal efforts and infrastructure development initiatives demonstrate a commitment to sustainable development, aligning with SDG 11: Sustainable Cities and Communities. The Adamawa State Government has also established a Development Plan Committee to align the state's development trajectory with the administration 8-point agenda and the SDGs. A monitoring and Evaluation Framework has been developed to track progress and ensure accountability in implementing the State development blueprint and SDGs.

Overall, Governor Fintiri's development agenda demonstrates a strong commitment to achieving the SDGs, with a focus on infrastructure, education, poverty reduction, and sustainable development.

3.3.2 Analysis of Public Expenditures in Adamawa State

Public financial management is overseen by the Ministry of Finance which ensures transparent and accountable disbursement of state funds, focusing on efficiency and value for money The Ministry of Finance is the central authority responsible for managing the financial policies, resources, and fiscal strategy of the State. It supports government in delivery on its economic priorities through effective budgeting, revenue mobilization, debt management and financial reporting.

The Ministry sets clear expenditure ceilings during budget formulation to guide spending. The State implements real-time expenditure tracking and electronic vouchers to monitor spending to ensure expenditure control. It enforces procurement guidelines and pre-approval spending controls to ensure transparency and accountability. Regular reviews are carried out to evaluate the efficiency of expenditures.

The Adamawa State Bureau for Public Procurement (ASBPP) is a government agency that is responsible for ensuring transparency, accountability, and fairness in the procurement process for goods, works, and services in the state. The bureau is mandated to ensure that all public procurements are conducted in accordance with relevant laws, regulations, and

best practices, with the aim of promoting efficiency, value for money, and quality in public procurement. ASBPP works to establish procurement standards and guidelines, monitor procurement processes, and provide training and capacity building to procurement officers across the state. The bureau is committed to promoting a culture of integrity and accountability in public procurement and to ensuring that public funds are used in an effective and responsible manner. With its focus on transparency, accountability, and best practices, the Adamawa State Bureau for Public Procurement is playing a critical role in promoting good governance and sustainable development in the state

Revenue and Expenditure in Adamawa State, 2021 - 2024

Table 14 and figures 3.3.1 to 3.3.3 show the historical trends in revenue and expenditure administration for the periods, 2021 to 2024. The State depends heavily on federal allocation account. A cursory look at the revenue structure, internally generated revenue contributed just whooping sum of 13.01 per cent while the federal allocation contributed 86.99 percent of total revenue in 2024. However, there has been continuous increase in the internally generated revenue with tax contributing the highest. (See table 14 and figure 3.3.1). Reason being that: the revenue laws have been reviewed and passed into law to address grey areas of revenue collections and citizens are seeing the impact of their taxes. This has paved for increased revenue generation in the State. It is worth noting that out of the Approved Budget for 2024 financial year, the State Government realized the sum of ₦154,867,434,612.78 as Revenue from all its revenue sources as at 30th September, 2024. The breakdown of the total Revenue shows that ₦91,154,488,233.12 was realized from Statutory Allocation, ₦9,160,540,811.37 from Internally Generated Revenue and ₦42,400,000,000 from Capital Receipts. In the same vein, the total sum of ₦154,867,434,612.78 was expended on the various recurrent and capital development as at September, 2024. The breakdown of this expenditure is made of the sum of ₦34,181,772,417.30, expended on personnel emolument, ₦41,448,082,384.32, on Overhead Cost, and ₦79,237,579,811.16, expended on Capital Development projects and programmes in the State within the fiscal year.

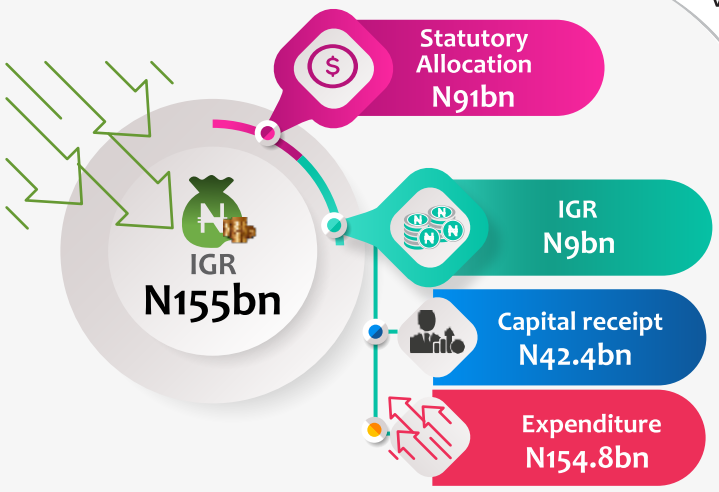


Table 14 : Trends in Estimated and Actual Internally Generated Revenue by Source, 2021 – 2024

Internally Generated Revenue by Source 2021-2024								
	2021		2022		2023		2024	
	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual
Taxes	6,393,106,874.00	8,648,219,163.27	6,548,798,400.00	8,842,115,130.07	14,718,084,541.52	13,169,653,385.75	14,825,500,000.00	15,141,014,210.05
Fines	20,089,992.00	37,350,000.00	12,400,000.00	35,135,858.40	5 0,250,975.02	2 3,630,475.02	32,300,000.00	29,698,609.06
License	80,764,555.50	145,174,700.00	145,745,712.06	105,257,500.00	1 80,587,484.34	9 8,177,224.34	310,779,600.00	128,932,334.00
Fees	1,988,537,672.74	3,290,935,070.00	2,647,541,900.00	2,099,801,466.08	5,045,166,264.69	2 ,404,864,718.59	5,970,392,100.00	3,289,718,959.64
Sales	207,324,820.40	158,401,800.00	243,456,000.00	222,606,761.00	3 17,564,327.71	1 51,464,367.00	388,321,000.00	177,938,996.00
Repayment	2,500,000.00		10,240,000.00	355,781.78	2 34,024,156.00	3 2,024,156.00		14,939,005.83
Earnings	1,980,116,632.67	684,450,056.00	772,200,000.00	1,686,300,289.97	2,009,723,576.81	9 55,198,051.86	457,506,150.00	1,347,978,758.75
Rent on Government Building	392,325,800.00	72,581,108.04	154,434,000.00	118,502,859.00	2 30,503,045.50	1 85,039,045.50	163,309,700.00	123,503,796.93
Rent on Land and Other	22,000,000.00	10,756,959.16	703,820,000.00	23,918,236.55	7 2,794,606.40	4 4,033,991.78	91,500,000.00	44,522,411.30
Miscellaneous	143,615,300.00	3,220,295.76	320,886,200.00	782,874.62	114,500,000.00	4,560.00	3,737.00	
Total	**11,230,381,647.31**	**13,051,089,152.23**	**11,559,522,212.06**	**13,134,776,757.47**	**21,887,474,383.02**	**13,169,657,945.75**	**22,239,612,287.00**	**20,298,247,081.56**

Source: Ministry of Finance and Budget

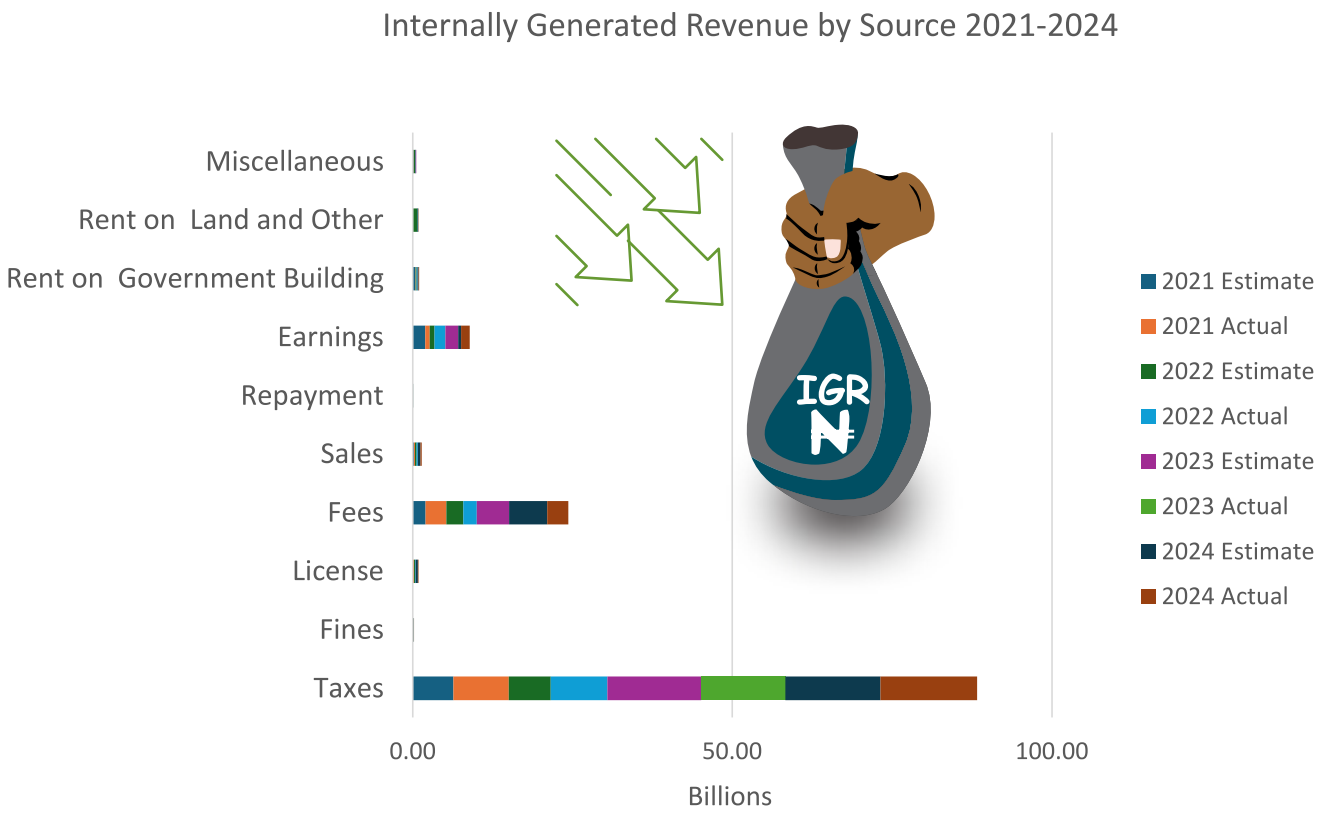


Figure 3.3-1 : Trends in Estimated and Actual Internally Generated Revenue by Source, 2021 – 2024

The figure above shows consistent rise in the internally generated revenue (IGR) with taxes taking the lead. Due to the infrastructural upgrade and esthetic beautification of the metropolis, tax payers are encouraged to pay their taxes. The IGR increases from ₦13,051,089, 152. in 2021 to ₦20, 298,247,081.56 in 2024. (**Figure 3.3.2).**

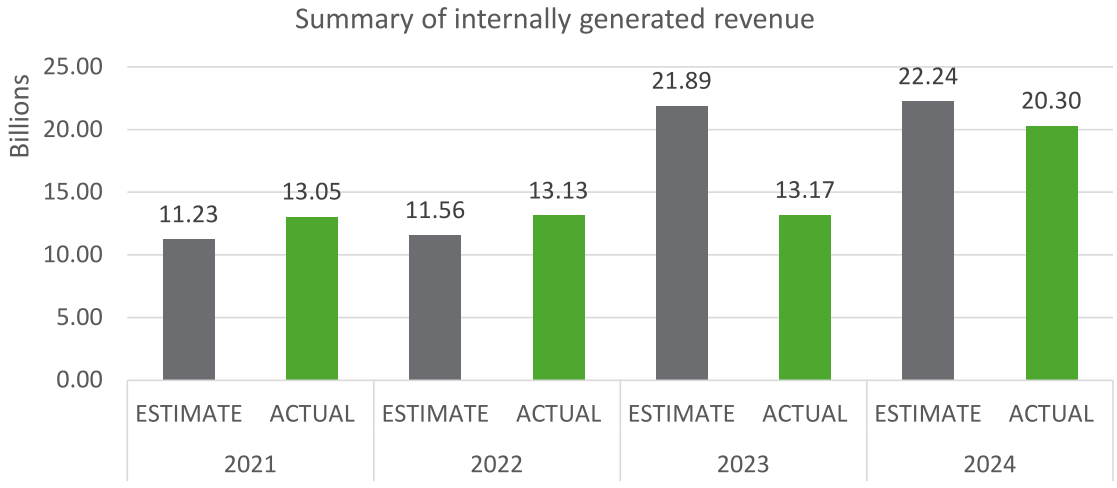


Figure 3.3-2 : Trends in Summary of Estimated and Actual Internally Generated Revenue, 2021 – 2024

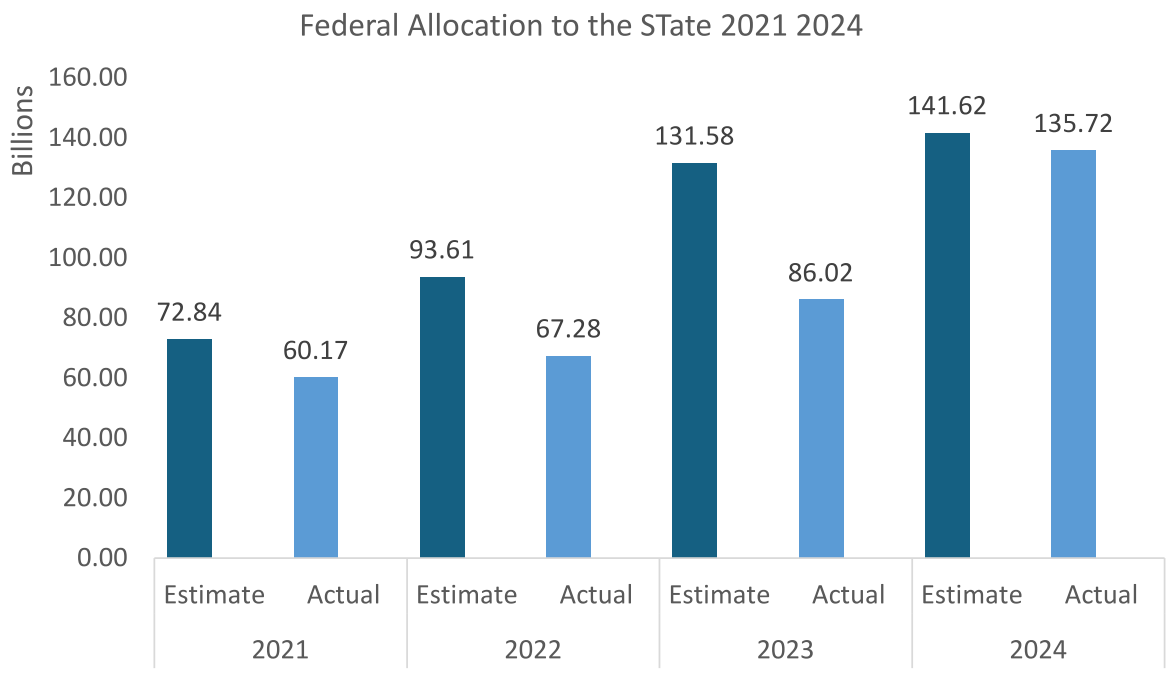
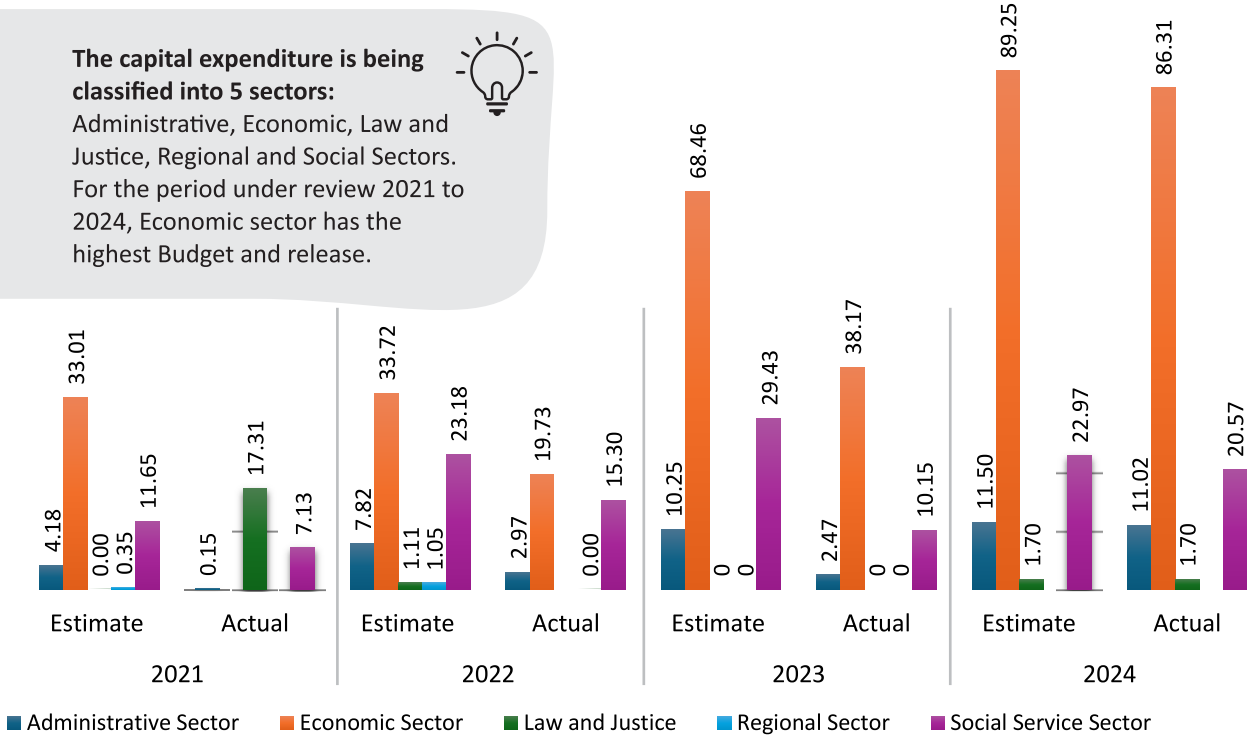


Figure 3.3-3 : Figure 3.3.3: Trends in Estimated and Actual Federal Allocation, 2021 – 2024

The State assessment reveals that the federal allocation to the State rises from ₦60,165,256,430.51 in 2021 consistently to ₦135,724,201,938.23 in 2024.

Estimated and Actual Capital Expenditure, 2021 -2024 (Billions)

The capital expenditure is being classified into 5 sectors: Administrative, Economic, Law and Justice, Regional and Social Sectors. For the period under review 2021 to 2024, Economic sector has the highest Budget and release.



3.3.2 Causal Analysis

Causal analysis in the governance sector of Adamawa State reveals several underlying factors contributing to the current challenges. The executive arm of government is responsible for policy implementation and governance. Causal factors influencing the executive's effectiveness include weak leadership quality with regards to powers and roles devolved to them. It was observed that power or authority was abused for personal benefits in some instances. Public goods and services are often high jacked and diverted by powerful individual possibly due to party affiliation, favouritisms, nepotism, cronyism, etc. The involvement of citizens in decisions making is very low. These erode public confident and undermining public trust in leadership and governance. The exercise by citizens of their power of controlling and sanctioning erring representatives is not taught of or considered. Again, the citizens are not very satisfied with the extent of public services delivered especially at the Local Government Level. The rating of the functioning of the public service is low especially at the Local Government level. The executive's decisions and actions impact the State's development, security and overall well-being of citizens.

The legislative arm is responsible for law-making and oversight. Factors that influenced the legislature's effectiveness include the weak quality of the legislators and representation, inadequate resource availability and low level of engagement with citizens and constituents. Insufficient law-making capacity, poor oversight and limited citizen meeting or engagement are key challenges. The legislature's poor performance impacts the State's development, accountability and representation of citizens' interests.

The judiciary is responsible for interpreting laws and ensuring justice. The causal factors influencing the effectiveness of the judiciary in the state include: the autonomy or independence of the judiciary, quality of judges, and access to justice. Again, experiences in the State noted high cases of backlogs, insufficient infrastructure, and limited access to justice affect its effectiveness and performance.

The information sector plays a crucial role in disseminating information to citizens and promoting transparency. Causal factors influencing the information sector's effectiveness include access to information, media freedom, and government-citizen engagement. Limited access to information by the public and citizens, restricted press freedom, and inadequate media infrastructure were significant challenges prominent.

Monitoring and Evaluation (M & E) is vital for tracking progress, identifying areas for improvement and ensuring accountability. Inadequate data collection, limited technical capacity and insufficient stakeholder engagement were causal factors that hindered

effective M & E in the State. M & E performance directly impacts on the State's development outcomes, efficiency and effectiveness.

Traditional authorities play a significant role in governance and community development in the State. Causal factors influencing traditional authorities' effectiveness include their level of engagement with government, cultural relevance, and ability to mobilize communities. The situational analysis highlighted limited capacity for conflict resolution, inadequate engagement with government, and inadequate resources. Traditional Authorities performance impact community cohesion, conflict resolution, and development outcomes.

3.3.3 Bottlenecks and Capacity Gap Analysis of Actors

Bottlenecks and Capacity Gap Analysis of Actors in governance sector refers to a systematic examination of the challenges and limitation that hinder the effective functioning of governance institutions in the State. By identifying the bottlenecks and capacity gaps in these institutions, stakeholders can develop targeted interventions to address these challenges and improve governance outcomes

The bottlenecks (obstacles or constraints) identified by the state assessment include inadequate funding or insufficient resources to implement programs and projects. Lack of technical expertise, corrupt practices that undermine governance and development outcome, and inefficient processes or cumbersome procedure or bureaucratic red tape that hinder effective governance

Capacity gaps are usually in the deficiencies of skills, knowledge, or abilities of governance actors that prevent them from performing their roles effectively. From the situational analysis, the capacity gaps identified include: lack of technical expertise or limited knowledge or skills in specific areas, such as policy formulation, project management, or data analysis. Inadequate and limited opportunities for training and capacity building, and inadequate infrastructure, such as technology, transportation or communication as well as limited capacity to track progress and evaluate the impact of government programs.

Table 3.2 shows a bottlenecks and capacity gap analysis of the governance sector in the State, focusing on the executive, legislative, judiciary, information, monitoring and evaluation, and traditional authorities

Table 15 : A bottlenecks and Capacity Gap Analysis of the Governance Sector in Adamawa State

S/N	FOCUS	BOTTLENECK	CAPACITY GAP
1.	Executive	Inadequate funding, corruption and lack of capacity for civil servant.	Insufficient technical expertise, inadequate infrastructure, and limited access to technology
2.	Legislative	Limited capacity, for law-making, inadequate oversight, and insufficient engagement with citizens	Inadequate training for legislators, limited resources and lack of access to information
3.	Judiciary	Case backlog, inadequate infrastructure, , limited access to justice	Insufficient training for judges and court staff, inadequate technology and limited access to legal resources
4.	Information	Limited access to information, inadequate media infrastructure, restricted press freedom	Inadequate training for journalists, limited resources and insufficient use of technology
5.	Monitoring and Evaluation	Inadequate data collection and analysis, limited technical capacity, and insufficient stakeholders' engagement	Insufficient training for M & E personnel, limited resources, and inadequate technology
6.	Traditional Authorities	Limited capacity for conflict resolution, inadequate engagement with government, and insufficient resources	Inadequate training for traditional leaders, limited access to information, and insufficient support from government.

Source; Field survey, 2025

3.3.2 Potentialities

The governance sector in the State, has several potentialities that can be leveraged to improve governance outcomes. Below are the identified potentialities across the different sectors.

S/N	SECTOR	POTENTIALITIES	DESCRIPTION
1.	Executive	Policy formulation and implementation	The executive arm of government has the potential to formulate and implement policies that promote economic growth, social development, and stability
		Leadership	The governor and other executive officials can provide leadership and direction to the state, promoting a vision for development and growth
		Resource mobilization	The executive can mobilize resources from various sources, including federal allocations, internally generated revenue, and external funding, to support development projects.
2.	Legislative	Law-making	The legislative arm of government has the potential to make laws that promote good governance, accountability in the State.
		Oversight	The legislature can exercise oversight over the executive arm of government, ensuring that it is accountable to the people and that funds are being used effectively

Table 16 : Potentialities in the Governance Sector

	Legislative	Representation	The legislature can represent the interests of their constituents, ensuring that their needs are heard and addressed.
3.	Judiciary	Upholding the rule of law	The judiciary has the potential to uphold the rule the rule of law, ensuring that justice is served and that the rights of the citizens are protected.
		Dispute resolution	The judiciary can resolve disputes in a fair and impartial manner, promoting peace and stability in the State.
		Promoting accountability	The judiciary can promote accountability by ensuring that those who break the law are held accountable for their actions
4.	Information	Access to information	The government can provide citizens with access to information about government policies, programs, and activities, promoting transparency and accountability.
		Public engagement	The government can engage with citizens through various channels, including traditional, public engagement conventional, social media and online platforms to promote public participation and feedback.
		Building trust	The government can build trust with citizens by being transparent and responsive to their needs.
4.	Monitoring and evaluation	Performance tracking	The government can track the performance of its programs and projects, identifying areas for improvement and making adjustments as needed.
		Data-driven decision-making	The government can use data to inform decision-making, ensuring that policies and programs are evidence-based and effective.
		Accountability	The government can hold itself accountable for its actions, promoting transparency and good governance.
5.	Traditional Authorities	Community engagement	Traditional leaders can engage with their communities, promoting public participation and feedback.
		Conflict resolution	Traditional leaders can play a role in resolving conflicts and promoting peace in their communities.
		Cultural preservation	Traditional leaders can help preserve the cultural heritage of their communities, promoting cultural, identity and pride.

Source; Field survey, 2025

3.4. Environment sector (Water, Sanitation, Hygiene, Climate Change, Waste Management)

3.4.1. Overview of the situation and trends including SDG

In Adamawa State, the environment sector—covering water, sanitation, hygiene (WASH), climate change, and waste management—is characterized by critical gaps in access and infrastructure, which undermine progress towards SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality), SDG 6 (Clean Water and Sanitation), SDG 10 (Reduced

Inequalities), SDG 11 (Sustainable Cities and Communities), and SDG 13 (Climate Action), while intersecting with vulnerabilities for persons with disabilities and other marginalized groups.

Water & Sanitation (WASH)

Access to potable water in Adamawa State remains limited despite notable government and development interventions. According to the 2021 WASHNORM Report, only about 77 % of residents had access to basic water supply services, while 0 % had access to safely managed water supply. Approximately 77 % of residents reportedly consumed water contaminated with *E. coli* either at the source or within the household. Access to hygiene services was also poor—only 9 % of the population had access to basic hygiene facilities, while just 2 % of schools and 4 % of healthcare facilities had basic WASH services.

The 2021 WASHNORM survey estimated 55,107 water facilities in Adamawa State, of which 85 % were functional. However, the average volume of water available per person per day stood at 9 litres, significantly below the World Health Organization (WHO) minimum of 20 litres per person per day. Furthermore, only 0.4 % of urban water utilities' consumers are metered, and none (0 %) of publicly used water facilities have a tariff system in place, which limits revenue recovery and maintenance sustainability. Despite this, 71 % of publicly used water facilities have water management committees, and 87 % have designated caretakers, indicating improving local-level governance of water infrastructure.

Table 17 : Percentage Access to Basic WASH Services in Adamawa State (2018–2021)

Indicator	2018	2019	2021
Access to basic water supply, sanitation and hygiene services	17	8	8
Access to basic water supply and sanitation services	41	38	48
Access to basic water supply and hygiene services	0	11	8
Access to basic sanitation and hygiene services	21	10	8
Access to basic sanitation services	60	60	54
People practice open defecation	26	19	13
People have handwashing facilities on premises with water and soap	32	14	9

Sources: National Bureau of Statistics (NBS) & UNICEF, Nigeria WASH Data Survey, 2021.

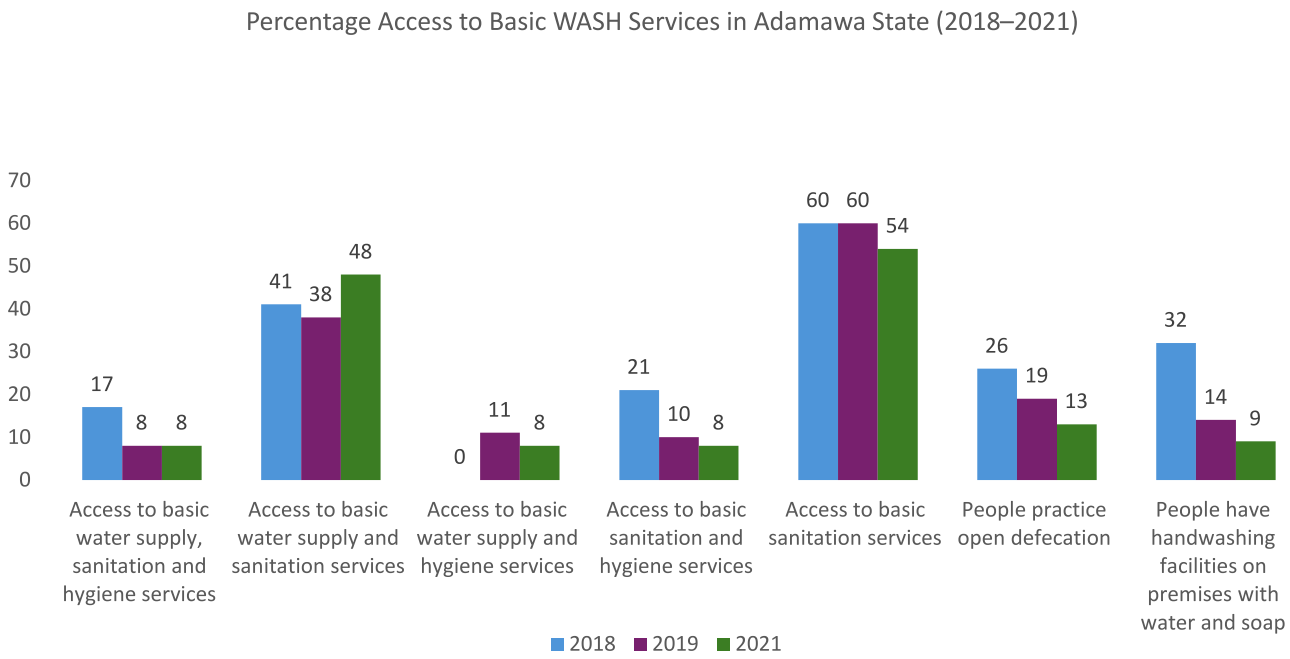


Figure 3.4-1 : Percentage Access to Basic WASH Services in Adamawa State (2018–2021)

The data reflect fluctuating trends in WASH service access from 2018 to 2021, with a modest improvement in basic water and sanitation coverage but persistent challenges in hygiene and sanitation behaviour. For instance, 13 % of the population still practice open defecation, though this marks improvement from 26 % in 2018. Moreover, 99 % of households that have lived in their buildings for over three years are connected to public water facilities, yet only 57 % are active users of these services, suggesting reliability or affordability concerns.

On sanitation, only 2 % of household members use shared latrines, but 53 % of improved sanitation facilities are usable and accessible to persons with disabilities, a positive indicator for inclusion. Average per-household monthly expenditure on WASH-related services stood at approximately ₦2,186 for water supply, ₦542 for sanitation, and ₦8,597 for hygiene, highlighting the higher relative burden of maintaining hygiene practices compared to accessing water or sanitation services.

Recent state government interventions have aimed to strengthen infrastructure, including the new transmission and distribution network in Yola and surrounding areas, and the installation of about 187 solar-powered boreholes, 450 hand pumps, 21 small-town water supply schemes, and 96 ventilated improved latrines under the Multi-Sectoral Crisis Recovery Project (MCRP). Despite these efforts, only 13.7 % of households use improved water sources within premises, and 65 % have improved sanitation facilities (Adamawa

State WASH Sector MTSS, 2023).

Further updates from the Adamawa State Bureau of Statistics (2025) indicate continuing efforts in expanding and rehabilitating WASH infrastructure across the state, particularly between 2022 and 2023, as shown below:

Table 18 : Number of Water Facilities Constructed/Rehabilitated by type in Adamawa State (2022-2023)

Type	Functional	Non-functional
Hand Pump	443	52
SPBH/MH	102	1
Rehabilitated	112	1

Source: State Bureau of Statistics, 2025

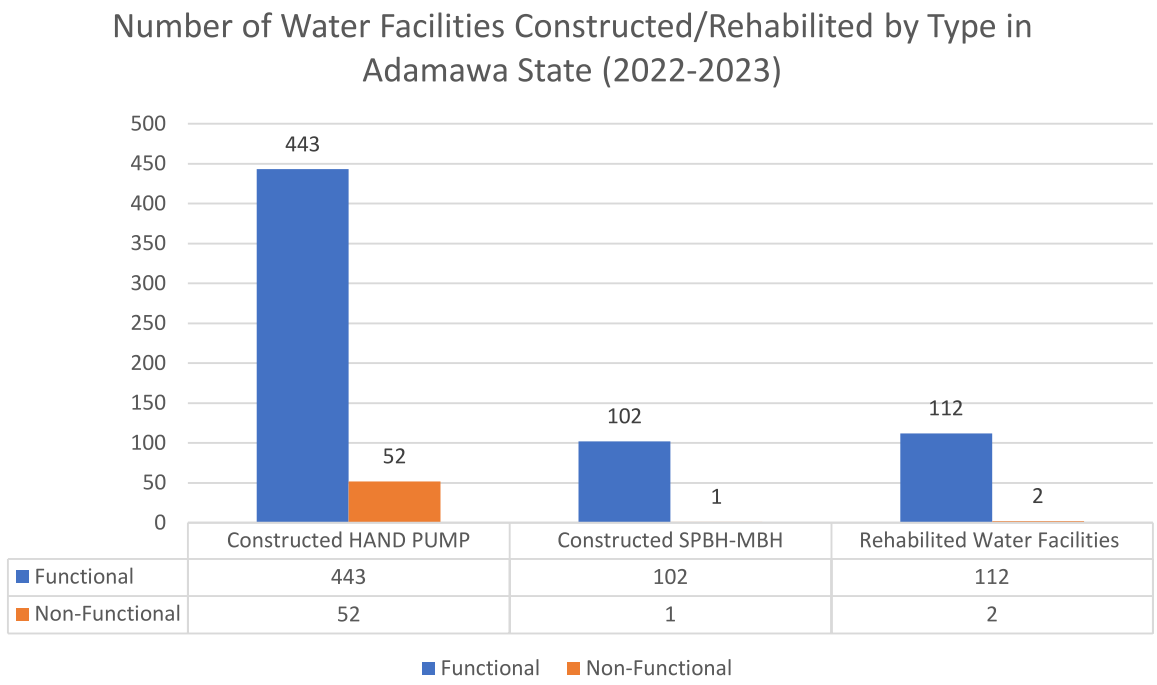


Figure 3.4-2 : Functional Status of Water Facilities Constructed or Rehabilitated in Adamawa State (2022–2023)

Table 19 : Number of Toilet Facilities Constructed by type in Adamawa State (2022-2023)

Type	Functional	Non-functional
Public Latrines in School	22	0
Public Latrines in Health Facility	34	1
Public Latrines in Markets	9	0
Public Latrines in Motor Park	2	0

Source: State Bureau of Statistics, 2025

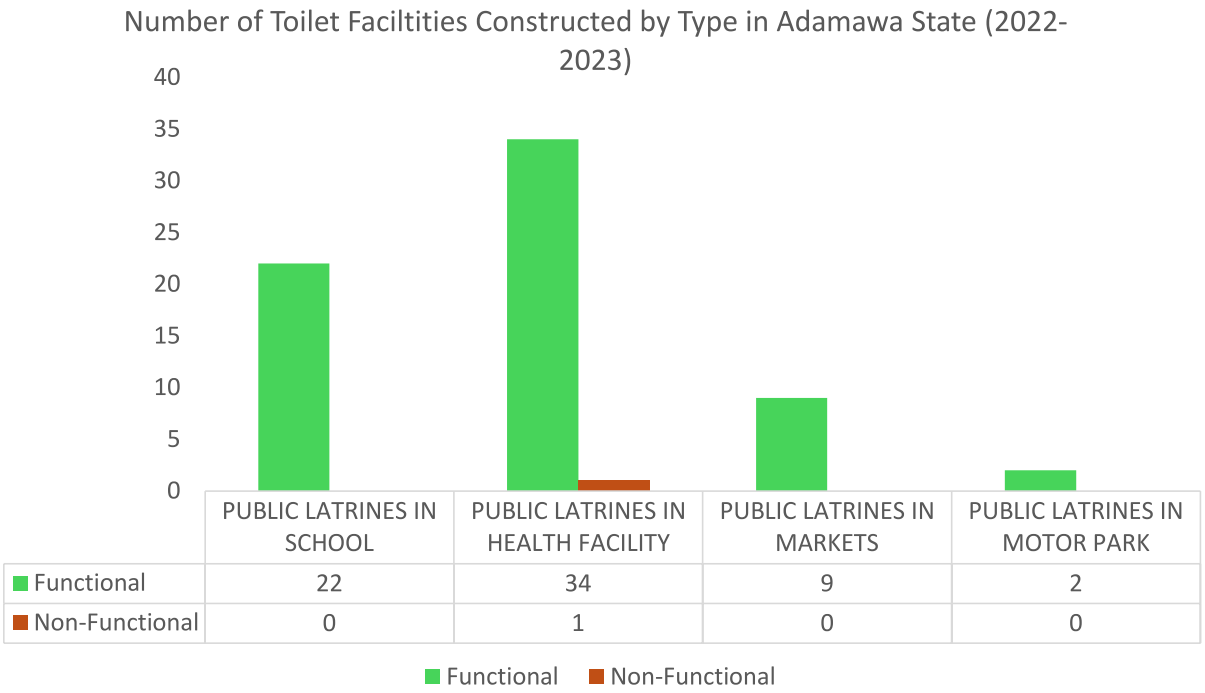


Figure 3.4-3 : Functional Status of Public Toilet Facilities Constructed by Type in Adamawa State (2022–2023)

These figures illustrate ongoing government efforts to rehabilitate and sustain functional WASH infrastructure, particularly in public institutions and communities, complementing earlier interventions under the MCRP.

Sanitation and hygiene services for persons with disabilities remain inadequate, with many water points and latrines not designed for universal access. These persistent gaps underscore the need for inclusive, SDG-aligned interventions, particularly in achieving SDG 6 (Clean Water and Sanitation) and SDG 10 (Reduced Inequalities) to ensure equitable and sustainable WASH outcomes across Adamawa State.

Climate change & waste management:

The state is exposed to climate vulnerabilities including flooding and drought. For example, severe flooding in and around Yola displaced over 5,500 residents and caused deaths in 2025, illustrating the extreme weather risk. Recent flood statistics further highlight the growing severity and socio-economic impacts of climate-related disasters in Adamawa State between 2020 and 2024, as shown in the tables and figures below.

Table 20 : Number of communities affected by Flooding in Adamawa State (2020–2024)

	2020	2021	2022	2023	2024
Number of communities	242	242	254	269	218

Source: State Bureau of Statistics, 2025

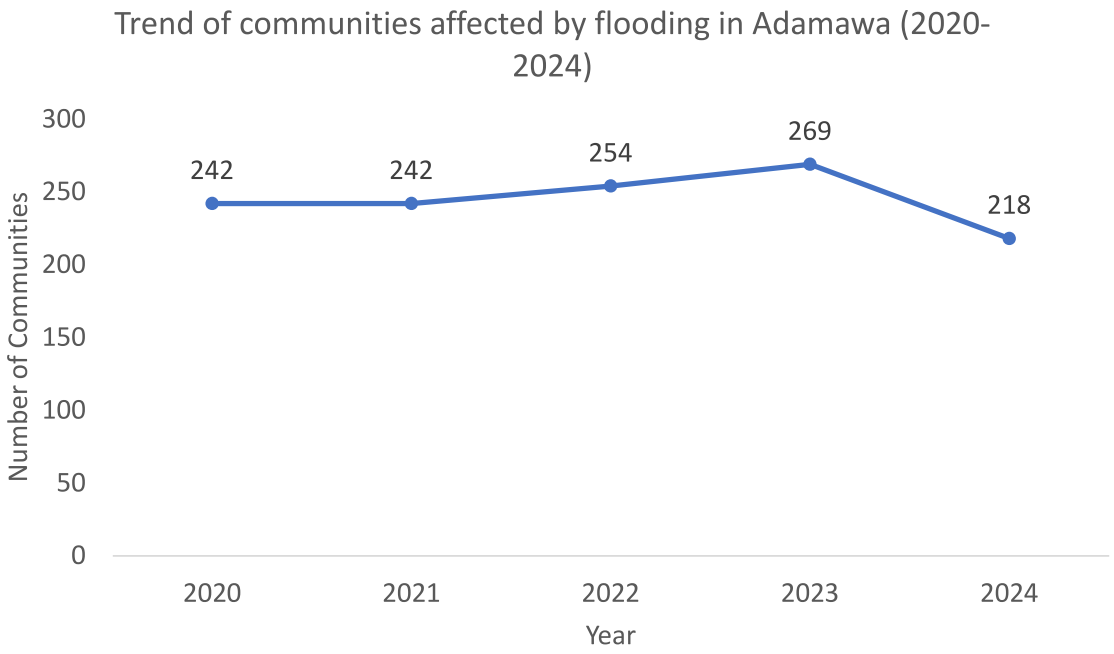


Figure 3.4-4 : Trend of communities affected by flooding in Adamawa (2020-2024)

Table 21 : Livestock & Fish Ponds affected by Flooding in Adamawa State (2020–2024)

Livestock	2020	2021	2022	2023	2024
PIGS	271	271	532	532	962
SHEEP	1548	1548	1562	1562	1191
GOATS	1393	1393	1129	1129	1127
FISH Pond	61	61	12	12	203

Source: State Bureau of Statistics, 2025

Table 22 : Households affected by Flooding by type in Adamawa State (2020–2024)

TEMP	3,784	3,784	66,907	61,075	15,546
PERM	3,047	3,047	2,353	2,185	6,751

Source: State Bureau of Statistics, 2025

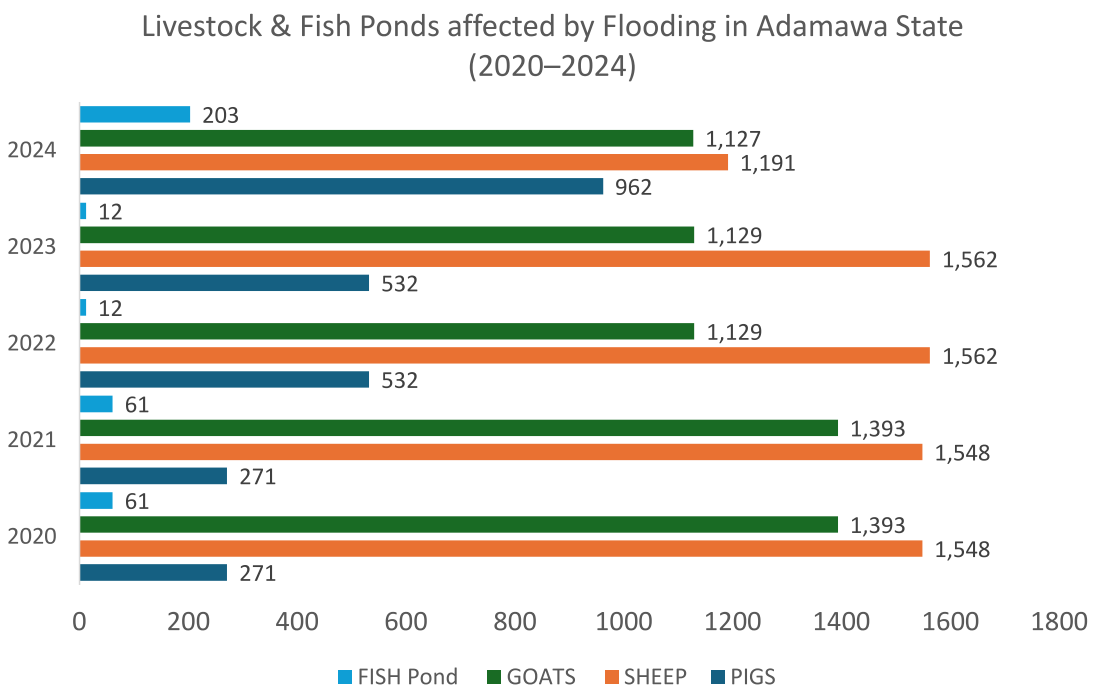


Figure 3.4-5 : Livestock & Fish Ponds affected by Flooding in Adamawa State (2020–2024)

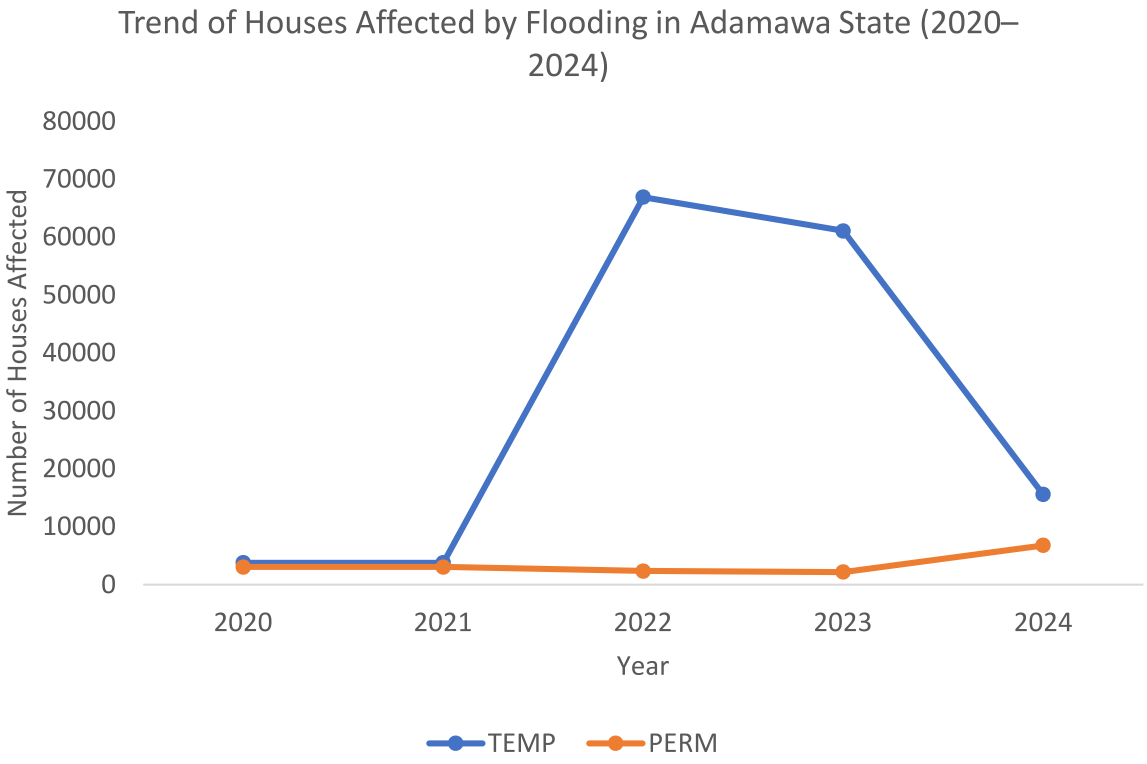


Figure 3.4-6 : Trend of Houses Affected by Flooding in Adamawa State (2020–2024)

Table 23 : IDPs affected by Flooding Adamawa State (2020–2024)

IDPs	2020	2021	2022	2023	2024
Men	759	759	638	2391	3193
Women	984	984	888	2877	4575
Children	771	771	686	836	3801
Age	204	204	142	184	245
Disable	40	40	11	19	35

Source: State Bureau of Statistics, 2025

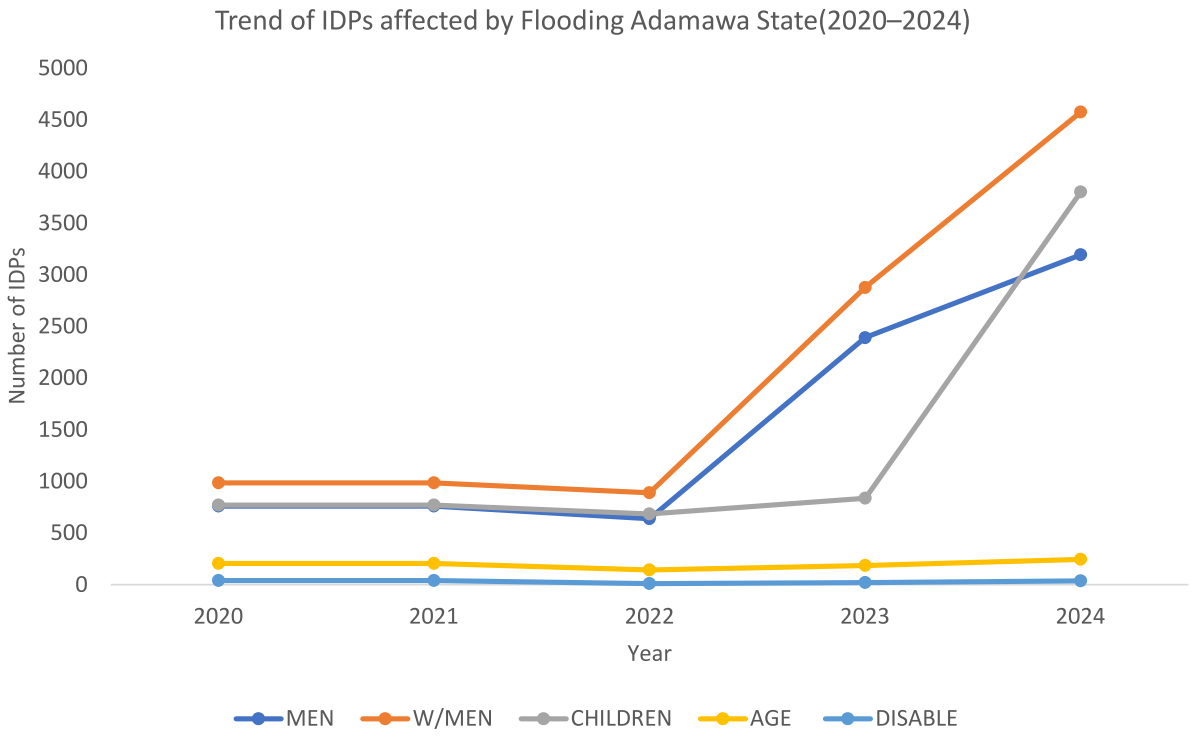


Figure 3.4-7 : Trend of IDPs affected by Flooding Adamawa State (2020–2024)

Table 24 : Farms Affected by Flooding Adamawa State (2020–2024)

Crops	2020	2021	2022	2023	2024
Rice	790	790	7917	8248	5056
G/corn	663	663	4470	4565	3684
Maize	600	600	5840	5939	4340
Other	375	375	4121	3671	3752

Source: State Bureau of Statistics, 2025

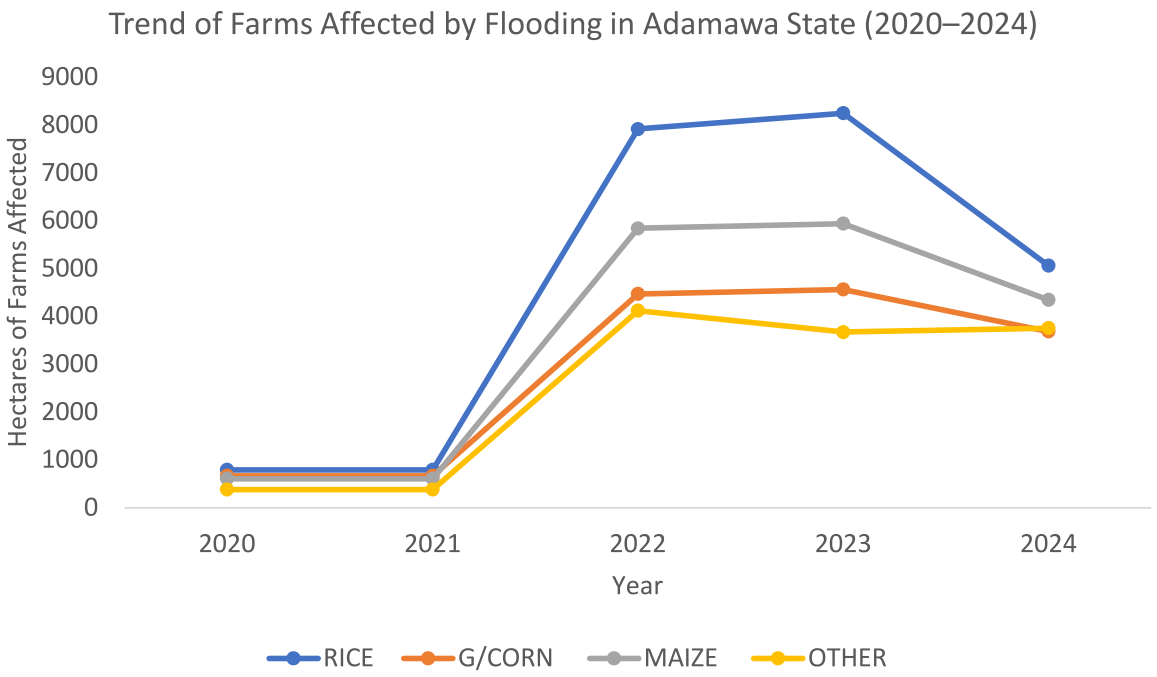


Figure 3.4-8 : Trend of Farms Affected by Flooding in Adamawa State (2020–2024

The data reveal persistent flood impacts across multiple sectors. Between 2020 and 2024, over 250 communities were affected annually, with significant peaks in 2022 and 2023. Crop losses—particularly in rice, maize, and guinea corn—reflect the vulnerability of agricultural livelihoods to flooding. Rising livestock and fish pond losses further underscore the compounded food security risks. Moreover, the number of internally displaced persons (IDPs), particularly women and children, increased sharply during high flood years, emphasizing the urgent need for climate adaptation and disaster preparedness strategies. In addition to these climate hazards, waste management challenges exacerbate environmental risks and undermine adaptive capacity. Municipal solid waste generation in Yola Jimeta has been estimated at 0.58–0.78 kg per person per day, with plastics/polythene comprising about 37 % of the waste stream. Illegal dumping and blocked drainages contribute to localized flooding and road hazards, reflecting weak enforcement of sanitation regulations. To address these challenges, the state government, in partnership with the World Bank, is implementing interventions including construction of a recycling plant in Yola, registration and regulation of waste operators, and the promotion of monthly sanitation exercises across the state.

Despite these efforts, major gaps persist. There is no reliable state-level data on total municipal solid waste volumes, recycling rates, or landfill capacity. Low metering of water utilities and frequent drainage blockages further reduce the state's resilience to climate shocks. These challenges highlight the need for inclusive, SDG-aligned interventions to strengthen environmental management, particularly SDG 6 (Clean Water & Sanitation) and SDG 11 (Sustainable Cities & Communities).

3.4.2. Causal analysis

Persistent WASH and environmental challenges in Adamawa State are driven by human activities, poverty, and weak institutional enforcement. Rural communities continue to rely on unsafe water sources and practice open defecation due to limited access to improved infrastructure and low purchasing power. Despite existing WASH policies, including the 2023–2025 Medium-Term Sector Strategy, enforcement and public awareness remain weak, leading to misuse of water sources and poor sanitation practices.

Inadequate waste management, particularly in urban centers like Yola and Mubi, exposes residents to diseases, while rural areas suffer from low sanitation coverage and weak hygiene awareness. Riverine communities affected by floods are often not sensitized on environmental protection or proper waste disposal, exacerbating the risk of water contamination and disease outbreaks. The lack of sustainable energy alternatives further fuels deforestation, soil erosion, and water pollution. Overall, poverty, poor infrastructure, weak coordination, limited funding, and ineffective regulation enforcement keep communities vulnerable to waterborne and sanitation-related diseases, hindering public health and sustainable development.

3.4.3. Bottlenecks and Capacity Gap Analysis of actors

- ✓ Inadequate funding for the WASH sector, with capital releases often below 50% of approved budgets, limiting implementation of infrastructure and services.
- ✓ Aging and insufficient water infrastructure — the state's treatment capacity of 32.4 million litres/day meets only 19% of urban demand.
- ✓ Weak institutional coordination among WASH agencies and LGAs, leading to duplication of functions and poor accountability.
- ✓ Limited technical manpower and low staff capacity, especially in engineering, data management, and M&E.
- ✓ Poor community awareness and behavioral change communication on hygiene, sanitation, and environmental protection.

- ✓ Delays in waste collection and disposal, exposing urban residents to health and environmental risks.
- ✓ Low adoption of sustainable technologies, such as solar-powered boreholes and improved sanitation systems.
- ✓ Weak enforcement of environmental and sanitation laws, leading to open defecation, indiscriminate dumping, and pollution of water bodies.
- ✓ Inadequate data management and monitoring mechanisms for planning and performance tracking.

The excessive exploitation of natural resources and poor environmental practices—such as illegal dumping, bush burning, deforestation, and unmanaged drainage—distort the ecosystem and increase vulnerability to climate hazards. Access to water, hygiene, and sanitation remains unequal, with an estimated gap of 87% for safe WASH services. Specifically, the gaps for water, sanitation, and hygiene are approximately 51%, 70%, and 68%, respectively, while open defecation prevalence is around 19% (WASH-NORM, 2021; Adamawa WASH MTSS, 2023–2025).

3.4.4. Potentialities

Adamawa State is endowed with diverse water resources, favorable climatic conditions, and fertile agricultural land. Rivers, seasonal streams, and boreholes, particularly in the Gongola River Basin, Yedzaram, and Mayo-Ro areas, offer opportunities for domestic, agricultural, and industrial water use.

The state's agricultural potential is significant, with fertile soils and rainfall patterns supporting crops such as rice, maize, millet, sorghum, groundnut, soybean, and vegetables. Livestock production—including cattle, sheep, goats, and poultry—thrives in rural and peri-urban areas, contributing to food security and livelihoods. Agroforestry initiatives and natural vegetation in some parts of the state provide opportunities for sustainable fuelwood management and non-timber forest products.

In terms of WASH, established water treatment plants in Yola, Mubi, and Numan, with a designed capacity of 32.4 million litres per day, provide a foundation for expansion. Urban areas have piped water systems complemented by boreholes and protected wells in rural communities. Investments in solar-powered boreholes and water kiosks further enhance access potential.

Waste management interventions are underway, including a recycling plant in Yola,

registration and regulation of waste operators, and promotion of monthly sanitation exercises. Nevertheless, challenges persist, such as illegal dumping, blocked drainages, and lack of comprehensive data on waste volumes and landfill capacity. These gaps undermine environmental resilience and highlight the need for inclusive, SDG-aligned interventions (SDG 6 and SDG 11).

Seasonal flooding in riverine communities occasionally affects settlements, but the state has relatively low exposure to environmental shocks compared to other northeastern states. Leveraging water resources, fertile land, livestock, emerging WASH infrastructure, trained human capital, and institutional frameworks can improve safe water, sanitation, and hygiene access while supporting sustainable socio-economic development.

3.5. Sport and Housing Infrastructure

3.5.1. Overview of the situation and trends

Sport Infrastructure

Like other states of the federation, Adamawa state is endowed with a strong youth-dominated human resource. A closer look at the population distribution shows that 46% of the population is under the age of 15 years, and this large group is niche whose energy needs to be directed to the most appropriate use, to ensure a healthy, socially, and economically empowered society. Since the creation of Adamawa state in 1991 to date, some of the sportsmen and women have represented the state and the nation at large in sporting activities such as track and field, Para – soccer, Para-athletics, volleyball, Basketball, Judo, scrabble wrestling, chess, etc. They won medals for the state and the country considering the background that the state does not have standard sporting facilities.

While most states have moved from the use of substandard sports facilities, the state is lagging, as athletes are trained on substandard facilities mostly found in schools. The environment under which coaches and athletes operate is far from being conducive. Most of the elite athletes have deserted the State for greener pastures in neighboring states that have better facilities than those obtainable in Adamawa State. The state is the only state without modern sports facilities, and thus occupying the 33rd position in the sporting arena in the country. This is an unacceptable ranking, looking at the sports potentials that abound in the state.

Housing Infrastructure

Access to affordable and decent housing is fundamental to fulfilling a basic human need and fostering sustainable development. In Adamawa State, the real estate sector contributes approximately 23.0% to the state's GDP. Despite this significant contribution, the housing situation faces major challenges related to quality and affordability.

Currently, 82.2% of households reside in compound houses, 8.9% live in huts or buildings within the same compound, while 2.9% and 0.9% occupy semi-detached houses and flats/apartments, respectively. In terms of ownership, 82.3% of households own the homes they live in, whereas 9.3% are renters. However, among homeowners, 48% lack any form of documentation or certificate of occupancy. Only 33.6% possess a title deed, and just 18.1% hold a certificate of occupancy or a customary certificate.

Housing quality remains a significant concern. A majority of households (67.9%) live in structures with mud walls, while only 26.4% have homes built with cement or concrete walls. Roofing materials also reflect this disparity: 29% of homes are roofed with thatch, 23.6% with corrugated iron sheets, and 44.9% with zinc sheets. Regarding flooring, 67.3% of households use cement or concrete, 27.4% use smoothed mud, and 3.3% rely on sand, dirt, or straw.

In terms of room adequacy, 32% of households live in two-room dwellings, while 24.1% occupy homes with three rooms.

3.5.2. Causal Analysis

Sports

Sports activities in Adamawa State have significantly lagged behind, and school sports—which traditionally serve as a breeding ground for young talent—have largely collapsed. This decline in youth sports performance is driven by several interrelated factors, most notably chronic underfunding and the absence of modern facilities that are commonplace in other states across the federation.

Key challenges include:

- Shortage of modern sports infrastructure and equipment.
- A limited pool of qualified technical personnel to train athletes.
- Minimal private sector involvement in promoting and investing in sports.
- Insufficient funding from both government and private entities.
- The lack of a clear and coherent government policy on sports development.
- Absence of political will from past administrations to prioritize sports.

Currently, the environment in which coaches and athletes operate is far from conducive. Without access to modern facilities and adequate support systems, the potential for sports excellence in Adamawa State remains severely constrained.



Housing

Adamawa State's housing sector has struggled to meet the needs of low- and middle-income families. Several interrelated factors contribute to this crisis:

- High Cost of Urban Land and Weak Tenure Security: Land acquisition remains prohibitively expensive, and unclear property rights discourage investment in affordable housing.
- Rising Construction Costs: Inflation and supply chain inefficiencies have driven up the cost of building materials, further limiting housing development.
- Limited Access to Affordable Housing Finance: High interest rates—currently at 17.5%—make it nearly impossible for most residents to secure funding for home ownership or development.
- Urbanization and Rural-Urban Migration: Rapid population growth in urban centers has outpaced infrastructure and housing supply, exacerbating the crisis.
- Proliferation of Informal Settlements: The growth of slums reflects the failure of formal housing systems to absorb the urban population.
- Market Competition and Investment Priorities: Affordable housing competes with more lucrative real estate segments—such as commercial properties, luxury apartments, and high-end developments—which are perceived to offer faster and higher returns.

While the Adamawa State government has legalized mortgage access and is reviewing the process to make it more inclusive, systemic barriers—such as perceived investment risks and the high cost of doing business—continue to hinder progress.

3.5.3. Bottlenecks and Capacity Gap Analysis of Actors

Bottlenecks in Sport Development

These are structural or systemic obstacles that hinder progress:

- Absence of a Clear Sports Policy: Without a formal framework, efforts to develop sports remain fragmented and inconsistent.
- Lack of Political Will: Previous administrations failed to prioritize sports, stalling long-term investment and planning.
- Underfunding: Both government and private sector contributions are insufficient, limiting program reach and sustainability.
- Neglect of School Sports: The collapse of school-based sports programs has cut off a vital pipeline for nurturing young talent.
- Unfavorable Business Environment: Coaches and athletes operate in poorly equipped settings, discouraging performance and growth.

Capacity Gaps in Sports Development

These are areas where resources, skills, or infrastructure are lacking:

- Modern Sports Facilities: The state lacks standard training grounds, stadiums, and equipment comparable to other regions.
- Technical Personnel: There's a shortage of qualified coaches, trainers, and sports administrators to guide athlete development.
- Private Sector Engagement: Minimal involvement from businesses and sponsors limits innovation and funding diversity.
- Talent Development Systems: No structured programs exist to identify, train, and support emerging athletes from grassroots to elite levels.

Bottlenecks in Housing Sector

These are systemic obstacles that impede housing progress:

- High Cost of Urban Land & Weak Tenure Security: Land remains expensive and property rights are unclear, discouraging investment in affordable housing.

- Limited Access to Housing Finance: With prime lending rates at 17.5%, most residents cannot access affordable mortgage options.
- Rising Construction Costs: Inflation and supply chain issues have made building materials unaffordable, stalling development.
- Market Competition: Affordable housing is overshadowed by more profitable segments like luxury and commercial real estate.
- Proliferation of Informal Settlements: Slums continue to grow due to the failure of formal housing systems to absorb urban migration.
- Perceived Investment Risk: Developers view affordable housing as less attractive due to longer return cycles and regulatory uncertainty.

Capacity Gaps in Housing Sector

These are areas where resources, infrastructure, or institutional support are lacking**:**

- Mortgage Accessibility Infrastructure: Despite legalization, the mortgage system lacks streamlined processes and inclusive access mechanisms.
- Urban Planning and Land Management Systems: There's a need for modern, transparent systems to manage land acquisition and tenure.
- Affordable Housing Development Expertise: Limited technical capacity to design, finance, and execute low-cost housing projects.
- Public-Private Collaboration: Weak engagement between government and private sector limits innovation and funding diversity.
- Data and Monitoring Systems: Absence of reliable housing data impedes evidence-based planning and policy formulation.

5.4.3. Potentialities

Adamawa State possesses a strong foundation for revitalizing its housing sector and expanding access to affordable housing. Several key strengths and initiatives underscore this potential:

- Legislative Framework: The Adamawa State Urban and Regional Planning Law (ADS Law No. 3 of 2010), gazetted by the State House of Assembly, provides a legal backbone for structured urban development.
- Master Planning Initiatives: Contracts have been awarded for the preparation of master plans for Greater Yola, Greater Mubi, and all local government headquarters, laying the groundwork for coordinated growth.

- Geospatial Infrastructure: The establishment of second-order control and the operationalization of the Adamawa Geographic Information System (ADGIS) enhance land management, planning accuracy, and transparency.
- National Land Use and Survey Regulations: The Land Use Act of December 1978 and Survey Rules under Law 425 of the Federation support land administration and development control.
- Public-Private Partnerships (PPP): Ongoing collaboration between government and private stakeholders is advancing the state's affordable housing agenda, with PPPs positioned to deliver scalable solutions.
- Industrial Linkages: There is significant potential to stimulate local manufacturing and building materials industries, creating jobs for artisans and built environment professionals.
- Federal Collaboration: The construction of 2,000 housing units in partnership with the Federal Mortgage Bank of Nigeria demonstrates the viability of intergovernmental cooperation in housing delivery.

These potentialities position Adamawa State to unlock inclusive housing development, stimulate economic growth, and improve living standards across urban and rural communities.

3.6. Humanitarian and risk profile (risk profile of the state; social risks – flood, communal crisis, disease outbreaks, refugees, IDPs; Early warning systems; Contingency plan; Resilience mechanisms? etc...)

3.6.1 Overview of the IDPS Situation in the State

Adamawa State faces a complex and evolving Internally Displaced Persons (IDPs) situation, driven primarily by ongoing insurgency, communal clashes, and natural disasters like flooding. The situation is characterized by a significant displaced population.

The negative effects of the Boko-Haram insurgency are felt directly or indirectly across the entire state. In 2016, the Recovery and Peace Building Assessment (RPBA) estimated damages and losses in Adamawa resulting from the insurgency amount to billions of dollars. Currently, there are about 208,334 internally displaced people spread across four formal (Monkoyi, Fufore, Damare and St-Theresa) and informal camps in the state, while 828,841 people have returned to their communities after displacement caused by the insurgency. This implies that about a quarter of the State's population was directly affected by the insurgency (MTDP, 2021 – 2025).

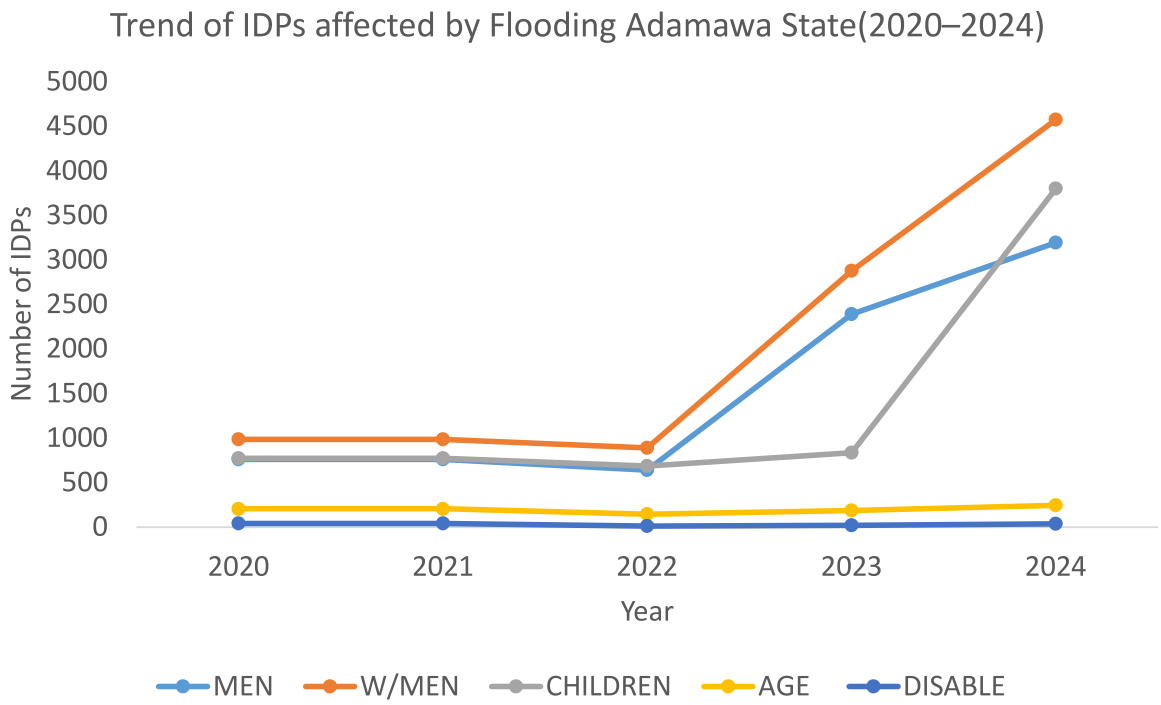


Figure 3.4-8 : trend of affected by Flooding Adamawa State (2020 – 2024)

This humanitarian crisis has recently been worsened with recent years rainfalls hike registered across the State. The data reveal a consistent upward trend in the number of men, women, and children displaced in Adamawa State, with a particularly sharp increase between 2022 and 2024 due to floods. This surge was most evident among women and children, indicating that families were increasingly affected by flooding events during this period. The trend suggests that floods not only intensified the number of IDPs in magnitude but also had deeper humanitarian consequences, displacing entire households rather than isolated individuals. Such a pattern underscores the growing social vulnerability of communities in flood-prone areas and highlights the urgent need for targeted disaster management, early warning systems, and family-centred relief interventions.

The IDP Socio-Economic evidence-based snapshot in Adamawa State offers critical insights into the living conditions and resilience strategies of internally displaced persons (IDPs) residing in camps and camp-like settings. About 76 per cent of respondents were displaced before 2016, with many experiencing multiple displacements. In terms of living conditions, 59 per cent of households reported poor or very poor living conditions; only 7 per cent rated their conditions as good. A look into the livelihood assessment showed that agriculture remains the primary source of income, though dependency on humanitarian aid and informal trades has increased. Most households earn less than ₦20,000 monthly.

Primary education was the most attained level, representing 54 per cent of respondents. Major barriers to further educational advancement included the cost of school expenses inadequate infrastructure, insufficient learning materials, and a shortage of qualified teachers.

Despite meeting some of the food security indicators, the households eat only two meals per day. The reported coping strategies included reducing meal sizes (49%) and skipping meals (42%). Among the 376 households surveyed, 75 per cent reported relying on government hospitals to access health services and facilities, with limited spending capacity and some reliance on traditional healers or self-medication.

Between 27 October and 02 November 2025, 1,012 new arrivals were recorded in locations across Adamawa State. The new arrivals were recorded at locations in the Fufore (133 individuals), Girei (81 individuals), Gombi (38 individuals), Guyuk (58 individuals), Hong (192 individuals), Lamurde (34 individuals), Madagali (61 individuals), Maiha (69 individuals), Mubi North (34 individuals), Mubi South (26 individuals), Numan (95 individuals), Shelleng (68 individuals), Song (31 individuals), Yola North (23 individuals), and Yola South (69 individuals) local government areas (LGAs) of Adamawa State. Among the new arrivals, 574 were IDPs, 198 were farmers, and 240 were returnees. The ETT assessments identified the following movement triggers: attacks (304 individuals, 30%), fear of attack (300 individuals, 30%), seasonal farming (198 individuals, 19%), improved security in place of arrival (84 individuals, 8%), family reunification (68 individuals, 7%), and poor living conditions (58 individuals, 6%). Among the new arrivals in Adamawa State, 497 (49%) were children, 230 (23%) were men, and 285 (28%) were women. (Nigeria: Displacement Tracking Matrix (DTM) Emergency Tracking Tool (ETT) - Summary of Movements in Adamawa State, Dashboard: 498 (27 October - 2 November 2025)

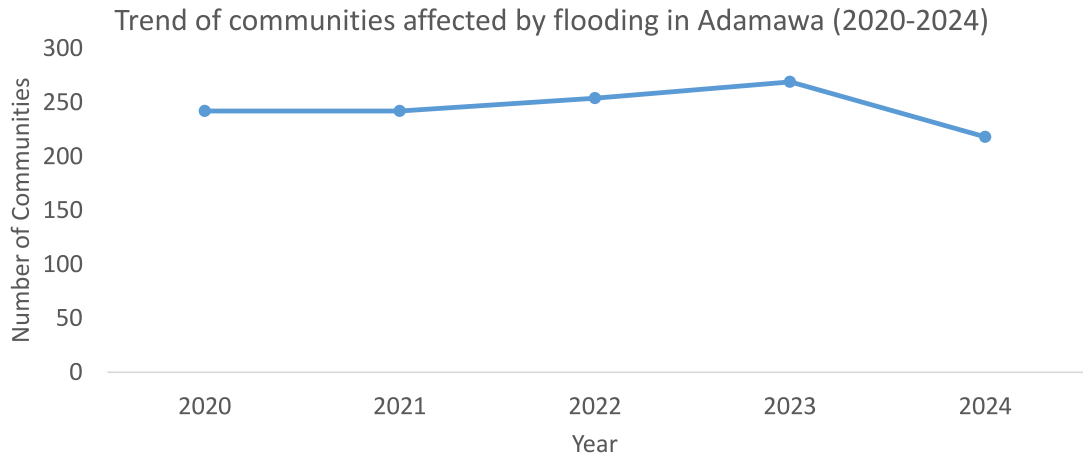


Figure 3.7-2 : Trend of communities affected by flooding in Adamawa (2020-2024)

The trend of communities affected by flooding in Adamawa State shows a gradual increase from 242 in 2020 and 2021 to a peak of 269 in 2023, followed by a noticeable decline to 218 in 2024. This pattern indicates that flooding incidents intensified steadily for three consecutive years, likely due to increased rainfall or poor drainage systems among others. However, the drop in 2024 suggests that mitigation measures, such as improved flood control infrastructure or early warning systems, may have reduced the extent of community exposure.

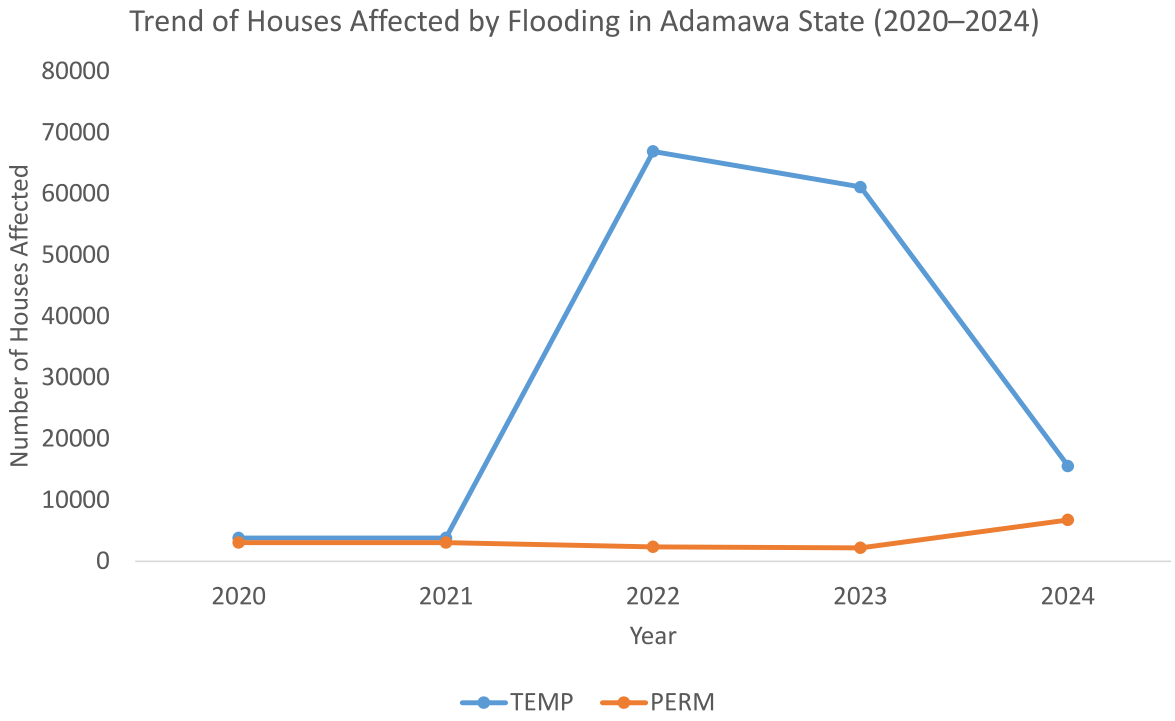


Figure 3.7-3 : Trend of Houses Affected by Flooding in Adamawa State (2020–2024)

The trend analysis shows that the number of temporary houses affected by floods in Adamawa State peaked sharply in 2022, reaching about 66,907, before dropping significantly by 2024. This indicates that the 2022 flood was the most severe, causing extensive damage to makeshift and less durable structures. In contrast, the number of permanent houses affected remained relatively low from 2020 to 2023 but rose considerably in 2024 to 6,751. This increase may reflect the expansion of flood-prone urban areas or improved data reporting on housing damage. Overall, the fluctuations across the years highlight the varying intensity of flooding events, with 2022 standing out as the most destructive year.

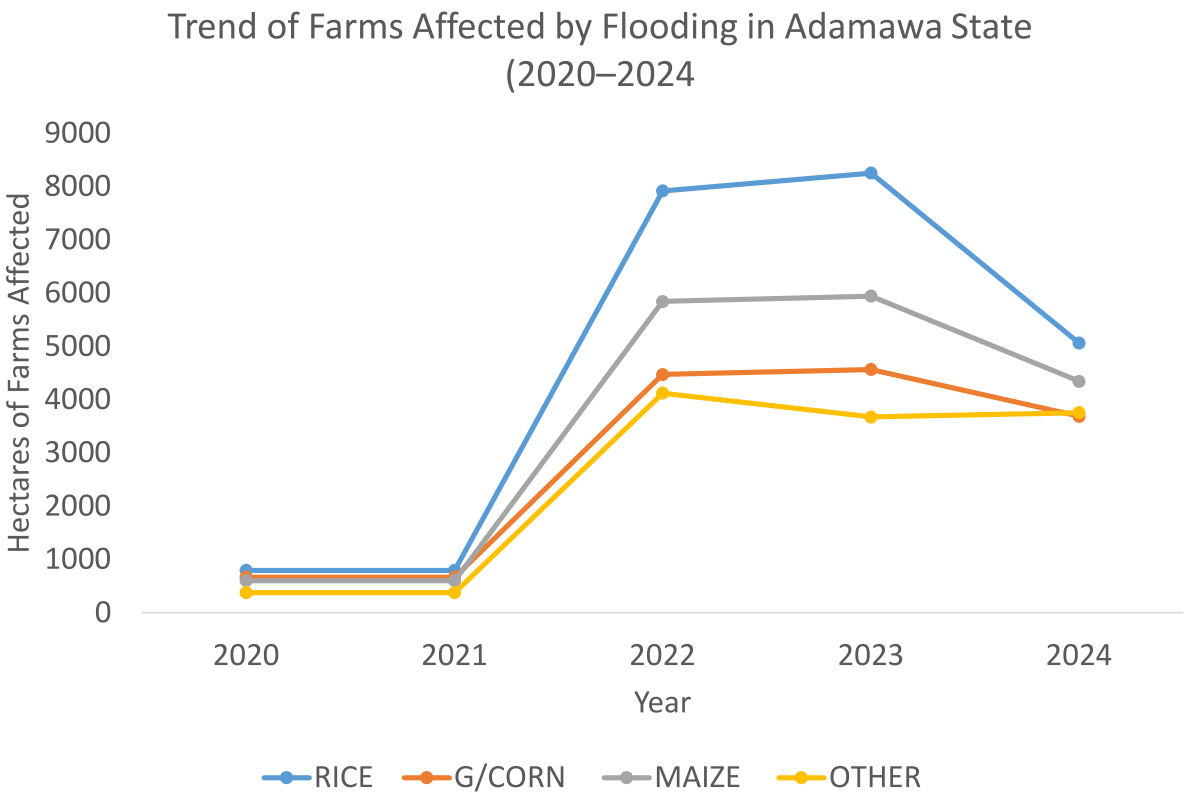


Figure 3.7-4 : Trend of Farms Affected by Flooding in Adamawa State (2020–2024

The data show that rice and maize farms suffered their greatest losses in 2023, indicating that this year marked the peak of agricultural damage in Adamawa State. Guinea corn and other crops also recorded consistently high levels of destruction between 2022 and 2024, although there was a slight decline in 2024. This pattern suggests that flooding severely affected farmlands during this period, particularly between 2022 and 2023, when the intensity and spread of flood events likely expanded into major crop-producing areas. The widespread damage across multiple crop types reflects both the scale of the floods and the growing vulnerability of agricultural zones situated in flood-prone regions, with significant implications for food security and rural livelihoods.

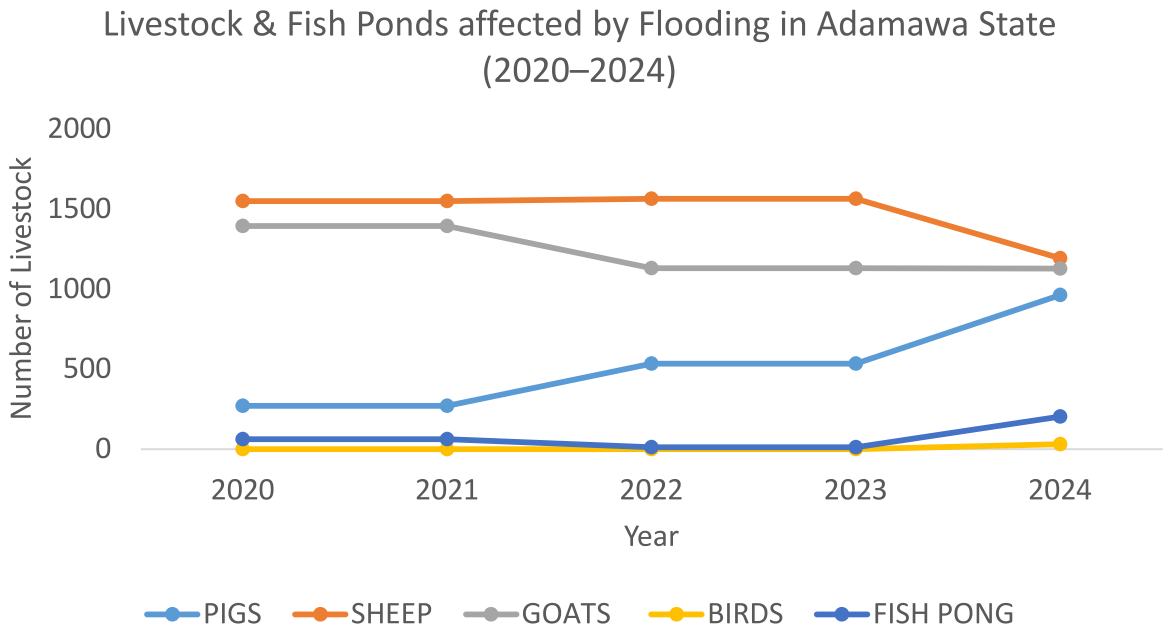


Figure 3.7-5 : Livestock & Fish Ponds affected by Flooding in Adamawa State (2020–2024)

The data reveals contrasting livestock and aquaculture impacts over time. While **pigs** show a steady increase, peaking sharply in 2024, **sheep** and **goats** maintained high but relatively stable figures before dropping slightly by 2024. **Birds** remained unaffected until 2024, where a small spike indicates possible poultry losses. Notably, **fish ponds** dropped drastically in 2022–2023 but surged in 2024, suggesting recovery or expansion efforts post-flooding. Overall, the pattern reflects fluctuating vulnerability and adaptive recovery within the livestock and aquaculture sectors.

3.6.2. Causal Analysis

The humanitarian situation in Adamawa State remains precarious, with Internally Displaced Person (IDPs) facing persistent challenges due to systemic bottlenecks in the emergency response framework. The emergency response system constraints are financial, structural, logistical, and security-related bottlenecks.

Despite policy framework efforts by government agencies and humanitarian actors, several critical gaps continue to undermine the effectiveness of disaster management and relief operations. These are institutional fragility, human resource limitations, logistical shortfalls, poor coordination, external threats, insecurity, climate change, non-compliance, low political will etc.

3.6.2.1. Bottlenecks in Emergency Response for IDPs in Adamawa State

The emergency response system in Adamawa State faces a range of persistent challenges that continue to hinder effective support for Internally Displaced Persons (IDPs). Despite ongoing efforts, several structural, logistical, and coordination issues remain unresolved.

One of the most pressing concerns is the inadequate budgetary provision for emergencies. Even when funds are approved, delays in their release severely limit timely intervention. This financial shortfall is compounded by the persistent underfunding of humanitarian aid, leaving many disaster victims without the support they urgently need.

Staffing is another critical issue. The Adamawa State Emergency Management Agency (ADSEMA) struggles with a shortage of trained and motivated personnel, which affects its ability to respond efficiently. At the local level, the structure and functionality of Local Emergency Management Committees (LEMCs) are weak, and many Local Government Areas (LGAs) lack active emergency committees altogether.

Logistical constraints further complicate the situation. The state suffers from a lack of permanent storage facilities and inadequate warehouses, making it difficult to stockpile and distribute relief materials. Rescue operations are hampered by insufficient logistics, camping supplies, and communication equipment.

Coordination among stakeholders is often fragmented. There is limited cooperation and synergy between government agencies, humanitarian organizations, and community actors. Public awareness of emergency protocols remains low, and community engagement is minimal, with many residents reluctant to cooperate during crises.

Security challenges also play a major role. Ongoing insurgent attacks in parts of the state restrict access to affected areas, making comprehensive needs assessments nearly impossible. These conditions also disrupt the generation, processing, and sharing of emergency data, which is vital for informed decision-making.

Environmental factors like climate change are increasing the frequency and severity of disasters, while emergency agencies continue to face staffing shortages and limited opportunities for capacity building.

3.6.2.2. Capacity Gaps in Emergency Response for IDPS in Adamawa State

Adamawa State continues to grapple with recurring humanitarian emergencies, driven by displacement, insecurity, and climate-related shocks. While emergency response structures exist, their ability to deliver timely and effective support to Internally Displaced Persons (IDPs) is severely constrained by a range of capacity gaps.

At the institutional level, the foundations of emergency management are weak. Many Local Government Areas (LGAs) lack functioning Emergency Management Committees, and where they do exist, they are often poorly structured and under-resourced. ADSEMA, the state's emergency agency, faces its own challenges—limited staffing, low morale, and insufficient technical expertise all contribute to sluggish and fragmented responses. These issues are compounded by chronic budgetary constraints. Even when emergency funds are approved, delays in release and overall underfunding leave agencies scrambling to meet urgent needs with inadequate resources.

Human capacity is another critical concern. Across the board, there is a shortage of trained disaster management personnel. Opportunities for professional development are rare, and emergency staff often operate without the tools or knowledge needed to respond effectively. The lack of incentives and poor working conditions further erode motivation, leading to high turnover and reduced institutional memory.

Infrastructure and logistics present additional hurdles. The absence of permanent storage facilities and reliable warehouses makes it difficult to stockpile and distribute relief materials. Rescue operations are frequently delayed due to a lack of vehicles, camping gear, and basic supplies. Communication is also a major bottleneck—teams lack the necessary gadgets to coordinate in real time, which slows down response and increases risk.

Coordination among stakeholders remains fragmented. Government agencies, humanitarian organizations, and community actors often work in isolation, leading to duplication of efforts and missed opportunities for synergy. Public awareness of emergency protocols is low, and community engagement is minimal. Many residents are reluctant to cooperate during crises, which further complicates outreach and mobilization.

Security challenges exacerbate these gaps. Continued insurgent attacks in parts of the state restrict access to affected populations, making it difficult to conduct comprehensive needs assessments. These conditions also disrupt the generation and sharing of emergency data, which is essential for informed planning and resource allocation. Without reliable data systems or digital tools, emergency teams are left to operate in the dark.

Environmental pressures, particularly those linked to climate change, are increasing the frequency and severity of disasters. Yet emergency agencies remain ill-equipped to integrate climate resilience into their planning. Staffing shortages and limited capacity building further weaken their ability to adapt to evolving risks.



Chapter Four

Strategic Framework

4. VISION AND STRATEGIC FRAMEWORK

4.1. Long-term Vision

Adamawa State's development plan is aligned with Nigeria Agenda 2050 (NA 2050), the long-term economic transformation blueprint whose vision is stated as follows “Nigeria will be a dynamic, industrialized and knowledge-based economy that generates inclusive and sustainable development.” The associated strategic objectives of the Plan are to:

- ✓ Create a stable and predictable macroeconomic environment
- ✓ Adopt policies that are consistent with raising domestic savings and investments
- ✓ Create an enabling, conducive business environment
- ✓ Achieve meaningful economic diversification
- ✓ Achieve and sustain an average of 7% economic growth rate during the plan period

- ✓ Provide a modern and efficient infrastructure
- ✓ Expand the fiscal space through improved revenue generation
- ✓ Effectively address demographic issues
- ✓ Effectively deal with social problems such as poverty, unemployment, inequality etc
- ✓ Accelerate industrialization for the promotion of Nigerian goods and services
- ✓ Promote the expansion of the private sector through the formalization/modernization of informal sectors
- ✓ Promote productivity and industrial development
- ✓ Promote good governance
- ✓ Be an economic hub in Africa and play a leading role in various regional agreements such as AU 2063, AFCFTA, ECOWAS

This development plan also takes cognizance of the National Development Plan Vision 2021-2025 "Be a country that has unlocked its potential in all sectors of the economy for a sustainable, holistic and inclusive national development".

This vision is anchored upon four strategic objectives:

- ✓ Establishing a strong foundation for a diversified economy
- ✓ Invest in critical physical, financial, digital, science, technology, and innovation infrastructure
- ✓ Build a solid framework and enhance capacities to strengthen security and ensure good governance
- ✓ Promote development opportunities across States to minimize regional economic and social disparities

It also builds on diverse national sector-based policy and strategy papers such as HCD Vision 2030, Agricultural Sector Policy Roadmap, National Strategic Health Development Plan Framework and SDGs mostly Economic Recovery Growth Plan (ERGP). The ERGP paper has three broad strategic objectives:

- ✓ Restoring growth,
- ✓ Investing in our people, and
- ✓ Building a globally competitive economy.

All these policies and strategies contribute to the attainment of the sustainable development goals (SDGs):

- ✓ No poverty
- ✓ Zero hunger
- ✓ Good health and well-being
- ✓ Quality education
- ✓ Gender equality
- ✓ Clean water and sanitation
- ✓ Affordable and clean energy
- ✓ Decent work and economic growth
- ✓ Industry, innovation and infrastructure
- ✓ Reduced inequalities
- ✓ Sustainable cities and communities
- ✓ Responsible consumption and production
- ✓ Climate action
- ✓ Life below water
- ✓ Life on land
- ✓ Peace, justice and strong institutions
- ✓ Partnerships for the goals

4.1.1. Review of the latest Adamawa State vision

In the latest planning document, Medium Term Development Plan (MTDP 2021-2025) Adamawa State vision is worded as follows: “A peaceful, harmonious, and economically vibrant State that sustainably promotes inclusive growth based on equality of opportunity and justice for all its people”. This vision anchors on program-oriented pillars:

- ➢ **Pillars**
  - ✓ People-oriented governance is geared towards promoting transparency, integrity, and create cohesion among the citizens
  - ✓ Sustainable peace and security to guarantee justice and security of lives and property across the state

- ✓ Human capital development to facilitate improved access to quality education, affordable healthcare, and access to water and sanitation
- ✓ Social development and welfare to enhance social inclusion and reduce poverty
- ✓ Agribusiness for wealth creation to build a thriving and sustainable economy that can enlarge agriculture output for food security
- ✓ Commerce and industries to facilitate ease of doing business aimed at expanding business growth and entrepreneurship
- ✓ Resource mobilization to increase the revenue base of the state.
- ✓ Infrastructure to expand access to housing, transport, and power across all parts of the state
- ✓ Natural resources and environmental protection

These sector-based strategic orientations served as a landmark to implement programs, projects and diverse actions to alleviate poverty in the state.

4.1.2. Vision and objectives for a five-year plan

In line with the national vision 2021-2025, the ERGP, HCD 2030, the Nigeria Agenda 2050 and the latest Adamawa State vision 2025 as well as the synthesis of SWOT analysis, Adamawa State is endowed with a vision stated as follows: "***A peaceful and prosperous State with sustainable development and improved quality of life for all by 2035***". This vision rallies the aspirations of the people of Adamawa State. It is underpinned by five strategic orientations.

4.1.3. Strategic objectives for the five-year plan

For the ten-year plan, the strategic objectives are:

- ✓ Promoting inclusive community-centered technological security system safeguarding lives and property
- ✓ Strengthening institution, transparency, accountability, justice and equity
- ✓ Promoting Economic growth by diversification, and digitization of the economy
- ✓ Strengthening human capital development through qualitative education, improved healthcare services delivery, and vulnerability reduction
- ✓ Promoting WASH, natural resources management, climate change adaptation and mitigation

4.2. Theory of Change and Expected Results

Theory of change is primarily a comprehensive, descriptive and illustrative approach of an expected change to happen and its causes in a particular context by outlining the steps by which the desired change is planned to be achieved. In this specific case, the change expected by Adamawa citizens is ***"A peaceful and prosperous State with sustainable development and improved quality of life for all by 2035"*** The implementation of this vision relies on resolving problems of five sectors: security, governance, economy, social sector and environment.

4.2.1. Promoting inclusive community-centered technological security system safeguarding lives and property

Adamawa State is part of the BAY zone of North-east Nigeria and hugely hit by Boko-Haram insurgency for more than a decade. Its devastating effects have been worsened with banditry, communal clashes and mostly herders and farmers conflicts. It has also generated thousands of internally displaced people with refuges settlements and destroyed farmlands, cattle and hit hard economic activities as a result slowed the state's gross domestic product and the internally generated revenue. This situation ranks Adamawa one of the most unsecure State both for lives and properties and economically weak. To reverse these bottlenecks whose spill-over effects cross-cut all sectors, it is necessary to design structured and practical strategies for preventing, managing, and responding to insurgency and kidnapping in Adamawa State.

4.2.2. Strengthening institution, transparency, accountability, justice and equity

One of the bottlenecks highlighted by the situation analysis is the poor governance. The exacerbated administrative mismanagement, weak leadership quality, abuse of authority, patronage networks (nepotism, favoritism and cronyism etc.) ineffectiveness and inefficiency in the delivery of public goods stifle the development of the State. Citizen participation in decision-making remains minimal, eroding public confidence and undermining trust in leadership. Mechanisms for citizens to exercise control or sanction erring representatives are rarely considered or applied. As a result, accountability is weak, and governance becomes increasingly disconnected from the people it serves. Service delivery, especially at the Local Government level, is another critical area of concern. Citizens express dissatisfaction with the quality and extent of public services provided, and ratings of public service performance remain low. This poor functioning at the grassroots level further diminishes trust and hampers development.

Over the period 2026-2030, actions will be implemented to improve administrative

management, financial governance with the effective enforcement of the results-based management principles and the promotion of a strong partnership with civil society organizations to improve transparency through the fight against corruption and for accountability in the management of the State's affairs.

In view of improving human rights, political authorities have to endeavor with the local NGOs' support to popularize existing laws and raise awareness among citizenry to refer to dedicated institutions in case of their rights violation. Again, they have also to legislate in order to ensure women's emancipation, empowerment and their participation in decision making arena.

4.2.3. Promoting Economic growth by diversification, and digitization of the economy

Scrutinizing the Adamawa economy uncovers structural and institutional challenges. Structural challenges crippling the systems are in terms of limited mechanization, inadequacy and expensiveness of farm inputs (seeds, fertilizers and agrochemicals), inadequacy of irrigation and water management systems and high post-harvest losses due to poor storage and processing capacity, etc. Institutional bottlenecks encompass weak access to finance and credit facilities for farmers and MSMEs, poor extension and technical support services, Insecurity, banditry, and persistent farmer–herder conflicts, low adoption of ICT and digital innovation in agriculture and trade; limited technical and managerial capacity of cooperatives and craft industries, poor youth engagement and entrepreneurial mindset; weak database and insufficient disaggregated agricultural statistics etc.

Given the immense endowments of the economy sector, over the period 2026-2030, as agriculture is the mainstay of the economy, interventions, to be carried out, will focus on strengthening farmers capacity in production techniques and practices, creating an environment conducive to the emergence and development of the micro, small and medium enterprises (MSMEs) through the improvement of access to financial services, factors of production as well as access to local and regional markets. Another important component for the development of the local economy is the strengthening of infrastructures (transport, ICT and energy) supporting production and economic development. Efforts must also be made to improve and reorganize the institutional framework for business and public-private partnerships (Chamber of Commerce and Industry; Chamber of Trade). Moreover, efforts must continue and strategies must be put in place to build recreational and tourism infrastructures as well as crafts industry in a propitious environment of public and private partnership. An equitable and more inclusive business environment should upstream address high youth unemployment and gender disparities in land ownership, access to capital and training on agricultural technic. These structural transformations will spur the creation of wealth and jobs, and in turn increase

people's incomes, impact the poor and vulnerable groups through the introduction of social safety nets and income transfer.

4.2.4. Strengthening human capital development through qualitative education, improved healthcare services delivery, and vulnerability reduction

The comprehensive state assessment brought out a number of bottlenecks in both demand and supply, limiting people's access to basic social needs (health, nutrition, education and social protection). It falls to Adamawa State to work to remove these bottlenecks.

Several bottlenecks and capacity gaps hinder the delivery of essential health services. Some key challenges include: low skilled birth attendance, inadequate health financing and underfunding of essential services, limited budget execution rates, households' limited access to healthcare facilities.

For remedying health sub-sector shortcomings, actions must be taken to enable people, especially the most vulnerable groups, to have equitable access to primary health care and to use quality health services, will focus on the provision of primary health services, adequate technical facilities and sufficient quality and adequate staffing, building the capacity of health personnel and retooling healthcare services, developing people's capacities for better knowledge and attendance of patients.

Nutrition as a sub-sector confronts several bottlenecks and capacity gaps that impede the delivery of essential services. Food insecurity remains critical with alarming figures. The percentage of household population experiencing food insecurity in the State is 59.7. Of the number, 34.9 percent of the household are experiencing moderate food insecurity while 24.9 percent severe food insecurity (MICS 2021). The nutritional status of children under age 5 has not greatly improved in the past 12 years. In 2011, 47.3% of children under age 5 were stunted, 6.4% were wasted and 27.4% were underweight, as compared with 37.9%, 9.5%, and 23.7%, in 2016/17 and 48.6%, 7.0% and 32.5% respectively, in 2023–24. To reverse these trends policy makers are to come up with bold evidence-based policies from a programmatic approach to achieve Zero hunger as set by SDG2.

In the field of education, Adamawa State will focus its interventions on all levels of education including non-formal education. It will place particular emphasis on removing fetters for poor and vulnerable people to access quality basic education. These interventions will enable Adamawa State's girls and boys to access quality basic education and acquire a relevant level of skillsets. They will target at strengthening the supply (infrastructure, skilled personnel, teaching materials) and demand of education (increased capacity of the population to send and keep children in school). Adamawa State will have to

leverage the opportunities offered by the presence of federal and State universities, colleges, institutes on its territory. It will ensure that university education becomes an asset to support State development.

In the area of social protection, the analysis showed there is the persistence of social, cultural and economic barriers that prevent the most vulnerable groups from enjoying their human rights. These vulnerable groups include the poor, street children, child victims of trafficking, kidnapping, early marriage, violence, physical abuse, abandonment, sexual assault as well as abandoned elderly people living in a situation of social exclusion. For equity and a life of dignity for the poor and vulnerable population, Adamawa State should implement its revised social protection policy and Child Protection Law, create the social protection agency, strengthen the health insurance scheme and enhance the functionality of the pension scheme.

4.2.5. Promoting WASH, natural resources management, climate change adaptation and mitigation

Land, fauna and flora are under a great pressure because of the increasing population, trees cutting and forest burning for farming purposes, as well as flooding that affect a large part of the territory, specifically areas prone to these disasters. To reverse the situation, Adamawa State will effectively develop and implement a land and region management plan. In addition, during the period of implementation of the State Development Plan, population and institutions will be trained in to better manage natural and energy resources, the living environment and prevent the risks associated with climate change, crises and disasters. People will be capacitated and empowered to adopt good practices of resilience to climate change.

In terms of WASH, Adamawa will develop a WASH plan whose implementation will improve in a comprehensive and sustainable way people's living environment.

4.2.6. Key expected results (Impact, outcome and outputs) for the five strategic areas as mentioned above.

Key expected results derived from the implementation of the strategic orientations through the following outcomes.

Strategic Results area1: Promoting inclusive community-centered technological security system safeguarding lives and property

- ✓ **Outcome1.1.1**. By the end of 2030, citizen and civil society participation in security management is increased by 40%

- ✓ **Outcome1.1.2**. By the end of 2030, 90% of public action steering and coordination capacities in the areas of security and crisis management are operational
- ✓ **Outcome1.1.3**. By the end of 2030, 75% of military, DSS and police men possess logistics and skills to carry out their missions
- ✓ **Outcome1.1.4**. By the end of 2030, 35% of repentant individuals benefit from an integration and counter-violent extremism program for their socio-professional integration in Adamawa State
- ✓ **Outcome1.1.5**. By the end of 2030, the security mechanism of the humanitarian space is fully implemented and operational in Adamawa State

Strategic Results area 2: Strengthening institution, transparency, accountability, justice and equity

- ✓ **Outcome 2.1.1:** By the end of 2030, the public financial management system has improved
- ✓ **Outcome 2.1.2**: By the end of 2030, the rule of law has been promoted ensuring equal access to justice for all
- ✓ **Outcome 2.1.3**: By the end of 2030, peace and security have improved with reduction of all forms of violence
- ✓ **Outcome 2.1.4**: By 2030, state Planning, Monitoring and Evaluation function have improved
- ✓ **Outcome 2.2.1**: By 2030, provision of legal identity for all, including birth registration has improved
- ✓ **Outcome 2.2.2:** By 2030 women's participation and equal opportunities for leadership at all levels of decision-making are increased
- ✓ **Outcome 2.2.3**: By 2030, public-private and civil society partnerships is enhanced and effective
- ✓ **Outcome 2.2.4:** By the end of 2030, Adamawa State has enhanced public access to information
- ✓ **Outcome 2.2.5:** By the end of 2030, Adamawa State has improved local government services delivery

Strategic Results area 3: Promoting Economic growth by diversification, and digitization of the economy

- ✓ **Outcome 3.1.1**: By 2030, the State has increased its Internally generated revenues by 30%
- ✓ **Outcome 3.1.2**: By 2030, the productivity in all sectors of the economic has enhanced
- ✓ **Outcome 3.1.3**: By 2030, utilization of improved infrastructures and facilities for economic activities (including services).
- ✓ **Outcome 3.2.1**: By 2030, an environment conducive to the development of capacity for youths and women is put in place
- ✓ **Outcome 3.2.2**: By 2030, legal and policy environment for youth employment is improved

Strategic Results area 4: Strengthening human capital development through qualitative education, improved healthcare services delivery, and vulnerability reduction

- ✓ **Outcome 4.1.1:** By 2030, Adamawa citizens have access to improved quality health services and healthy life practices
- ✓ **Outcome 4.1.2**: By 2030, malnutrition rate in under-five children is reduced by 5% in the State
- ✓ **Outcome 4.2.1:** By the end of 2030, 80% of boys and girls in the State including those of vulnerable groups have access to quality pre-primary and primary education and acquire literacy skills
- ✓ **Outcome 4.2.2:** By the end of 2030, 80% of girls and boys in the State including those of vulnerable groups have access to quality secondary education
- ✓ **Outcome 4.2.3**: By the end of 2030, 60% of the out-of-school and illiterate girls and boys in the State including those of vulnerable groups have access to non-formal education
- ✓ **Outcome 4.3.1.** By the end of 2030, the institutional and legal framework for the social protection for the vulnerable in the State is strengthened
- ✓ **Outcome 4.3.2.** By the end of 2030, social protection mechanism including funding support to the vulnerable in the State is effective

Strategic Results Area 5: Promoting WASH, natural resources management, climate change adaptation and mitigation

- ✓ **Outcome 5.1.1.** By 2030 access to equitable and sustainable quality water supply in the state is improved
- ✓ **Outcome 5.1.2.** By 2030, Adamawa State's residents' access to basic hygiene and sanitation services is improved
- ✓ **Outcome 5.1.3.** By 2030, sustainable waste management system in the state is improved
- ✓ **Outcome 5.2.1:** By 2030, Adamawa residents adopt resilient behaviours to disasters and climate change effects
- ✓ **Outcome 5.3.1:** By the end of 2030, 60% of households of Adamawa have access to energy timely and sustainably

Outcome 5.3.2. By the end of 2030, 60% of roads and transport infrastructures are enhanced

Table 25: Outcomes and outputs of Adamawa State's SDP

OUTCOMES	OUTPUTS
Strategic Results area 1 Promoting inclusive community-centered technological security system safeguarding lives and property	
Outcome1.1.1. By the end of 2030, citizen and civil society participation in security management is increased by 40% By 2030	Output 1.1.1.1: By the end of 2028, 40% of the population of Adamawa State know the concept of public service and the missions of the military, DSS and police
	Output 1.1.1.2: By the end of 2028, 80% of LGAs have a consultation and dialogue platform promoting communication and exchanges between the various Local Security Committees, military, DSS, police and other stakeholders and institutions
	Output 1.1.1.3: By the end of 2028, 40% of security actors have the basic fundamental knowledge to address security challenges in Adamawa State
Outcome1.1.2. By the end of 2030, 90% of public action steering and coordination capacities in the areas of security and crisis management are operational	Output 1.1.2.1: By the end of 2028, 80% of new operational coordination structures are created and equipped
	Output 1.1.2.2: By the end of 2028, 60% of LGAs in the State benefit from cutting-edge communication system to improve the fight against crimes
	Output 1.1.2.3: By 2028, the State has increased capacity and skills to deal with a crisis situation
Outcome1.1.3. By the end of 2030, 75% of military, DSS and police men possess logistics and skills to carry out their missions	Output 1.1.3.1: By the end of 2028, 60% of military, DSS and police possess new or renovated premises that are suitable for their missions and for receiving the public
	Output 1.1.3.2: By the end of 2028, the joint training centre for the military and police is fully operational
	Output 1.1.3.3: By the end of 2028, 90% military, DSS and police men of high rank officers have enhanced skills to ensure the command and management of units
	Output 1.1.3.4: By the end of 2028, 80% of military and police men are retrained in basic professional knowledge and skills
	Output 1.1.3.5: By the end of 2028, 80% of military, DSS and police men have individual, collective and proper equipment for their missions
Outcome1.1.4. By the end of 2030, 35% of repentant individuals benefit from an integration and counter-violent extremism program for their socio-professional integration in Adamawa State	Output 1.1.4.1: By the end of 2028, the Adamawa State Executive Committee on Counter-terrorism and Prevention of Violent Extremism is established and fully operational.
	Output 1.1.4.2: By the end of 2028, 50% of the main actors responsible for combating banditry and Boko-Haram insurgency in Adamawa State have increased capacity to detect early warning signs of radicalization
Outcome1.1.5. By the end of 2030, the security mechanism of the humanitarian space is fully	Output 1.1.5.1: By the end of 2028, partnership between national and international humanitarian actors and the military and police men of Adamawa State is facilitated

implemented and operational in Adamawa State	Output 1.1.5.2: By the end of 2028, partnership among traditional rulers, youth groups and LCSs is built
Strategic Results area 2: Strengthening institution, transparency, accountability, justice and equity	
Outcome 2.1.1: By the end of 2030, the public financial management system has improved	Output 2.1.1.1: By the end of 2028, the government management system is fully compliant with the International Public Sector Accounting Standards (IPSAS)
	Output 2.1.1.2: By the end of 2028, the state has in place a results-oriented budget preparation and implementation mechanism
	Output 2.1.1.3: By 2028, capacity of all concerned institutions in the preparation and use of medium-term expenditure framework is increased
Outcome 2.1.2: By the end of 2030, the rule of law has been promoted ensuring equal access to justice for all	Output 2.1.2.1: By the end of 2028, 40% of Adamawa State citizens are familiar with the provisions of some basic laws (Tax laws, traffic laws, child protection law, LG bylaws etc)
	Output 2.1.2.2: 40% of ADS citizens whose rights are violated have increased capacity knowledge and skills to refer t relevant justice services
	Output 2.1.2.3: By 2028, 30% of Adamawa citizens whose rights are violated adopt and refer to competent justice services
	Output 2.1.2.3: Improved enforcement of existing laws in the state
Outcome 2.1.3: By the end of 2030, peace and security have improved with reduction of all forms of violence	Output 2.1.3.1: By 2028, local security architecture is enhanced
	Output 2.1.3.2: By 2028, security coverage is improved
	Output 2.1.3.3: By 2028, capacity of security personnel and traditional institutions to manage cases of violence is enhanced
Outcome 2.1.4: By 2030, state Planning, Monitoring and Evaluation function have improved	Output 2.1.4.1: By 2028, a mechanism reinforcing the planning process is put in place
	Output 2.1.4.2: By 2028, efficient statistical information system is established
	Output 2.1.4.3: By 2028, capacity in M&E including establishment of M&E units in all the MDAs and reporting mechanism is increased
Outcome 2.2.1: By 2030, provision of legal identity for all, including birth registration has improved	Output 2.2.1.1: By 2028, the system of civil registration is improved
	Output 2.2.1.2: By 2028, awareness about the importance and channels of civil registration are improved
Outcome 2.2.2: By 2030 women's participation and equal opportunities for leadership at all levels of decision-making are increased	Output 2.2.2.1: By 2028, capacity of women to generate income is increased
	Output 2.2.2.2: By 2028, Legislative and institutional framework is put in place to promote gender and empower women
	Output 2.2.2.3: By 2028, MDAs have increased capacities to promote gender and advocacy of women's issues
Outcome 2.2.3: By 2030, public-private and civil society	Output 2.2.3.1: By 2028, Adamawa State has set up a partnership policy with north-west and north-east States

partnerships is enhanced and effective	Output 2.2.3.2: By 2028, Adamawa State has promoted a partnership policy with local economic partners and telecommunication groups at the national level
	Output 2.2.3.3: By 2028, capacity of public administration officials to facilitate/create and manage partnerships is increased
Outcome 2.2.4: By the end of 2030, Adamawa State has enhanced public access to information	Output 2.2.4.1: By 2028, institutional frameworks promoting conventional and other media including radio, TV, social network are increased
	. Output: 2.2.4.2. By 2028, population's access to information through social networks has improved
	Output 2.2.4.3: By 2028, people's access to internet and mobile telecommunication has improved
Outcome 2.2.5: By the end of 2030, Adamawa State has improved local government services delivery	Output 2.2.5.1: By 2028, LGAs civil servants' capacity to provide services has improved
	Output 2.2.5.2: By 2028, availability and Access to Local Government services are enhanced
Strategic Results area 3: Promoting Economic growth by diversification, and digitization of the economy	
Outcome 3.1.1: By 2030, the State has increased its Internally generated revenues by 30%	Output 3.1.1.1: By 2028, a spurring and conducive environment for MSMEs/MSMIs promotion is put in place
	Output 3.1.1.2: By 2028, the mechanism of taxes, royalties' collections is modernized
	Output 3.1.1.3: By 2028, State mineral resource potentials are valorised and harnessed
Outcome 3.1.2: By 2030, the productivity in all sectors of the economic has enhanced	Output 3.1.2.1. By 2028, knowledge and capacity of farmers to improve crop, livestock and fisheries production have increased
	Output 3.1.2.2. By 2028, farmers are supplied with modern equipment for the production, storage, preservation and processing
	Output 3.1.2.3: By 2028, a spurring business environment is set up
	Output 3.1.2.4: By 2028, access to markets for MSMEs/MSMIs is strengthened
Outcome 3.1.3: By 2030, utilization of improved infrastructures and facilities for economic activities (including services).	Output 3.1.3.1: By 2028, infrastructures for economic activities (including market facilities and enabling environment for renewable energy infrastructure) have improved
Outcome 3.2.1: By 2030, an environment conducive to the development of capacity for youths and women is put in place	Output 3.2.1.1: By 2028, capacities of the state institutions to promote entrepreneurship are enhanced
	Output 3.2.1.2. By 2028, access to market, finance and skills is enhanced
	Output 3.2.1.3. By 2028, participation of women and other socially excluded groups in the economy is ensured
	Output 3.2.2.1. By 2028, the legislative and regulatory framework of youth employment is improved

Outcome 3.2.2: By 2030, legal and policy environment for youth employment is improved	Output 3.2.2.2. By 2028, a coaching mechanism for MSMEs for the employment promotion
Strategic Results area 4: Strengthening human capital development through qualitative education, improved healthcare services delivery, and vulnerability reduction	
Outcome 4.1.1: By 2030, Adamawa citizens have access to improved quality health services and healthy life practices	Output 4.1.1.1: By 2028, essential medicines are available on a sustainable basis in health facilities
	Output 4.1.1.2. By 2028, health facilities in Adamawa State have adequate skilled staff and adequate infrastructure for an efficient care delivery to people
	Output 4.1.1.3 By the end of 2028, 60% of the population have a better knowledge of health services including those provided by community-based facilitators
Outcome 4.1.2: By 2030, malnutrition rate in under-five children is reduced by 5% in the State	Output 4.1.2.1: By the end of 2028, 60% of mothers have improved capacities to adopt good practices of feeding infants and children
Outcome 4.2.1: By the end of 2030, 80% of boys and girls in the State including those of vulnerable groups have access to quality pre-primary and primary education and acquire literacy skills	Output 4.2.1.1: By the end of 2028, 60% of public pre-primary and primary schools in the State have enough qualified teachers
	Output 4.2.1.2: By the end of 2028, 60% of pre-primary and primary schools in the State have a sufficient number of standard infrastructures and WASH facilities.
Outcome 4.2.2: By the end of 2030, 80% of girls and boys in the State including those of vulnerable groups have access to quality secondary education	Output 4.2.2.1: By the end of 2028, 60% of secondary schools in the State have enough qualified teachers
	Output 4.2.2.2: By the end of 2028, 60% of secondary schools in the State have enough adequate schools' infrastructures
Outcome 4.2.3: By the end of 2030, 60% of the out-of-school and illiterate girls and boys in the State including those of vulnerable groups have access to non-formal education	Output 4.2.3.1 By the end of 2028, 60 % of adults in non-formal education centres in the State have improved learning skills
Outcome 4.3.1. By the end of 2030, the institutional and legal framework for the social protection for the vulnerable in the State is strengthened	Output 4.3.1.1: By 2028, all forms of gender-based violence are reduced by 10%
	Output 4.3.1.2: By the end of 2028, 60% of institutional stakeholders have capacity increased to protect vulnerable in the State
Outcome 4.3.2. By the end of 2030, social protection mechanism including funding	Output 4.3.2.1 By the end of 2028, 60% of the vulnerable benefit from cash transfer
	Output 4.3.2.2 By the end of 2028, 60% of residents have health insurance in the State

support to the vulnerable in the State is effective	Output 4.3.2.3: By the end of 2028, 60% of public pre-primary and primary schools in rural and urban LGAs in the State have benefitted from the school feeding program
	Output 4.3.2.4. By the end of 2028, PWDs and OVC in the State have benefitted from full scholarships at all levels of education
Strategic Results Area 5: Promoting WASH, natural resources management, climate change adaptation and mitigation	
Outcome 5.1.1. By 2030 access to equitable and sustainable quality water supply in the state is improved	Output 5.1.1.1: By 2028, the provision of water supply infrastructure is increased
	Output 5.1.1.2: By 2028, capacity of households to adopt safe water use practices is increased
Outcome 5.1.2. By 2030, Adamawa State's residents' access to basic hygiene and sanitation services is improved	Output 5.1.2.1: By 2028, access to sanitation and hygiene facilities in the state is improved
	Output 5.1.2.2: By 2028, knowledge and capacity of individuals to adopt safe water, sanitation and hygiene practices are increased
Outcome 5.1.3. By 2030, sustainable waste management system in the state is improved	Output 5.1.3.1: By 2028, institutional capacity for waste management is strengthened
	Output 5.1.3.2: By 2028, awareness of households on proper disposal of waste is improved
Outcome 5.2.1: By 2030, Adamawa residents adopt resilient behaviours to disasters and climate change effects	Output 5.2.1.1: By 2028, capacity and knowledge of households/residents to prevent and adapt to climate change hazards, crises and disasters are increased
	Output 5.2.1.2: Facilities and infrastructure improve climate change resilience
Outcome 5.3.1: By the end of 2030, 60% of households of Adamawa have access to energy timely and sustainably	Output 5.3.1.1: By 2028, energy production and distribution infrastructure is increased
	Output 5.3.1.2: By 2028, Adamawa citizens' access to available and affordable energy is enhanced
	Output 3.3.1.3: By 2028, 60% of rural and urban household have access to renewable energy
Outcome 5.3.2. By the end of 2030, 60% of roads and transport infrastructures are enhanced	Output 5.3.2.1: 1,000 km of roads are built
	Output 5.3.2.2: Intra-State and inter-States transport is enhanced

Source: Field Evidence, Adamawa 2025

4.2.7.Key Results and Strategies

Table 26: Key Results and Strategies

RESULTS	STRATEGIES
Result Area 1: Strengthening the security of people ad property	1.1. Increasing citizen and civil society participation in security management
	1.2. Enhancing public action steering and coordination capacities in the areas of security and crisis management
	1.3 Enhancing military and police men logistics and skills to carry out their mission
	1.4. Promoting awareness and counter-extremism program for repentant individuals' socio-professional integration
	1.5. Implementing the security mechanism of the humanitarian space in Adamawa State
Result Area 2: Strengthening institution, transparency, accountability, justice and equity	1.1: Promoting a public financial management system
	1.2. Institutionalization of accountability and transparency in public affairs management
	1.3. Elaboration and implementation of the state planning system including M&E
	1.4: Promoting the rule of law for ensuring equal access to justice for all
	1.5. Promotion of the civil register
	1.6. Increasing women's participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
	1.7 Promoting the public-private and civil society partnerships
	1.8. Enhancing public access to information for all.
Result Area 3: Promoting Economic growth by diversification, and digitization of the economy	2.1: Increasing internally generated revenues by 30% in Adamawa State
	2.2: Enhancing the productivity and income for 70% of production sector's stakeholders
	2.3: Strengthening road infrastructures and support equipment for agriculture, fisheries, animals rearing and MSMEs/MSMIs development as well as income generating activities (IGA)
	2.4: Promoting an environment conducive for the development of human resources
	2.5: Promoting employment management and entrepreneurship mindset framework for youth and women
Result Area 4: Strengthening human capital development through qualitative education, improved healthcare services delivery, and vulnerability reduction	4.1: Improving quality health services for and adoption healthy life practices by citizens
	4.2: Improving malnutrition rate in under-five children in Adamawa State
	4.3: Enhancing access to quality in pre and primary education and in secondary education in Adamawa State
	4.4: Enhancing access to quality literacy for girls and boys in the State including those of vulnerable groups
	4.5: Improving access to literacy and an alternative education for the out-of-school and illiterate girls and boys in the State including those of vulnerable groups
	4.6. Strengthening the institutional and legal framework for the social protection for the vulnerable in the State
	4.7. Making effective social protection mechanism including funding support to the vulnerable in the State

RESULTS	STRATEGIES
Result Area 5: **Promoting WASH, natural resources management, climate change adaptation and Mitigation**	5.1: Improving equitable and sustainable access to quality potable water for Adamawa households in urban and rural areas
	5.2: Enhancing hygiene and sanitation infrastructures in rural and urban areas in Adamawa State
	5.3: Promoting sustainable waste management system in Adamawa State
	5.4: Improving access to energy timely and sustainably
	5.5: Enhancing roads and transport infrastructures

4.2.8. Alignment of the strategic orientations of the SDP with the blueprints of the national plan 2021-2025, the Nigeria Agenda 2050 and SDGs

The table below set forth the different inputs from the strategic orientation of the Adamawa SDP to the attainment of the national goals.

Table 27: Consistency framework of Adamawa SDP with Medium-Term Plan 2021-2025, National Agenda 50 Strategic Orientations and SDGs

Strategic Orientations of Adamawa Development Plan	**Strategic Orientations of the Medium-Term Plan 2021-2025**	**The 17 SDGs**	**Strategic Objectives of Nigeria Agenda 2050**
SO n°1: Promoting inclusive community-centered technological security system safeguarding lives and property	Orientation n°3- Build a solid framework and enhance capacities to strengthen security and ensure good governance Orientation n°2- Invest in critical physical, financial, digital, science, technology, and innovation infrastructure	- Objective n°1: End extreme poverty in all forms by 2030 - Objective n°2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture - Objective n°3: Ensure healthy lives and promote well-being for all at all ages - Objective n°4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all - Objective n°5: Achieve gender equality and empower all women and girls - Objective n°6: Ensure availability and sustainable management of water and sanitation for all - Objective n°7: Ensure access to affordable, reliable, sustainable and modern energy for all - Objective n°8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all - Objective n°9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation - Objective n°10: Reduce inequality within and among countries - Objective n°11: Make cities and human settlements inclusive, safe, resilient and sustainable; - Objective n°12: Ensure sustainable consumption and production patterns - Objective n°13: Take urgent action to combat climate change and its impacts - Objective 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development - Objective n°15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss - Objective n°16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive instructions at all levels	- SO n°4:. Build a solid framework and heightened capacities to strengthen security and ensure good governance.

		- Objective n°17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	
SO n°2: Strengthening institution, transparency, accountability, justice and equity	- Orientation n°3: Build a solid framework and enhance capacities to strengthen security and ensure good governance	- Objective n°1: End extreme poverty in all forms by 2030 - Objective n°2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture - Objective n°3: Ensure healthy lives and promote well-being for all at all ages - Objective 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all - Objective n°5: Achieve gender equality and empower all women and girls - Objective n°6: Ensure availability and sustainable management of water and sanitation for all - Objective n°7: Ensure access to affordable, reliable, sustainable and modern energy for all - Objective n°8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all - Objective n°9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation - Objective n°10: Reduce inequality within and among countries - Objective 11: Make cities and human settlements inclusive, safe, resilient and sustainable; - Objective n°12 : Ensure sustainable consumption and production patterns - Objective n°13: Take urgent action to combat climate change and its impacts - Objective n°14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development - Objective n°15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss - Objective n°16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive instructions at all levels - Objective n°17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	- SO n°1.1: Eradicate extreme hunger and poverty - SO n°12: Enhance access to quality and affordable healthcare SO n°2-Establish a solid foundation for a diversified, private sector-led economy, a more resilient business environment that creates and supports opportunities for Nigerians to realize their potentials, SO n°3-invest in critical physical, financial, digital, and innovation infrastructure, SO n°4-build a solid framework and heightened capacities to strengthen security

			and ensure good governance
SO n°3: Promoting Economic growth by diversification, and digitization of the economy	- Orientation n°1: Establishing a strong foundation for a diversified economy - Orientation n°2: Invest in critical physical, financial, digital, science, technology, and innovation infrastructure	- Objective n°1: End extreme poverty in all forms by 2030 - Objective n°2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture - Objective n°3: Ensure healthy lives and promote well-being for all at all ages - Objective n°4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all - Objective n°5: Achieve gender equality and empower all women and girls - Objective n°6: Ensure availability and sustainable management of water and sanitation for all - Objective n°7: Ensure access to affordable, reliable, sustainable and modern energy for all - Objective n°8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all - Objective n°9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation - Objective n°10: Reduce inequality within and among countries - Objective n°11: Make cities and human settlements inclusive, safe, resilient and sustainable; - Objective n°12: Ensure sustainable consumption and production patterns - Objective n°13: Take urgent action to combat climate change and its impacts - Objective n°14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development - Objective n°15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss - Objective n°16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive instructions at all levels - Objective n°17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	- SOn°1-create a stable and predictable macroeconomic environment by adopting policies that are consistent with raising domestic savings and investments 2-Establish a solid foundation for a diversified, private sector-led economy, a more resilient business environment that creates and supports opportunities for Nigerians to realize their potentials, SO n°3- Invest in critical physical, financial, digital, and innovation infrastructure,

			SO n°8- Investing in the economic-social infrastructure and services required to alleviate poverty SO n° 9- Promoting development opportunities across states to minimize regional economic and social disparities
SO n°4: Strengthening human capital development through qualitative education, improved healthcare services delivery, and vulnerability reduction	- Orientation n°1: Promote development opportunities across States to minimize regional economic and social disparities	- Objective n°1: End extreme poverty in all forms by 2030 - Objective n°2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture - Objective n°3: Ensure healthy lives and promote well-being for all at all ages - Objective n°4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all - Objective n°5: Achieve gender equality and empower all women and girls - Objective n°6: Ensure availability and sustainable management of water and sanitation for all - Objective n°7: Ensure access to affordable, reliable, sustainable and modern energy for all - Objective n°8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all - Objective n°9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation - Objective n°10: Reduce inequality within and among countries - Objective n°11: Make cities and human settlements inclusive, safe, resilient and sustainable; - Objective n°12: Ensure sustainable consumption and production patterns - Objective n°13: Take urgent action to combat climate change and its impacts	SO n°5 Enable a vibrant, educated, and healthy population SO n°8-investing in the economic-social infrastructure and services required to alleviate poverty SO n°6- effectively address demographic issues, and 4 NIGERIA AGENDA 2050 - SO n°9 promoting development opportunities across states to minimize

		- Objective n°14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development - Objective n°15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss - Objective n°16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive instructions at all levels - Objective n°17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	regional economic and social disparities.
SO n°5: Promoting WASH, natural resources management, climate change adaptation and mitigation	-Orientation n°2: Invest in critical physical, financial, digital, science, technology, and innovation infrastructure	- Objective n°3: Ensure healthy lives and promote well-being for all at all ages - Objective n°4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	-SO n°3- Invest in critical physical, financial, digital, and innovation infrastructure -SO n°8-investing in the economic-social infrastructure and services required to alleviate poverty



Chapter Five:
Result Framework and Action Plan

5. Result Framework and Action Plan

5.1. Results frame or Log-frame including Outcomes, outputs and indicators, key activities, assumptions, risks)

The strategic orientations are consistent with the Nigeria 2050, HCD 2030 and the goals of the national plan 2021-2025, and the SDGs as well. These strategic orientations have been delineated into outcomes and outputs. The strategic orientations, outcomes and outputs are the thrusts for the elaboration of the development logic (See Annex1).

5.2. Implementation strategies and monitoring-evaluation framework of the SDP

5.2.1. Institutional Framework for Implementation

According to the laws on decentralization, the execution of the plan falls under the jurisdiction of the Governor. Also, the State Executive Council is the competent body for the coordination of all the actions for the State development. The Governor and his Council are the decision-making bodies.

The same laws oblige members of the executive to accompany the governor in their specific fields through their technical services:

But for reasons of efficiency and transparency, it is important to supplement this system with two new bodies to enable all the strategic actors of the State to participate in the implementation and monitoring and evaluation of the SDP. This is the Steering Committee of the Communal SDP and the Technical Committee for monitoring and evaluation of the SDP. This new mechanism constitutes the institutional framework for coordinating the operationalization of the implementation mechanism. The cost of this device and the activities to be carried out, is an integral part of the overall cost of the SDP.

The Steering Committee (SC) of the SDP is the guiding body for the implementation of the SDP. It is the place for discussion on the annual work plans and communication strategies and mobilization of financial resources of the State. The SC is chaired by the Governor and brings together all the local and international actors and executives concerned by the SDP, namely: commissioners, local chairmen, and State administration officials, representatives of decentralized state services, civil society, economic operators, the federation of State development associations, and the partners of development intervening in the State etc. The criteria of availability, capacity and spirit of sacrifice should guide the selection of members. The Steering Committee

The Technical Committee for Monitoring and Evaluation has the following responsibilities:

- ✓ develop technical planning and monitoring-evaluation tools including financial tools;
- ✓ plan interventions for the implementation of the SDP;
- ✓ organize periodic reviews of the SDP
- ✓ implement the Integrated Monitoring and Evaluation Plan
- ✓ implement a monitoring and evaluation mechanism

Chaired by the Permanent Secretary of the State Planning Commission, this committee is made up of the Permanent Secretaries and technical department of Ministry of

Development Agencies. The Department of Planning Research and Statistics of the Ministry of Budget and Economic Planning, which provides the secretariat for the aforesaid Committee, should be strengthened by the Department of Monitoring and Evaluation and support staff. It meets in ordinary session once a quarter and in extraordinary session whenever necessary. The role of each player of the mechanism is summarized in the table below.

Roles and responsibilities of the TWG

The Technical Working Group is a muster of stakeholders representing MDAs in the process of the State Development elaboration. It is the mainspring that not only ensures the liaison between the group of experts hired to conduct the process and the State Executive Council and the Sponsor but also monitors it**.** As such, the TWG is made of cadres endowed with experiences of development issues and whose contributions are deemed critical for the quality of the work and very sustainably rewarding in matter of knowledge and skills transfer. The TWG has the roles and responsibilities as follows:

- ✓ Technical preparedness of the mission for the State Development Plan Elaboration
- ✓ Mobilize local stakeholders, development partners with interventions in the State
- ✓ Liaise the experts to the MDAs
- ✓ Coordinate the field work and data collection in the MDAs
- ✓ Update the Steering Committee about the progress of the process
- ✓ Review the deliveries and make comments and inputs before the plenary validation
- ✓ Organize and coordinate workshops during the process of the SDP elaboration
- ✓ Take ownership of the procedures of the realization of the SDP
- ✓ Structure the TWG in subject-focused groups (governance, economy, social sector, social protection and environment) for efficacy and efficiency purposes

Table 28 : Summary of the implementation mechanism of the SDP

Organs	Roles
State Executive Council	Decision-making
Governor	Executive
Steering Committee	Advisory and technical
Technical Working Group	Technical

Source: Field evidence, Adamawa 2025

5.2.2. Mechanism of implementation

The implementation of the SDP is facilitated by appropriate instruments listed in the table below with the stakeholders responsible for developing the projects.

Table 29 : Summary of implementation instruments and stakeholders

Instruments	Stakeholders/ Concerned services
Annual Work Plan	State Planning Commission Technical Committee for Monitoring and Evaluation, Leader: Director (s) of Planning Research and Statistics House Committee on Finance and Appropriation Director of Finance Director of Budget
Annual Investment Plan	Ministry of Finance Bureau of Public Private Partnership Investment Promotion Bureau Internal Revenue Service Chairman Standing Committee on Financial and Economic Affairs
Annual Budget	House Committee on Finance and Appropriation Budget Office Commissioners
Public Procurement Plan	Due Process and Price Intelligence Bureau Procurement Officers of MDAs
Annual Plan for Resources Mobilization	Ministry of Finance Ministry of Local Government Affairs State Planning Commission Internal Revenue Services Bureau of Public Private Partnership

Source: Field evidence, Adamawa 2025.

5.2.3. Development of Annual Work Plans (AWPs)

The SDP defines a ten-year plan with a five-year medium-term framework.

The annual work plans emerged from the multiannual program and refined. They clearly indicate which activities are envisaged, with cost evaluation and timeframes for mobilizing funds (funding scheme, activities to be carried out on own budget, through decentralized cooperation or other), and by which structure they should be implemented.

These annual work plans are drawn up by the Technical Committee for Monitoring and Evaluation and submitted to the Steering Committee for approval, validation and adoption by the State council.

After its adoption, the State's annual investment budget is drawn up. It supplements the operating budget to form together the State budget. The various actions to be implemented will take into account, in the framework of the projects adopted annually, the aspects of sustainability and equity as envisaged in the plan.

5.2.4. Preparation of technical and financial documents

At this stage, the M & E Technical Committee will be supported by members of the TWG depending on the different MDAs and projects to be developed. Adamawa State, given these limited resources, and with the dynamics that elicited the development of this SDP can appeal to its qualified nationals and decentralized services of the Federal Government.

5.2.5. Monitoring and evaluation

They are based on a quarterly systematic report of performance and possibly difficulties in the implementation of planned activities at the level of the various bodies involved in the implementation of the SDP. Monitoring and evaluation are based on a system of performance measurement of programs and State administration, defined from objectively verifiable indicators formulated. At the start of the implementation of the SDP, the information system will be set up and the integrated monitoring and evaluation plan will be drawn up which specifies the various monitoring and evaluation activities, including capacity building.

5.2.5.1. Follow-up mechanism

5.2.5.1.1. Follow-up of interventions

Monitoring requires the continuous collection of information on the implementation of the SDP and especially the documentation of this information using appropriate tools. The Monitoring and Evaluation Technical Committee will draw up quarterly, half-yearly and annual progress reports which will be examined and validated by the technical working group and adopted by the steering committee. Validation of the annual progress report will be an opportunity for each player to assess the progress towards the achievement of the results. This report must be analytical and explicitly identify the reasons for the achievement or not of the expected results. The progress report must also propose corrective measures to the bottlenecks.

The monitoring of the implementation of the SDP includes, inter alia, the quarterly / semi-annual and annual reviews which aim to assess the achievements of the current quarter / semester or year and to identify the level of progress towards the achievement of results. It is also the activities planning framework for the following quarter / semester or year. Each Commissioner and her/his technical directors assess the activities carried out within his

ministry, the difficulties encountered and approaches to solutions. All the development stakeholders will be associated through a Forum of the Development Stakeholders of the State. As a prelude to these reviews, each Commissioner will gather her/his technical directors with resource persons and civil society organizations to review the implementation of the SDP in her/his ministry.

5.2.5.1.2. Budget performance monitoring

Budget performance monitoring will be carried out quarterly, with a mid-term review, and an annual performance review. Reports would be published as an outcome of these reviews.

5.2.5.1.3. Evaluation mechanism

The evaluation mechanism of the SDP foresees a mid-term review in 2028 and a final evaluation in late 2030. This evaluation will focus on assessing the performance of the implementation of the SDP on the living conditions of the populations. It will assess the impact, relevance, sustainability, efficiency and effectiveness of the interventions carried out as part of the implementation of the SDP. The conclusions, lessons learned and recommendations will be validated by all stakeholders in the implementation of the SDP. They will be taken into account for the good conduct of the next SDP.

5.2.5.2. The SDP monitoring and evaluation tools

5.2.5.2.1. Publication of SDP reviews

The development of this SDP has required a lot of data and information collection efforts. For a rigorous follow-up of the implementation of this SDP and in order to facilitate the development of the second generation of the SDP, the State must consider the publication of achievement within the results framework of the SDP. Further, a social accountability mechanism should be developed using social scorecard.

5.3. Marketing and resource mobilization

The implementation of the plan calls for the definition of an adequate internal and external information and communication system. It is important that a communication strategy be developed to inform all actors of the plan. Its goal will be to federate all the forces of the State to the implementation of the plan and also to negotiate with other actors that can contribute to the mobilization of resources.

Resource mobilization is therefore essential for the financing of projects, in the implementation process of the SDP. It must actually:

- ✓ implement the strategies adopted in the SDP and, above all, strengthen its investment capacity by controlling operating costs and improving the level of mobilization of State tax and non-tax revenue;
- ✓ strengthen the participation of private and voluntary actors in financing activities;
- ✓ seize and make good use of the opportunities offered by the Federal State and the technical and financial partners;
- ✓ strengthen the participation of the beneficiary communities, for the realization of investments and others;
- ✓ Resort to inter-state cooperation and decentralized cooperation. It must identify other partners from both the North and the South to enhance the impact of this decentralized cooperation;
- ✓ To seek in a very active and attractive communication process partners who are interested in financing the projects of the plan.
- ✓ In order to sell the SDP in order to mobilize resources, it is necessary to:
- ✓ develop and implement a resource mobilization plan (targets, schedule, sources, and strategies)
- ✓ organize the sale of the SDP to actors and investors through:

SDP marketing team

The SDP marketing team is led by the Chairman of the State Planning Commission and supported by all members the Executive Council and other key stakeholders within the State. The process will include:

- ✓ Presentation of the SDP to beneficiaries, investors and other actors through audience, meetings, fairs, communication in the media, organization of seminars, participation in local and external events, etc.
- ✓ The mobilization of the diaspora around the financing and the implementation of the SDP
- ✓ Advocate with technical and financial partners to finance the various programs of the SDP
- ✓ Activate and maintain decentralized cooperation

5.4. A five-year action plan

Based on the situation analysis, the vision and the strategic orientations and the log-frame, the five-year action plan has been realized while identifying relevant actions to be implemented for the defined outputs attainment. These actions are planned with the stakeholders/structures in charge of their implementation. The detailed five-year plan is at the annex 2.

5.4.1. Financial programming

Drawn on the planned programs and projects, the funding cost of the SDP implementation is estimated at ₦ 945,052.00 billion.

Table 30 : SDP cost per programmes

Programmes	Amount (Billion Naira)	Rate
Programme 1: Promoting inclusive community-centered technological security system safeguarding lives and property	31,730	3.37%
Programme 2: Strengthening institution, transparency, accountability, justice and equity	20,680	2.20%
Programme 3: Promoting Economic growth by diversification, and digitization of the economy	549,310	58.32%
Programme 4: Strengthening human capital development through qualitative education, improved healthcare services delivery, and vulnerability reduction	211,357	22.44%
Programme 5: Promoting WASH, natural resources management, climate change adaptation and mitigation	128,740	13.67%
Total	**941,817**	**100%**

Source: Field evidence, Adamawa 2025.

5.4.2. Engagement of public administration stakeholders and CSOs

The performance of the above actors depends on a satisfactory implementation rate of the SDP. Thus, provisions must be made to reinforce the technical capacities of the actors and to create adequate working conditions for them. These necessary conditions for the successful implementation of the SDP are as follows:

5.4.2.1. The political will of the Executive and the State Executive Council

Without the commitment and determination of the Governor and the State Executive Council, without the teamwork to make this SDP a tool for fighting against poverty and improve the living conditions of the population, no success will be possible. These must

result in the appropriation by each of the elected representatives of the contents of this SDP and its promotion to the actors and partners of the State.

5.4.2.2. Accountability of the Governor, Commissioners and the staff of the State administration

Like the Governor, Commissioners have an important role to play in the implementation of this SDP. That is why it is essential to make them more accountable for their role.

The State administration remains the linchpin in the implementation of the SDP. It is therefore important that at each level, the staff snatches the core content of the SDP, know its responsibility in its implementation effectively.

5.4.2.3. Observance of good governance principles

Good governance requires the proper functioning of State and its frontline bodies (State Executive Council/Local Government Council), accountability and transparency through the following actions:

5.4.2.4. Citizen Control

Adamawa State has on its territory NGOs and international partners who invest in various sectors that the government must involve to publicize the SDP and seek the support of their partners in financing the activities of their interventions.

The involvement of these international and local NGOs in monitoring and evaluation will help ensure transparency in the implementation of the State Development Plan.

5.4.2.5. Coordination of actors' interventions

Adamawa State is today the place par excellence of the interventions of several actors and partners which are characterized by weak coordination. It is necessary that all of these actors work in synergy through a consultation framework for greater cohesion in the achievement of results.

Recommendations

For this Development plan to be implemented successfully and effectively and achieve the goals set, some requirements should be met

1. From the time this document is ready, validated and launched by the H.E Governor, the Planning commission should start the social marketing of the document to different international institutions with interventions within the State.
2. This document should also be presented at the Senate at the Federal level for investments from the Federal Government.
3. The executive summary herein the document can be extended in a booklet that is a snapshot of the SDP. This document is an advert flyer that highlight the State.
4. A roundtable should be organized to present the document to World Bank, UNFPA, UNICEF, UNESCO, UNDP as potential sponsors of the plan as well as private national and international groups of investors settled in Nigeria for more visibility of the State with view also of strengthening private and public partnership.
5. At the administrative level, for the set goals to be achieved, H.E Governor should address to each commissioner a statement letter which delineates the expected results from the Ministry each year. The latter in his/her turn addresses directorates of his/her Ministry, Departments and Agencies a statement letter. The directors are obliged to reply the Authority with an engagement letter that explains how to achieve the results of his/her directorate, the means that are required in terms of skills, capacity, competency, materials and equipment.
6. An annual work plan for the SDP should be a priority every year and drawn on that a sectorial annual work plan for each ministry is to be designed including the monitoring plan. The evaluation should be conducted after two years and half to assess the achievement of the outcomes of the plan. And the capacity gap analysis should be conducted during the monitoring procedures to fill in the gaps in terms of capacity building and strengthening, financial resources and the provision of equipment.

7. The private sector and civil society organization should be involved upstream and downstream to the mechanism of the annual work plans as well as the monitoring and evaluation. At the end of the year the Executive Council and LGAs Chairmen should provide an account to the residents in the State of how the public funds and resources are used and what for as well as the results and achievements.
8. The principle of accountability and transparency must be the foundations and creeds for civil servants holding whatever public position within the State, while mainstreaming the results-based management approach, for the good governance and the effective delivery of public goods.

Conclusion

In conclusion, Adamawa State stands at a critical juncture—richly endowed with natural resources, strategic geographic positioning, and a vibrant human capital base, yet constrained by persistent developmental challenges. Its proximity to Cameroon and cultural heritage offer unique opportunities for cross-border economic exchanges and tourism, while its fertile lands, mineral wealth, and youthful population present untapped potential for inclusive growth.

Despite these advantages, the State continues to grapple with insurgency, inter-communal conflicts, environmental disasters, and under-utilization of key sectors such as agriculture, livestock, and tourism. These bottlenecks, compounded by widespread poverty and limited access to essential services, underscore the urgency for a transformative approach to governance and development.

A holistic, evidence-based vision with a programmatic framework drawn on Rights and Results Based Management approach becomes imperative to addressing systemic bottlenecks and capacity gaps. This strategy is essential for meeting the basic needs of the population, with a deliberate focus on the most vulnerable, to promote greater inclusion and fairness across Adamawa State.

The programmatic framework is itself built up from a sovereign vision by participant stakeholders inclusively and bolstered with five strategic orientations broken down into in results chain. The results chain framework lays out the indicators of each type of results. Each indicator features two limits, a baseline drawn from the situation assessment and a target, the change expected which depends on risks and assumptions that might confront the process of the implementation of the five-year action plan with a costed line for budgeting purpose.

To oversee the implementation of this plan, a monitoring and evaluation guidance has been designed that guides the implementation, defines bodies and stakeholders involved in it as well as the review periodicity and definitely appended with a marketing and resources mobilization recommendation for the plan implementation.

ANNEXES

Annex I: Log frame

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
ADAMAWA STATE VISION: "A peaceful and prosperous State with sustainable development and improved quality of life for all by 2030" Indicators: 1. Human Development Index (Baseline: 0.560 in 2025, Target: 0.980 in 2030) HDI 2. Proportion of population who are multidimensionally poor: (Baseline: 68.7%, Target: 40.7%); Children (Baseline: 85.9%, Target: 57.9%); - MPI					
STRATEGIC ORIENTATION 1: STRENGTHENING THE SECURITY OF PEOPLE AND PROPERTY					
Impact: 1.1: Safe State freed from insurgency, kidnapping and violent crimes	**Proportion of declined in insurgency, kidnapping and violent crime cases**	**80%**	**100%**	**Reports from State Security & special Department (SSSS)**	- **Governance** - Commitment of the military and police to supporting the population and CSOs in security management - Persistence of the security threat
Outcome 1.1.1: By the end of 2028, citizen and civil society participation in security management is increased by 40%.	Proportion of the population involved in security management in Adamawa State	13.3%	53.3%	Activity reports from state security & special services (SSSS) departments Military, police, DSS, and Local Government Support Unit	Persistence of the security threat
	Number of CSOs involved in security management in Adamawa State	22.9%	62.9%	Activity reports from CSOs	Commitment of the military and police to

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
					supporting the population and CSOs in security management in Adamawa State
				Monthly meeting on security management in Adamawa State	
Output 1.1.1.1: By the end of 2028, 40% of the population of Adamawa State know the concept of public service and the missions of the military, DSS and police	Number of awareness campaigns	07	20 awareness campaigns carried out	Report on awareness campaigns carried out by military and police	Security situation favourable to the organization of awareness campaigns
	Proportion of people sensitized	TBD	50% of the population sensitized	Report on national and community radio	Involvement of the population
	Number of open days organized	NGO reports	03 open days held per year	Report on surveys among the population	Commitment and willingness of the military and police to communicate about their missions/roles and to restore trust with the population

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Number of visitors	TBD	6,300 visitors per year	Reports on open days	Political will of state and federal authorities to communicate on the missions/roles of the military and police
	Number and type of disciplinary measures taken against military and police men	06	20 disciplinary measures taken against military and police per year	Statistics on disciplinary sanctions	Availability of financial resources
	Number of codes of ethics distributed and displayed	06	20 codes of ethics distributed and displayed		
Output 1.1.1.2: By the end of 2028, 80% of LGAs have a consultation and dialogue platform promoting communication and exchanges between the various Local Security Committees, military, DSS,	Number of Local Security Committees established	00	21 LSC established	Decrees establishing LSCs Security Reports	Security situation favourable to the implementation of activities and financing
	Number of Local Security and Defence Committee (LSC) members trained on	00	1,200 LSC members trained	Training reports	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
police and other stakeholders and institutions	terrorism, intelligence analysis and negotiation.				
	Number of crime prevention projects/initiatives initiated by Local Security Committees	00	20 projects/Initiative launched per year	Local security assessments reports carried out	Commitment and willingness of the Governor and LGA chairpersons
	Number of meetings held by the LSCs and groups of civil society representatives	00	Monthly meeting	LSC meeting minutes	Effective participation of all local stakeholders in LSC activities
	Number of vehicles and motorcycles procured	00	210 motorcycles and 42 vehicles made available	Call for tender and purchase invoices	Availability of financial resources Delay in funding
	Number of modern office equipment	00	100% coverage rate for office equipment	CSO activity reports	
Output 1.1.1.3: By the end of 2028, 40% of security actors have the basic fundamental knowledge to address security challenges in Adamawa State	Number of awareness-raising/training activities carried out	04	25 awareness-raising activities carried out	Awareness-raising and training report Attendance, Pictures	Security situation favourable to the organization of awareness campaigns

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
	Proportion of the population trained/aware of security alerts and early warning	15%	50% of the population	Training program developed with the Ministry of Education	Commitment and willingness of local security actors to convey prevention messages
	Number of messages/lessons on citizenship delivered by teachers	52	156 messages/ lessons on citizenship delivered per week	Patrol reports Pictures	Involvement of neighbourhood, religious, and chieftaincy leaders
	Number of militaries, DSS and police men including the LSC trained in community policing	70	200 LSC members trained	Perception survey report at the end of the plan's implementation	Availability of financial resources
	Number of foot patrols set up	Security and defence system	02-foot patrols per day	Patrols register	Willingness and commitment
Outcome 1.1.2: By the end of 2030, 90% of public action steering and coordination capacities in the areas of security and crisis management are operational	Number of LSC stakeholders trained in security crisis management techniques	TBD	100% of stakeholders	LSC activity reports Pictures, Attendance	Security situation conducive to the organization of communication campaigns
	Proportion of LSC members capable of effectively steering and coordinating public action in the areas of	TBD	100% of LSC members	Reports on the minutes of operations to steer and coordinate	Involvement of the population and vulnerable people

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	security and crisis management			public action in security and crisis management	
	Number of crisis management operations conducted per quarter	TBD	60 crisis management interventions per neighbourhood	Monthly review of crisis and security management in the LGAs of Adamawa State Reports	Access to means of communication for vulnerable people Commitment and willingness of public services
Output 1.1.2.1: By the end of 2028, 80% of new operational coordination structures are created and equipped	Number of infrastructure and modern equipment projects completed	30%	10 (alert, information, and communication infrastructure, communication and transport equipment)	Perception survey at the end of the plan's implementation	Availability of financial resources Political will to strengthen cooperation between the states of the Middle Belt and the Northern political zones Political will to support the establishment of the infrastructure and modern equipment
	Number of communications between the North and Middle Belt states	TBD	1 per month	Agreement between the Northern and Middle Belt States	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Number of coordination meetings between members of LSCs and other stakeholders	TBD	1 meeting held per week	Partnership agreement between the LSC and humanitarian stakeholders	Staffing Availability of funds
	Number of coordination meetings between LSC members and humanitarian actors	TBD	1 meeting held per week	Reports from the Security Committees and MDAs in charge of security	
	Number of trainings organized in security coordination	TBD	3 training sessions per year	Meeting minutes Training reports	Retention of trained and operational personnel
	Proportion of joint coordination centre staff who have received training enabling them to perform their duties	TBD	100% of coordination centre staff	Reports from humanitarian stakeholders Service contracts and acceptance reports Training report	Availability of financial resources
Output 1.1.2.2: By the end of 2028, 60% of LGAs in the State benefit from cutting-edge communication system to improve the fight against crimes	Number of infrastructure and modern equipment projects completed and made available to the LSC	TBD	25 (alert, anticipation, and communication infrastructure; transportation,	Service contracts and acceptance reports	Political will to strengthen cooperation with neighbouring states in the fight against Boko-Haram insurgency banditry, herders

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
			communication, and coordination equipment)		and farmers conflicts and communal clashes
	Number of communications sent via the national network	TBD	04 communication tests per day	Evaluation reports	Security situation allowing for the installation of equipment
	Number of jointly coordinated operations	TBD	On a case-by-case basis	Technical operational debriefing reports Radio room communication reports	Staff allocation to each LGA Retention of trained and operational personnel in each LGA Availability of facilities to stock equipment Availability of financial resources
Output 1.1.2.3: By 2028, the State has increased capacity and skills to deal with security incidents	Number of infrastructure and equipment projects completed	TBD TBD	5 antennas and HF radio stations	Service contracts and acceptance reports	Security situation allowing for the installation of equipment

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
	Number of radio devices provided and operational	TBD	100% of authorities and staff assigned	Radio room communication reports	Presence of qualified personnel in each LGA's headquarter
	Number of security incidents	TBD	Less than one 1 security incident per week across the State	Press articles in time of crises	Retention of trained and operational personnel
	Proportion of local government staff who have received training enabling them to perform their duties		5%	Press articles in the event of a crisis Training reports	Availability of facilities to stock equipment
					Availability of financial resources
Outcome 1.1.3: By the end of 2030, 75% of military, DSS and police men possess logistics and skills to carry out their missions	Proportion of LSC members with enhanced skills and capable of conducting operations	TBD	75% of LSC members	Training report	Political will
	Rate of increase in the military logistics	TBD	75%	Training evaluation report Equipment and materials delivery report	Support from TFPs Economic crisis Delays in the provision of resources
	Rate of increase in police logistics	TBD	75%		
	Rate of increase in DSS logistics	TBD	75%		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
					Governance within the LSC hierarchy Corruption Accountability and responsibility
Output 1.1.3.1: By the end of 2028, 60% of military, DSS and police possess new or renovated premises that are suitable for their missions and for receiving the public	Number of posts for the military and police built or renovated and equipped in the selected areas	Counter-terrorism project And violent extremism	17 posts rehabilitated / built	Reports from the Adamawa State Security & Special Services Perception survey at the end of plan implementation Service contracts and acceptance reports	Political will to strengthen the territorial network and deploy additional personnel Allocation of personnel by the Chief Advisor to Security
	Number of pieces of modern equipment supplied	TBD	100% of equipment supplied	Plan for the establishment of the LSC in the LGAs	
				Mapping of the new territorial network of the LSCs	Staff retention (loyalty)
	Number of security post workers	TBD	Compliant with deployment plan	Staff list	
	Number of checks or activities carried out by the posts concerned	TBD	Case by case	Activity reports from the units concerned	Corruption and behaviour of LSC members

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
				Logbook of the units concerned	Availability of land for construction Availability of financial resources LSC willingness and commitment to develop the joint training centre
	Population satisfaction rate with security	TBD	90% of the population	Impact assessment Report	
Output 1.1.3.2: By the end of 2028, the joint training centre for the military and police is fully operational	Number of training courses organized at the Joint Training Centre and LSCs members trained	Logical framework of the Adamawa State Security LSC training reports	18 training sessions per year	Joint training centres status and internal regulations	
	Learner satisfaction rate with the organization and quality of training provided	TBD	95% of the population	Training report	Joint training centre supervision available
	Joint training centre occupancy rate	TBD	100%	Annual training schedule Delivery bills	Limited training engineering capabilities
	Number of trainers and administrative staff assigned	TBD	12 (trainers, technical and administrative staff)	Memos Agenda	Retention of qualified and trained joint training centre staff
	Number of teaching aids provided	TBD	10 teaching aids	Training reports Correspondence addressed to the LSCs	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
				Contracts and collection reports	Availability of financial resources
Output 1.1.3.3: By the end of 2028, 90% military, DSS and police men of high rank officers have enhanced skills to ensure the command and management of units	Number of trainings organized	TBD	4 trainings per year	Staff size	Availability of joint training centre supervision
	Proportion of LSC officers who have received training enabling them to perform their command duties	TBD	90%	Perception survey	Involvement of LSC executives and designation of personnel to attend training courses Retention of trained personnel in Adamawa State
	Proportion of LSC officers capable of commanding units	TBD	90%	Training report	
	Satisfaction rate with the training provided	TBD	95%	Individual training records	
				Performance evaluation report for LSC command executives	Availability of financial resources
Output 1.1.3.4: By the end of 2028, 80% of military and police men are retrained in	Number of trainings organized	TBD	4 training sessions per year	Staffing levels	Availability of joint training centre supervision

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
basic professional knowledge and skills					Effective HR management
	Proportion of LSC personnel who have received basic training enabling them to perform their duties	TBD	80%	Survey report on the perceived effectiveness of LSCs	Involvement of LSC managers and designation of staff to attend training courses
	Satisfaction rate with the training provided	TBD	95%	End-of-training report Individual training records	Retention of trained staff in Adamawa State Availability of financial resources
Output 1.1.3.5: By the end of 2028, 80% of military, DSS and police men have individual, collective and proper equipment for their missions	Number of items of equipment provided	Equipment delivery bill	100% of units concerned (50 combat vehicles + 10 armoured vehicles)	Survey report on perceptions of the effectiveness of LSCs	Operational logistics offices
	Proportion of LSC personnel that has benefited from the equipment	25%	100% of personnel	Staff size	Involvement and commitment of LSC
	Number of operational interventions and arrests	TBD	04 daily interventions	Reports from the LSC headquarters	Retention of allocated and trained personnel in Adamawa State
	Number of deployments	TBD	04 daily trips	Individual and collective	Level of Adamawa State

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
				staffing/perception forms	commitment to covering fuel costs and the maintenance and upkeep of strategic equipment
	Response times	TBD		Service contracts and acceptance reports	Availability of financial resources
Outcome 1.1.4: By the end of 2030, 35% of repentant individuals benefit from an integration and counter-violent extremism program for their socio-professional integration in Adamawa State	Proportion of repentant individuals taken into account by the program	TBD	35% of repentant bandits and insurgents	Reports from technical services responsible for implementing the integration program	Political will
	Proportion of repentant individuals who have benefited from the program's services		35% of repentant bandits and insurgents	Reports from psychology and social work experts	Availability of socio-professional integration services Commitment of CSOs Commitment of TFPs Commitment of LSCs
	Proportion of repentant individuals integrated	TBD	35% of repentant individuals integrated		
Output 1.1.4.1: By the end of 2028, the Adamawa State Executive Committee on	Number of committee meetings	TBD	1 meeting per month	Decree by the Governor of Adamawa State	Willingness and commitment of the Federal

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
Counter-terrorism and Prevention of Violent Extremism is established and fully operational.				establishing the Committee for the Prevention and Control of banditry and Boko-Haram insurgency	Government of Nigeria to combat banditry, Boko-Haram insurgency and other types of criminalities
	Number of projects or activities funded by micro-grants	TBD	30 projects funded per year	Annual action plan	Political will and commitment to implementing the national strategy for combating banditry, Boko-Haram insurgency and other crimes. Involvement and ownership by the population of Adamawa State Composition of the committee to combat banditry and Boko-Haram insurgency Availability of financial resources
	Number of awareness activities and workshops	TBD	10 workshops per year	Committee meeting minutes	
	Development of a statistical database on the number of recorded cases of banditry and insurgency	TBD	1 available and functional database	Reports on activities or services carried out as part of projects	
	Proportion of repentant individuals benefiting from the program	TBD	35% of people who have repented	Audience ratings and press articles	
	Number of joint actions carried out by Adamawa State with the northern states of Nigeria and between Nigeria and its neighbouring states on the same theme	TBD	24 joint actions per year	Committee financial statements NGO reports Perception survey	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
Output 1.1.4.2: By the end of 2028, 50% of the main actors responsible for combating banditry and Boko-Haram insurgency in Adamawa State have increased capacity to detect early warning signs of radicalization	Number of training sessions organized	TBD	12	Perception survey	Political will and commitment to implementing the national strategy for combating banditry, Boko-Haram insurgency and other crimes.
	Proportion of actors trained by socio-professional category or community	TBD	100%	End-of-training report	Appointment and retention of key actors trained in the fight against banditry and Boko-Haram insurgency
	Proportion of actors able to identify, detect, and manage early warning signs of banditry and insurgency	TBD	100%	Individual training records for LSCs Training reports	Public structures available to support the strategy
	Satisfaction rate with the training provided	TBD	50%	Messages from Adamawa State executive actors to communities Meeting minutes Report evaluating the degree of satisfaction of training beneficiaries	Involvement and ownership by key actors in the fight against banditry and Boko-Haram insurgency Availability of financial resources

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
Outcome 1.1.5: By the end of 2030, the security mechanism of the humanitarian space is fully implemented and operational in Adamawa State	Number of actions carried out between the LSC and humanitarian agencies	TBD	02 actions/ week	Perception survey	Commitment of Governor to support humanitarian and economic actors
	Number of meetings organized by the consultation framework between the LSC and humanitarian agencies	TBD	4 meetings /month	Partnership agreement between LSC and humanitarian actors	Willingness and commitment of humanitarian actors and LSC to cooperate
	Functionality rate of the humanitarian space security mechanism	TBD	75% functionality	End-of-training reports and technical debriefing	Availability of financial resources
	Satisfaction rate of humanitarian personnel and LSCs with the functioning of the humanitarian system	TBD	75% beneficiary satisfaction	Joint management in the event of escort incidents	
Output 1.1.5.1: By the end of 2028, partnership between national and international humanitarian actors and the military and police men of Adamawa State is facilitated.	Availability of a provincial agreement setting out the terms of partnership between humanitarian actors and the LSC	TBD	1 Partnership agreement	Partnership agreement between LSC and humanitarian actors	Commitment by the executive authorities of Adamawa State to support humanitarian and economic actors

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Number of meetings organized between humanitarian actors and the protection unit		1 meeting per week if need be	Meeting minutes	Willingness and commitment of humanitarian actors and LSCs to cooperate
	Number of joint exercises organized	TBD	1 exercise Weekly	Intelligence reports produced	Willingness and commitment of both parties to carry out joint exercises
	Proportion of military and police personnel trained	TBD	1 exercise per month	End-of-training reports and technical debriefing	Availability of financial resources
Output 1.1.5.2: By the end of 2028, partnership among traditional rulers, youth groups and LCSs is built	Availability of a provincial agreement setting out the terms of partnership among traditional rulers, the youth groups and LSCs	TBD	1 Partnership agreement	Partnership agreement among traditional rulers, youth groups and LSC	Low community cooperation
	Monthly decline in kidnapping cases	TBD	Less than 1 kidnapping per month	Intelligence reports produced	Number of functional CCTV and patrol unit
	Number of meetings organized among, traditional rulers, youth group and LSCs	TBD	1 meeting per week	Meeting minutes	Community satisfaction
STRATEGIC ORIENTATION 2:	**STRENGTHENING INSTITUTIONS, TRANSPARENCY, ACCOUNTABILITY, JUSTICE AND EQUITY.**				
Impact 2.1: By 2030, the State has more effective,	**Proportion of population satisfied with their last**	**30%**	**60%**	**National Demographic Health Survey**	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
accountable and transparent institutions	**experience of public services**				
Outcome 2.1.1: By the end of 2030, the public financial management system has improved	**Budget implementation rate (Release)**	**95.36%**	**100%**	**Periodic Review Report Performance Report Audited Report of the Accountant General**	Political will Economic crisis Institutional instability Availability of the resources
	Budget implementation rate (Expenditure)	**95.36%**	**100%**		
	Implementation rate of annual work plan	**88.39%**	**100%**		
Output 2.1.1.1: By the end of 2028, the government management system is fully compliant with the International Public Sector Accounting Standards (IPSAS)	Rate of compliance with the International Public Sector Accounting Standards (IPSAS)	60%	90%	Periodic Review Report	**Political will Promulgation of law Knowledge of the rule of laws translated in indigenous languages**
				Performance Report	
Output 2.1.1.2: By the end of 2028, the state has in place a results-oriented budget preparation and implementation mechanism	The annual budget is prepared in full coherence with the state development Plan	No	Yes	Periodic Review Report; Performance Report	
Output 2.1.1.3: Increased capacity of all concerned institutions in the preparation and use of	Proportion of State institutions trained in Result Based Management standards	48%	70%	Training report	
				Performance Report	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
medium-term expenditure framework by end of 2028	MTEF system of planning and budget established in the state	Yes	Yes		
Outcome 2.1.2: By the end of 2030, the rule of law has been promoted ensuring equal access to justice for all	**Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms**	**30%**	**60%**	Multi-door courts, and laws passed by (ADSHA) on administration of criminal justice system	Political will Promulgation of law Knowledge of the rule of laws translated in indigenous languages
Output 2.1.2.1: By the end of 2028, 40% of Adamawa State citizens are familiar with the provisions of some basic laws (Tax laws, traffic laws, child protection law, LG bylaws etc)	Proportion of people who know provisions of laws	30%	40%	Law reforms, Ministry of Justice, Government gazette Courts Reports Police Station Reports	
Output 2.1.2.2: 40% of ADS citizens whose rights are violated have increased capacity knowledge and skills to refer to relevant justice services	Proportion of people who know judiciary institutions of their State	TBD	40%		
	Proportion of Adamawa citizens whose rights are violated who have knowledge and skills to refer to relevant justice services	TBD	40%		
Output 2.1.2.3: By 2028, 30% of Adamawa citizens whose rights are violated adopt	Proportion of Adamawa citizens whose rights are	TBD	30%		Political will

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
and refer to competent justice services	violated and who refer to competent justice services			Demographic Health Survey, 2023	Promulgation of law Knowledge of the rule of laws translated in indigenous languages
Output 2.1.2.3: Improved enforcement of existing laws in the state	% of child abuse cases reported	44.4%	40%		
	% of traffic violation cases recorded	40%	30%		
	% of taxpayers registered in the taxpayer database	TBD	80%		
Outcome 2.1.3: By the end of 2030, peace and security have improved with reduction of all forms of violence	**Proportion of population who feel safe walking alone around the area they live**	**30%**	**60%**	Security Agencies Report, state security & special services.	
Output 2.1.3.1: By 2028, local security architecture is enhanced	Proportion of 3-tier security officials that benefitted from capacity building on intelligence gathering and managing relationship with conventional security outfits	0%	30%		Political will Availability of the financial, material and technical resources Collaboration between security forces and population
	Existence of 3-tier security architecture in all LGAs across the state.	No	Yes		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Proportion of security incidents averted by the 3-tier system.	0%	25%		
	Proportion of suspects arrested	60%	35%		
Output 2.1.3.2: By 2028, security coverage is improved	Number of new security checkpoints created	TBD	200		
	% of rural locations with police/security forces presence.	TBD	50%		
	Proportion of security forces units supported with logistics/facilities/infrastructure by the state/LGAs.	40%	60%		
Output 2.1.3.3: By 2028, capacity of security personnel and traditional institutions to manage cases of violence is enhanced.	Proportion of 3-tier security personnel trained in procedures of managing cases of violence.	TBD	100%		
	Proportion traditional leaders trained in managing security and violence issues in the communities.	TBD	100%		
Outcome 2.1.4: By 2030, state Planning, Monitoring	**Existence of State Development Plan**	**Yes**	**Yes**	SDP Validation Report	Political will

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
and Evaluation function have improved	**Implementation rate of Monitoring and Evaluation Plan of the State**	**20%**	**70%**	Monitoring & Evaluation of the Department of Monitoring & Evaluation, MDAs Monitoring & Evaluation Reports	Commitment of executive government Availability of the resources Commitment of Financial and Technical Partners Involvement of CSOs
Output 2.1.4.1: By 2028, a mechanism reinforcing the planning process is put in place	Proportion of MDAs with timely annual work plan	**TBD**	100%	MDAs annual activity reports	
	Proportion of MDAs that realize periodic work plan review	TBD	100%		
Output 2.1.4.2: By 2028, efficient statistical information system is established	Existence of state costed statistical plan that is implemented	No	YES	Performance Report Validation report of the State statistical plan	
	Annual Production of Statistical Year Book	TBD	Annually	Statistical Year Book	
	Proportion of MDAs using the statistical year book for planning and decision making	TBD	70%		
Output 2.1.4.3: By 2028, capacity in M&E including establishment of M&E units in all the MDAs and reporting mechanism is increased	Existence of state M&E frameworks aligned to the SDP	Yes	Yes	MDAs' Performance Report	
	Proportion of MDAs with timely annual performance or progress reports.	60%	100%		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Existence of mechanism for periodic (annual) review of the SDP implementation	No	Yes		
Impact 2.2: Inclusive governance with improved citizen (including enhanced gender representation) and private sector participation	**Level of inclusiveness with people and Private sector as a legitimate partner**	**30%**	**60%**	**Survey Performance Reports**	Political will
Outcome 2.2.1: By 2030, provision of legal identity for all, including birth registration has improved	**Proportion of children under 5 years of age whose births have been registered with a civil authority, by age**	**39.30%**	**80%**	MICS	Commitment of executive government Involvement of CSO Accountability and transparency in the management of public goods Availability of civil registers
	Proportion of citizens with NIN and or indigene letters	**60%**	**80%**	NDHS Register book	
Output 2.2.1.1: By 2028, the system of civil registration is improved	Proportion of Under-1 children whose birth were registered	30%	80%	Performance Reports Birth certificate log Birth certificate delivery record	
	Proportion of Under-5 children whose birth were registered	39.3%	80%		
	Proportion of deaths registered with a civil authority	5%	30%	Death registration record Death certificate record	
	Proportion of marriages registered with local government authorities and/or courts	10%	60%	Marriage registration record Marriage certificate record	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
Output 2.2.1.2: By 2028, awareness about the importance and channels of civil registration are improved	Proportion of household that have their children's birth registered within one month of birth.	TBD	60%	Statistical Yearbook	
	Proportion of households that know where to register births, marriages and deaths.	56%	70%	Performance Reports	
Outcome 2.2.2: By 2030 women's participation and equal opportunities for leadership at all levels of decision-making are increased	**Proportion of seats held by women in (a) state house of assembly and**	**4%**	**10%**	Nominal Roll	Political will Commitment of executive government Involvement of CSOs Availability of resources Involvement of religious leaders Mitigation of sociological hindrances
	(b) local governments	**50%**	**58%**		
	Proportion of managerial positions occupied by women.	**TBD**	**10%**		
Output 2.2.2.1: By 2028, capacity of women to generate income is increased	Proportion of women engaged in income generating activities	TBD	70%	Performance Reports CSOs Reports Ministry of Women Affairs Report	
	Number of women who received training/support on entrepreneurship	TBD	60%	Ministry of Entrepreneurship Report	
Output 2.2.2.2: By 2028, Legislative and institutional framework is put in place to promote gender and empower women	Number of policies and laws legislated to empower women	02	10	Performance Reports List of Bills passed and assented to the Law	Political will Commitment of executive government Involvement of CSOs
	Number of laws that promote gender participation	01	05	CSO Reports Ministry of Justice Report	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
				Adspc.ad.ov.ng	Availability of resources Involvement of religious leaders Sociological hindrances
Output 2.2.2.3: By 2028, MDAs have increased capacities to promote gender and advocacy of women's issues	Proportion of executives of MDAs who received training to promote gender participation and women empowerment	10%	70%	Ministry of Women Affairs Reports Training Report	Political will Commitment of executive government Involvement of CSOs Availability of resources
Outcome 2.2.3: By 2030, public-private and civil society partnerships is enhanced and effective	**Amount committed to (a) public-private partnerships and (b) civil society partnerships**	**TBD**	**TBD**	Performance Reports	Political will
	Proportion of partnerships producing the expected results/benefits.	**TBD**	**TBD**	CSO Reports Performance Reports	Leadership of executive government Involvement of private sector Enabling business environment Financial and Technical Partners' support

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
					Institutional instability
Output 2.2.3.1: By 2028, Adamawa State has set up a partnership policy with north-west and north-east States	Number of partnership agreements signed: a) with north-west and north-east States	TBD	05	CSO Reports	Performance Reports
Output 2.2.3.2: By 2028, Adamawa State has promoted a partnership policy with local economic partners and telecommunication groups at the national level	Number of partnership agreements signed with: a)-CSOs and b)-Private sectors (including local economic and telecom companies)	TBD TBD	50% 10	Ministry of Justice and Reports from MDA's	CSO Reports Performance Reports
Output 2.2.3.3: By 2028, capacity of public administration officials to facilitate/create and manage partnerships is increased	Number of public officials trained to negotiate and manage partnerships.	TBD	50		CSO Reports Ministry of Justice and Reports from MDA's
Outcome 2.2.4: By the end of 2030, Adamawa State has enhanced public access to information	**Proportion of Citizens who have access to information**	**30%**	**60%**	Socio demographic Survey MICS	Political will Leadership of executive government

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
Output 2.2.4.1: By 2028, institutional frameworks promoting conventional and other media including radio, TV, social network are increased	Number of laws legislated to ensure the development of institutional framework promoting conventional and other media including radio, TV, social network;	03 04	05 06	Performance Reports	Involvement of CSO Freedom of speech Availability of media including TV, radio and social media network
	Number of conventional and other media including radio, TV, social networks operating within the State.			CSO Reports MICS 2021	
Output: 2.2.4.2. By 2028, population's access to information through social networks has improved	Proportion of citizens having access to or using social media networks as sources of information	30%	60%	MICS 2021	
Output 2.2.4.3: By 2028, people's access to internet and mobile telecommunication has improved	State internet and mobile telecommunications coverage rate	TBD	70%	MICS 2021	
	Percentage of households that have access to the internet at home	TBD	70%		
	Percentage of households with a mobile phone	76.80%	85%		
Outcome 2.2.5: By the end of 2030, Adamawa State has improved local government services delivery	**Proportion of population satisfied with Local Government services**	**30%**	**80%**	Survey	Political will
				Performance Reports	Leadership of executive government
Output 2.2.5.1: By 2028, LGAs civil servants'	Proportion of LGA staff who are trained to provide	30%	70%	Survey	Involvement of CSOs

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
capacity to provide services has improved	services to citizens in ethical and respectable manner.				
				Performance Reports	Freedom of speech
	Proportion of LGA workers who have schedule of duty	TBD	50%		Availability of media including TV, radio and social media network
Output 2.2.5.2: By 2028, availability and Access to Local Government services are enhanced	Rate of Infrastructure coverage	TBD	90%		
	Proportion of citizens using local government services: a) Using PHC services; b) Accessing public basic education; c) Receiving community development services	60%	90%		
STRATEGIC ORIENTATION 3: PROMOTING ECONOMIC GROWTH BY DIVERSIFICATION AND DIGITIZATION OF THE ECONOMY.					
Impact 3.1: The State has a sustained economic growth and development	**GDP**	**₦5.02 trillion**	**₦6.2 trillion**	State GDP Report State Nominal GDP Report MPI	Political will National stability Pandemics Disease outbreak
	Poverty index	**0.283**	**0.2**		
Outcome 3.1.1: By 2030, the State has increased its Internally generated revenues by 30%	**Number of formal /informal tax-payer**	**27,823**	**70,000**	Budget Performance Report	
	IGR collection	₦20, 298,247,081.56	**₦ 608,947,412,446.8**	Tax Collection Record Budget Report	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
Output 3.1.1.1: By 2028, a spurring and conducive environment for MSMEs/MSMIs promotion is put in place	Number of new enterprises officially registered	TBD	500	Survey Performance Reports SMEDAN MSME Survey NBS Report Ease of Doing Business Report	Economic recession Corruption Governance Climate Hazards Conducive business
	Proportion of registered enterprises supported by relevant government agencies.	TBD	60%		
Output 3.1.1.2: By 2028, the mechanism of taxes, royalties' collections is modernized	Number of tax collection projects designed and implemented	2	5		
	Proportion of tax administrators skilled to administer the modernized tax system	10%	70%		
Output 3.1.1.3: By 2028, State mineral resource potentials are valorised and harnessed	Number of requests and/or recalls to the Federal Government to valorise mineral resources potentials	TBD	10	Survey Performance Reports	Economic recession Corruption Governance Climate Hazards Conducive business
	Existence of policies and/or strategies that enhance mineral resources extraction in the state	No	Yes	Survey	
Outcome 3.1.2. By 2030, the productivity in all sectors of the economic has enhanced	**Average yield per hectare of focus agricultural crops: Maize**	**Maize 2.38ton/ ha**	**2.975 ton/ha**	Agriculture Survey Report Statistical Year Book	Political will, Climate hazards,
	Sorghum	**1.15 ton/ha**	**1.4375/ha**		Conducive business, environment, Insecurity,

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
					Inadequate power supply
	Millet	**1.15 ton/ha**	**1.4375 ton/ha**	Agriculture Survey Report Statistical Year Book	Economic recession Corruption Governance Climate Hazards Conducive business environment
	Rice	**2.03 ton/ha**	**2.5375 /ha**		
	Soya beans	**0.80 ton/ha**	**1.0 ton/ha**	Agriculture Survey Report	Political will, Climate hazards, Conducive business environment, Insecurity, Inadequate power supply
	Cotton	**0.85 ton/ha**	**1.0625 ton/ha**		
	Groundnut	**2.19 ton/ha**	**2.7375 ton/ha**		
	Cowpea	**1.13 ton/ha**	**1.4125 ton/ha**		
	Benniseed	**1.61 ton/ha**	**2.0125 ton/ha**	Agriculture Survey Report	
Output 3.1.2.1. By 2028, knowledge and capacity of farmers to improve crop, livestock and fisheries production have increased	% of farmers having access to extension services.	30%	40%		Economic recession Agricultural governance
	% of farmers having improved knowledge of	40%	60%		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
	plant and/or animal diseases.				Political will, Climate hazards, Business environment Security
	% of farmers having improved knowledge of modern farming techniques and/or practices – disaggregated.	Male (30%)	Male (40%)		
		Female (10%)	Female (20%)		
Output 3.1.2.2. By 2028, farmers are supplied with modern equipment for the production, storage, preservation and processing	Proportion of male actors who benefit from production inputs (including equipment for farming and processing)	30%	40%		Economic recession Agricultural governance Political will, Climate hazards, Business environment Security
	Proportion of female actors who benefit from production inputs (including equipment for farming and processing)	10%	20%		
	Proportion of cultivable land 39.917 Sqm	28%	60%		
	Proportion of women benefitting from support for agricultural production and processing	40%	60%		
	Proportion of producers who benefit from storage and preservation facilities for agricultural products	20%	30%	Ease of Doing Business Reports,	Economic recession Agricultural governance Political will, Climate hazards,

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
					Business environment Security
Output 3.1.2.3: By 2028, a spurring business environment is set up	Proportion of small-scale business in total industry value added	20%	40%	Performance Report Ease of Doing Business Reports,	Economic recession Political will, Climate hazards, Business environment Security
	Number of enterprises (MSME/MSMI) having access to funding (grants and loans)	TBD	1000	Performance Report	
	Number of businesses that shut-down/closed within 5 years of starting operations.	TBD	TBD	Ease of Doing Business Reports	
	Proportion of small-scale industries with a loan or line of credit from financial institutions	TBD	25%	Ease of Doing Business Reports	
Output 3.1.2.4: By 2028, access to markets for MSMEs/MSMIs is strengthened	Proportion of enterprises utilizing social media to market their goods and services	TBD	5000	Ease of Doing Business Reports, Performance Report	Political will Economic recession Insecurity
	Proportion of businesses/enterprises engaging in inter-state and cross-border trading.	TBD	TBD		
Outcome 3.1.3. By 2030, utilization of improved	**Average electricity consumption for a)**	a.4kw **b. 5mw**	**a. 5kw** **b. 7mw**	**Survey** **MICS**	Corruption Governance

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
infrastructures and facilities for economic activities (including services).	**households; b) Industries/businesses.**			**Technical Services reports of the Ministry of Works and Transport**	Climate hazards Conducive business environment
	Volume of products moved from production centres: (a) industrial products to markets, (b) agricultural products to markets and (c) agricultural products to processing industries.	**TBD**	**TBD**		
Output 3.1.3.1: By 2028, infrastructures for economic activities (including market facilities and enabling environment for renewable energy infrastructure) have improved	Additional km of motorable roads built – disaggregated by type - tarred and untarred.	89.7Km of tarred road Km of untarred roads	1000km	Technical Services reports of the Ministry of Works and Transport Ministry of Agriculture Report	Political Will Corruption Governance Climate hazards Conducive business environment
	Percentage of households having access to sources of power supply (disaggregated by type a) grid b) solar etc).	A) 25% B) 24.4%	35% 34.4%	Ministry of Energy Ministry of Works and Transport Report	
	Coverage rate of street lighting in markets, main roads, motor and public parks.	15%	50%		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Proportion of markets with improved facilities (Convenience, parking, lighting, fire prevention and fighting equipment, security facilities etc) – disaggregated by LGA.	5%	50%	Technical Services reports of the Ministry of Works and Transport Performance Reports Statistical Year book	
Impact 3.2: By 2030, the state has witnessed the reduction of youth unemployment rate by 10%	**Income poverty rate**	**56.40%**	**46.40%**	**NBS Poverty and Inequality Report**	Political will
Outcome: 3.2.1: By 2030, an environment conducive to the development of capacity for youths and women is put in place	**Promotion of youths and women who are entrepreneurs**	**0**	**50%**	**Reports of the Ministry of Youth and Sports Development Ministry of Women Affairs and Social Development Micro Enterprise Development Agency (MEDA) Report**	Governance Conducive business environment Commitment of Financial and Technical Partners Corruption Availability of resources
Output 3.2.1.1: By 2028, capacities of the state institutions to promote entrepreneurship are enhanced	Number of policies, programme and legislations promoting youth entrepreneurship	TBD	200	Youth and Entrepreneurship MDAs Policy Report Training Reports	Political will Governance Conducive business environment
	Number of youths trained on business management skills	TBD	10,000		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Number of officials from ministry of entrepreneurship/youth trained to facilitate youth and women entrepreneurship.	TBD	25	Monitoring & Evaluation Report of the Youth and Entrepreneurship Report	Commitment of financial and technical Partners
Output 3.2.1.2. By 2028, access to market, finance and skills is enhanced	Proportion of Youth who have access to finance to create their own enterprise	TBD	50%	Survey Report on youth, women and vulnerable groups entrepreneurship CSOs promoting Youth, Women and Vulnerable Groups Entrepreneurship Reports Reports of Ministry of Youth, Report of Ministry of Entrepreneurship	Political will Economic recession Minimum Corruption Commitment of financial and technical Partners Climate hazards Commitment of CSO
	Proportion of Youth whose product is competitive enough and have access to market	TBD	50%		
Output 3.2.1.3. By 2028, participation of women and other socially excluded groups in the economy is ensured	Proportion of women and other socially excluded groups who have access to finance to create they own enterprise	TBD	50%		
	Proportion of women and other socially excluded groups whose product is competitive enough and have access to market	TBD	50%		
Outcome 3.2.2: By 2030, legal and policy	**Proportion of eligible youth employed in public and private sectors.**	**TBD**	**30%**	Reports of Ministry of Youth	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
environment for youth employment is improved					
Output 3.2.2.1. By 2028, the legislative and regulatory framework of youth employment is improved	Number of laws passed and policies designed/reviewed for youth and women employment promotion (inclusive employment)	06	10	Ministry of Youth and Sport Reports Ministry of Women Affairs and Social Development Report Department of labour & Productivity	Political will Economic recession Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSOs
	Number of laws and policies being implemented to promote youth and women employment	TBD	06		
Output 3.2.2.2. By 2028, a coaching mechanism for MSMEs for the employment promotion	Number of MSMEs trained for employment promotion	TBD	2,000		
	Number of employments generated by the coached MSMEs	TBD	4,000		
STRATEGIC ORIENTATION 4: STRENGTHENING HUMAN CAPITAL DEVELOPMENT THROUGH QUALITATIVE EDUCATION, IMPROVED HEALTHCARE SERVICE DELIVERY, REDUCING POVERTY AND MITIGATE VULNERABILITY.					
Impact 4.1: People enjoy improved health and nutrition status	**Under five mortality rates**	**144/1000**	**100/1000**	MICS NDHS	Political will Economic recession Commitment of Executive Government Commitment of Financial and
	Maternal mortality ratio	**22.50%**	**15%**		
	Infant mortality rate	**75/1000**	**45/1000**		
	Neonatal mortality rate	**43/1000**	**30/1000**		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
					Technical Partners Involvement of communities Pandemics Disease Outbreaks
Outcome 4.1.1: By 2030, Adamawa citizens have access to improved quality health services and healthy life practices	**Percentage of live births attended by skilled health personnel**	**24.40%**	**50%**	Monitoring & Evaluation Reports of Ministry of Health Statistical yearbook MICS NDHS	Political will Economic recession Commitment of Executive Government Commitment of Financial and Technical Partners Involvement of communities Pandemics Disease Outbreaks Sociological hindrances
	Proportion of children aged 12-23 months fully immunized	**38.40%**	**50%**		
	Malaria incidence in Under-5	**9.50%**	**5.00%**		
	Antenatal coverage with skilled personnel	**34.70%**	**25%**		
	Modern Contraception Prevalence rate	**17.50%**	**30%**		
	Skill Birth Attendance	**34.70%**	**40%**		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
Output 4.1.1.1: By 2028, essential medicines are available on a sustainable basis in health facilities	Proportion of health facilities PHC and secondary facilities that reported stock out in essential medicine.	TBD	60%	Yearbook of Health Statistics	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
Output 4.1.1.2. By 2028, health facilities in Adamawa State have adequate skilled staff and adequate infrastructure for an efficient care delivery to people		1/173913	1/10000	Patients' attendance log Monitoring reports Report of Health services of statistics MICS Report, 2021 NDHS Report, 2021	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
	Nurse-population Ratio	1/28169	1/16500		
	Midwife-population Ratio	TBD	1/16500		
	Proportion of public healthcare facilities with skilled healthcare providers	TBD	80%		
Output 4.1.1.3 By the end of 2028, 60% of the population have a better knowledge of health services including	Percentage of live births attended by skilled health personnel	24.40%	50%	Monitoring reports Report of Health services of statistics	Political will Economic recession Governance

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
those provided by community-based facilitators	Percentage of children aged 12-23 months fully immunized	38.40%	50%	MICS Report NDHS Report	Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
	Percentage of Diarrhoea treated with ORS/Zinc	34.20%	50%		
Outcome 4.1.2: By 2030, malnutrition rate in under-five children is reduced by 5% in the State	Stunting rate	48.60%	17.90%	Monitoring reports Report of Health services of statistics MICS Report NDHS Report WASH Monitoring reports	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
	Wasting rate	7%	3.00%		
	Underweight	32.50%	15.00%		
Output 4.1.2.1: By the end of 2028, 60% of mothers have improved capacities to adopt good practices of feeding infants and children	Proportion of mothers who practice exclusive breastfeeding	34%	50%	Monitoring reports Report of Health services of statistics MICS Report, NDHS Report, WASH Monitoring reports	Political will Economic recession Governance Commitment of Financial and Technical Partners

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
	Percentage of children who were breastfed within the first one-hour of birth (early initiation of breastfeeding)	29.80%	50%	Ministry of Health Report UNICEF	Commitment of CSOs Involvement of communities
Impact 4.2: People have improved education	Population literacy rate	62.45%	72%	Survey MICS NDHS	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities Teaching staff motivation
	Proportion of children who achieve at least a minimum proficiency level in (i) reading and (ii) mathematics in a) Pre-primary b) Primary c) Secondary	23.1	60%		
	Proportion of adult population who achieve at least a fixed level of proficiency in functional (a) literacy and (b) numeracy	10.6	60%		
Outcome 4.2.1. By the end of 2030, 80% of boys and girls in the State including those of vulnerable groups have access to quality pre-primary and primary education and acquire literacy skills	Primary school enrolment rate	50%	80%	Statistical year book CSOs reports Annual School Census report	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs
	Primary school attendance rate	65.80%	80%		
	Primary school completion rate	73.0%	100%		
	Primary school transition rate	4.70%	10%	Statistical year book CSOs reports	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
				Annual School Census report	Involvement of communities
	Out-of-school rate (primary school)	30.20%	10%		
	Primary school drop-out rate	TBD	2%		
	Primary school gender parity index	94%	TBD		Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
Output 4.2.1.1: By the end of 2028, 60% of public pre-primary and primary schools in the State have enough qualified teachers	Percentage of qualified teachers in pre and primary schools	18.30%	100%	Service of Statistics Reports Technical Services Reports CSOs Reports	
	Pupils/qualified teachers' ratio in pre-primary and primary schools	1/62.0	1/40.0		
Output 4.2.1.2: By the end of 2028, 60% of pre-primary and primary schools in the State have a sufficient number of standard infrastructures and WASH facilities.	Proportion of good classrooms in pre-primary and primary public schools	91%	96%	Service of Statistics Reports Technical Services Reports CSOs Reports Annual School Census Report	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
	Pupils/classroom ratio	TBD	1/40.0		
	Number of toilets for pupils in public primary schools	TBD	4		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Number of toilets for teachers in primary schools	TBD	2		
	Pupils/toilet ratio	TBD	40/1		
	Percentage of primary schools without source of water	TBD	20%		
Outcome 4.2.2: By the end of 2030, 80% of girls and boys in the State including those of vulnerable groups have access to quality secondary education	Enrolment rate in secondary school	TBD	TBD	Statistical Year book Annual School Census Report	
	Attendance rate in junior secondary school	44.40%	70%		Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities Parent-Teach Association School-based Management Committee Security Parent-Teachers Association involvement
	Attendance rate in senior secondary school	36.30%	70%		
	Completion rate in junior secondary school	59.20%	70.00%		
	Completion rate in senior secondary school	47.30%	60.00%		
	Transition rate in secondary school	79.20%	80.00%		
	Out-of-school rate for secondary school	44%	15%		
	Drop-out rate in secondary school	TBD	TBD		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
					School-based Management Committee involvement
Output 4.2.2.1: By the end of 2028, 60% of secondary schools in the State have enough qualified teachers	Percentage of qualified teachers in secondary schools	98%	100%	Service of Statistics Reports Technical Services Reports CSOs Reports Annual School Census Report	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
	Ratio of students to qualified teachers in junior secondary schools	TBD	1/35.0		
	Ratio of students to qualified teachers in senior secondary school	TBD	1/35.0		
Output 4.2.2.2: By the end of 2028, 60% of secondary schools in the State have enough adequate schools' infrastructures	Proportion of good classrooms in public secondary schools	TBD	75%	Service of Statistics Reports Technical Services Reports CSOs Reports	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
	Pupils/classroom ratio	TBD			
	Pupils/toilets ratio in secondary schools	60/1	35/1		
	Teacher/toilet ratio in secondary schools	TBD	35/1		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Percentage of secondary schools without adequate source of water	TBD	10%		
Outcome 4.2.3: By the end of 2030, 60% of the out-of-school and illiterate girls and boys in the State including those of vulnerable groups have access to non-formal education	Proportion of out-of-school children in non-formal education	30.60%	8%	Service of Statistics Reports Technical Services Reports CSOs Reports	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
Output 4.2.3.1 By the end of 2028, 60 % of adults in non-formal education centres in the State have improved learning skills	Number of skilled facilitators in non-formal education centres	TBD	100,000	Service of Statistics Reports Technical Services Reports CSOs Reports	Political will Economic recession Governance Commitment of Financial and Technical Partners Commitment of CSOs Involvement of communities
	Ratio of students to qualified teacher in non-formal education centres	TBD	1/40.0		
		No	Yes		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
IMPACT 4.3: Effective Social Protection System in the State	Social Protection Agency established, funded and functional				
Outcome 4.3.1. By the end of 2030, the institutional and legal framework for the social protection for the vulnerable in the State is strengthened	Proportion of population covered by social protection	TBD	70%	MICS NDHS Performance reports CSOs reports	Political will Economic recession
	Social protection policy developed with implementation framework and costing	0	1		Governance
	Social Protection bill passed in the state	No	Yes		Commitment of Financial and Technical Partners
	Proportion of state budget earmarked for social protection	TBD	3%		Commitment of CSOs Community participation
Output 4.3.1.1: By 2028, all forms of gender-based violence are reduced by 10%	Rate of Gender-based violence	TBD	5%	MICS NDHS Performance reports CSOs reports	Commitment of Financial and Technical Partners Commitment of CSOs Community participation
	Proportion of reported GBV cases resolved	TBD	60%		
Output 4.3.1.2: By the end of 2028, 60% of institutional stakeholders have capacity increased to protect vulnerable in the State	Proportion of MDAs with focal persons for social protection	TBD	60%		
	Proportion of MDAs with budgets allocated for social protection	TBD	60%		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
	Proportion of LGAs with focal persons for social protection	TBD	60%		
Outcome 4.3.2. By the end of 2030, social protection mechanism including funding support to the vulnerable in the State is effective	Proportion of vulnerable households who benefit from any social protection	TBD	5%	MICS NDHS Performance reports CSOs reports	Political will Economic recession Governance Commitment of Financial and Technical Partners
	Proportion of schools who benefit from the school feeding program	TBD	100%		Commitment of CSOs Community participation
Output 4.3.2.1 By the end of 2028, 60% of the vulnerable benefit from cash transfer	Proportion of poor households who have received a cash transfer	TBD	90%	Performance Reports of the Ministry of Women Affairs and Social Development MICS NDHS	Political will Economic recession Commitment of Financial and Technical Partners Commitment of CSOs Community participation
	Proportion of PWDs who received cash transfer	TBD	75%		
	Proportion of unemployed youth graduates in the State who have received cash transfer	TBD	75%		
Output 4.3.2.2 By the end of 2028, 60% of residents have	Proportion of the population covered by health insurance	TBD	75%	MDA Performance Reports	Political will Economic

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
health insurance in the State				MICS NDHS	recession Commitment of Financial and Technical Partners Commitment of CSOs Community participation
Output 4.3.2.3: By the end of 2028, 60% of public pre-primary and primary schools in rural and urban LGAs in the State have benefitted from the school feeding program	Proportion of primary school students who benefit from the school feeding program	TBD	100%		Political will Economic recession Commitment of Financial and Technical Partners
Output 4.3.2.4. By the end of 2028, PWDs and OVC in the State have benefitted from full scholarships at all levels of education	Proportion of PWDs and OVC who benefit from any social protection	TBD	75%	Performance Reports of the Ministry of Women Affairs Social Development	Political will Economic recession Commitment of Financial and Technical Partners
				MICS NDHS Performance reports CSOs reports	Commitment of CSOs Community participation
STRATEGIC ORIENTATION 5: MITIGATION.	**PROMOTING WASH, NATURAL RESOURCES MANAGEMENT, CLIMATE CHANGE ADAPTATION AND**				

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
Impact 5.1 Safe and clean living environment	**Proportion of LGAs with at least 50% of communities certified Open Defecation Free**	**TBD** **57%**	**90%** **75%**	**Survey**	Political will
				Performance report WASH NORMS Survey	Economic recession Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSO
	Proportion of LGAs with at least 75% of the residents have access to basic water supply services				
Outcome 5.1.1: Improved access to equitable and sustainable quality water supply in the state.	**Proportion of population using basic drinking water services (disaggregated by location – urban, semi-urban and rural).**	**48%**	**60%**	**WASH Norm 2019**	**Security and conflict** **Power supply** **Funding gaps** **Government** **Political will**
Output 5.1.1.1: By 2028, the provision of water supply infrastructure is increased	Number of boreholes constructed and/or rehabilitated (including in public places and institutions)	443	1000	Survey Performance Report WASH NORM Survey State Reports	Security and conflict Power supply Funding gaps Government Political will
	Number of water facilities constructed	450	1000		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Proportion of communities connected to existing water supply systems (distribution)	30%	70%		Community engagement Security
	Proportion of water points with water safety plans.	TBD	100%	Performance report	Institutional coordination
Output 5.1.1.2: By 2028, capacity of households to adopt safe water use practices is increased	Proportion of households that use appropriate materials to fetch and transport water	51%	100%	WASH NORM Survey Statistical Yearbook Monitoring reports	Government commitment Technical support Data sharing Security Cultural practices
	Proportion of households that use appropriate materials to store water	89%	100%		
Outcome 5.1.2: By 2030, Adamawa State's residents access to basic hygiene and sanitation services is improved	**Proportion of population using basic sanitation services**	**54%**	**80%**	**Statistical Yearbook WASH NORMS Survey Household Survey ODF Certification**	Political will Security
Output 5.1.2.1: By 2028, access to sanitation and hygiene facilities in the state is improved	Proportion of households that have access to basic sanitation and hygiene facilities (disaggregated by location – rural, semi-urban and urban).	8%	20%	Statistical Year book Monitoring reports	Corruption Governance Commitment of financial and technical Partners
	Number of schools having gender sensitive sanitation and hygiene facilities	TBD	1000	WASH NORMS Education Management	Commitment of CSOs in

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	Baseline	Target		
				Information Systems (EMIS)	actualization of all of the above
	Number of health facilities with gender sensitive sanitation and hygiene facilities	TBD	500		
	Number of schools with disability sensitive sanitation and hygiene facilities	TBD	1500	Annual School Census Report WASH NORMS Survey	Political will Security Funding
	Number of health facilities with disability sensitive sanitation and hygiene facilities	TBD	500		
Output 5.1.2.2: By 2028, knowledge and capacity of individuals to adopt safe water, sanitation and hygiene practices are increased	Proportion of households that can identify at least three critical times to wash their hands	TBD	90%	WASH Monitoring & Evaluation Reports Statistical Year book Monitoring Report	Partner support
	Proportion of school children (girls and boys) who can identify key menstrual hygiene messages	TBD	60%		
	Number of social workers (teachers and health workers) trained on sanitation and hygiene practices – disaggregated by type of worker.	TBD	3,000	Monitoring reports	

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
Outcome 5.1.3. By 2030, sustainable waste management system in the state is improved	**Proportion of generated waste (collected, evacuated, and disposed).**	**TBD**	**80%**	Statistical Year book Monitoring reports	Political will Economic recession Corruption Governance
Output 5.1.3.1: By 2028, institutional capacity for waste management is strengthened	Number of policies facilitating enforcement of waste collection	TBD	2	WASH Monitoring reports Statistical Year Book	Commitment of financial and technical Partner Commitment of CSO in participating in the project Security Governance Political will
	Number of waste collection and disposal by private companies' operators	TBD	15		
Output 5.1.3.2: By 2028, awareness of households on proper disposal of waste is improved	Proportion of households that pay refuse collection and disposal fees	0.25%	10%		
	Proportion of waste collection points where indiscriminate waste disposal was observed.	TBD	5%		
	Proportion of communities in urban and rural areas sensitized on proper waste disposal practices	TBD	95%		
	Number of functional waste collection and disposal vehicles	TBD	100	WASH Monitoring reports	Corruption Governance Commitment of financial and
	Number of waste collection points with functional waste containers	TBD	TBD		

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
	Number of waste treatment site operational	TBD	TBD		technical Partners Commitment of CSOs in actualization of all of the above
	Number of material recovery sites operational	TBD	TBD		
	Number of dump sites operational	TBD	TBD		
Impact 5.2: A resilient and adaptable society (to climate change effects)	**Proportion of LGAs that demonstrated resilience to climate change effects.**	**TBD**	**50%**	Surveys	Political will
Outcome 5.2.1: Adamawa residents adopt resilient behaviours to disasters and climate change effects	**Reforestation rate in the LGAs of Adamawa State**	**10%**	**20%**	Performance and Monitoring reports CSO reports	Economic recession Minimum Corruption Good Governance Commitment of financial and technical Partners
	Proportion of communities who have adopted techniques to mitigate climate change effects	**TBD**	**50%**		
	Post-harvest loss rate due to climate hazards	**TBD**	**10%**		Commitment of CSOs participating in the project

Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
Output 5.2.1.1: By 2028, capacity and knowledge of households/residents to prevent and adapt to climate change hazards, crises and disasters are increased	Proportion of communities with knowledge of behaviours to mitigate climate change risks	TBD	80%	Performance reports	Corruption Governance Commitment of financial and technical Partners Commitment of CSOs in
	Number communities/LGAs with prevention and mitigation plans for climate change effects (desertification, frequent floods, droughts, etc)	TBD	50%	Climate awareness Reports	
	Number of CBOs/CSOs members trained to sensitize communities on climate change and sustainable environmental management	TBD	50%	Ministry of Environment and Natural Development Report	
Output 5.2.1.2: Facilities and infrastructure improve climate change resilience.	Number of water structures constructed in flood prone communities	TBD	70%	Monitoring Reports	
Impact 5.3: Universal access to quality, reliable, sustainable and resilient infrastructure and energy	**Proportion of rural population who live within 2 km of an all-season road**	**TBD**	**TBD**	**Survey**	Corruption Governance
	Proportion of population with access to electricity	**TBD**	**TBD**		
Outcome 5.3.1: By the end of 2030, 60% of households of Adamawa have access to energy timely and sustainably	**Proportion of households that have access to energy**	**TBD**	**60%**	**Performance reports CSO reports**	Political will No Economic recession

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Results	Key Performance Indicators			Means of Verification	Risks and Assumptions
	Indicators	**Baseline**	**Target**		
Output 5.3.1.1: By 2028, energy production and distribution infrastructure is increased	Rate growth of energy production	TBD	50%	Performance reports Statistical year book Monitoring reports Statistical year book	Corruption Governance Commitment of financial and technical Partner Commitment of CSO in participating in the project
	Household energy coverage rate	45%	60%		
Output 5.3.1.2: By 2028, Adamawa citizens' access to available and affordable energy is enhanced	Volume of energy available		50%		
	Kw hour price of energy	TBD			
Output 3.3.1.3: By 2028, 60% of rural and urban household have access to renewable energy	Proportion of households that have access to renewable energy	TBD	10%		
Outcome 5.3.2. By the end of 2030, 60% of roads and transport infrastructures are enhanced	**Length of roads built**	**TBD**	**2,000km**	**Monitoring reports**	Political willing
				Statistical year book	Corruption
	Budget implementation rate	**30%**	**90%**		Economic recession
Output 5.3.2.1: 1,000 km of roads are built	Length of roads built	1,992km	3,000km	Monitoring reports Statistical year book Performance reports Statistical Year book	Commitment of executive government Institutional stability Governance
Output 5.3.2.2: Intra-State and inter-States transport is enhanced	Number of car-parks built	TBD	50		
	Number of transport companies set up	TBD	05		
	Number of transport companies linking Adamawa to other States	TBD	05		

Annex II: Action Plan

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
STRATEGIC ORIENTATION 1: STRENGTHENING THE SECURITY OF PEOPLE AND PROPERTY										
Outcome 1.1.1: By the end of 2030, citizen and civil society participation in security management is increased by 30%.	Output 1.1.1.1: By the end of 2030, 30% of the population of Adamawa State know the concept of public service and the missions of the internal security forces	Activity 1.1.1.1.1: Conduct a perception survey on the internal security forces before and after the implementation of the Adamawa Executive's security and development plan	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	350	0	350			700
		Activity 1.1.1.1.2.: Implement an awareness and information campaign on the role of internal security forces	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	350	0	350			700
		Activity 1.1.1.1.3.: Inform and raise awareness among the population about the nature and extent of corruption, national and international anti-corruption regulations public service management and regulation, the role of judicial institutions, and citizen participation	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	350	0	350			700

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 1.1.1.1.4.: Organize open days at the ISF to introduce people to the institutions responsible for public order, their working environment, and their equipment	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	350	0	350			700
		Activity 1.1.1.1.5: Display the code of conduct and ethics in all ISF reception facilities and public and civil administrations in order to inform the population of the ethical and professional rules to be followed by the ISF	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	350	0	350			700
	Output 1.1.1.2: By the end of 2030, 80% of LGAs have a consultation and dialogue platform promoting communication and exchanges between the various Local Security Committees, military, DSS, police	Activity 1.1.1.2.1: Create and implement consultation and exchange frameworks at the level of the State based in Yola model, including the various actors in LGA involved in the field of security	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	350	0	350			700
		Activity 1.1.1.2.2: Train members of State security and special	Partners (Military, Police,	Adamawa State Security and	350	0	350			700

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	and other stakeholders and institutions	services department, Police Military, DSS and other partners on their responsibilities, missions and roles in the field of security	DSS, NSCDC, NFG, LSC)	Special Services Department						
		Activity 1.1.1.2.3.: Provide the LSCPCs in Adamawa State with the logistics and operating budget necessary to carry out their activities	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	350	0	350			700
		Activity 1.1.1.2.4.: Allocate grants to third parties to enable LSCPCs to implement activities in all LGA in urban and rural areas in Adamawa State	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	100	100	100	100	100	500
		Activity 1.1.1.2.5: Train/retrain teaching staff in citizenship values and provide civic education courses in schools	Partners (Military, Police, DSS, NSCDC, NFG, LSC, MOE&HCD)	Adamawa State Security and Special Services Department	100	100	0			200
		Activity 1.1.1.2.6: Raise awareness among members of the internal security forces about the concept of community	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	100	100	0			200

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		policing and set up patrols in neighborhoods to engage with the population on a daily basis and combat feelings of insecurity.								
	Output 1.1.1.3: By the end of 2030, 40% of security actors have the basic fundamental knowledge to address security challenges in Adamawa State	Activity 1.1.1.3.1: Inform the population, teachers, pharmacists, neighbourhood leaders and traditional chiefs, young people, and all community groups about the harmful effects and consequences of drug use.	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	100	100	0			200
		Activity 1.1.1.3.2: Raise awareness among members of neighbourhood watch committees about the principles of community policing and early warning systems	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	100	100	100			300
		Activity 1.1.1.3.3: Provide metal detectors to members of vigilance committees to secure access to markets	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	100	100	100			300

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 1.1.1.3.4: Provide logistical support to the Adamawa Executive Coordination Unit of the governorate to carry out its mission of managing, monitoring, and coordinating vigilance committees	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	50	50	50			150
Outcome 1.1.2: By the end of 2030, 100% of public action steering and coordination capacities in the areas of security and crisis management are operational	Output 1.1.2.1: By the end of 2028, 100% of new operational coordination structures are created and equipped	Activity 1.1.2..1.1: Create three operational coordination and structures in three senatorial zones	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	900	0	0			900
		Activity 1.1.2.1.2 Build and equip Joint Coordination Centers to meet operational needs and promote coordination of activities among various national and international actors	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	900	900	0			1,800
		Activity 1.1.2.1.3: Train members of the Joint Coordination Centers (JCC) in radio procedures and the collection and	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	50	50	0			100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		transmission of information								
		Activity 1.1.2.1.4: Provide each LGA post, or unit of the internal security forces with a copy of the maps of Adamawa State	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	200	200	200			600
	Output 1.1.2.2: By the end of 2028, 100% of the LGA of Adamawa State have a compatible radio telecommunication s system to improve the fight against organized crime.	Activity 1.1.2.2.1 Establish a mechanism for cooperation with the countries bordering Adamawa State in the fight against cross-border crime, based on the establishment of a network and common means of communication.	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	200	200	200			600
	Output 1.1.2.3: By 2028, the State has increased capacity and skills to deal with a crisis situation	Activity 1.1.2.3.1: Rehabilitate and equip the infrastructures of the army and police Command to meet institutional needs and accommodate stakeholders in the best possible conditions	State Security Nigeria Police Forces Nigeria Army and Joint Task Force	Adamawa State Security and Special Services Department	200	200				400
		Activity 1.1.2.3.2: Appoint and assign a	Bilateral cooperation action							

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		homeland security advisor to the Governor of Adamawa State								
		Activity 1.1.2.3.3: Equip the LGA and rural area with solar power installations	State Security Nigeria Police Forces		900	900	0			1,800
		Activity 1.1.2.3.4: Establish a network and radio communication facilities within the LGA of Adamawa State	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	300	0	0			300
		Activity 1.1.2.3.5: Provide the defence and police commission and air forces with the means of transport necessary to carry out their missions	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	300	0	0			300
		Activity 1.1.2.3.6: Train representatives of the territorial administration (MDAs, Commissioners, religious and traditional leaders, others, etc.) in intelligence coordination and crisis management	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	200	200	200			600
		Activity 1.1.2.3.7: Train local government staff in administrative	State Security Nigeria Police Forces	Adamawa State Security and	200	200	200			600

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		management, IT, and radio procedures		Special Services Department						
Outcome 1.1.3: By the end of 2030, 75% of internal security forces logistics and skills to carry out their missions	Output 1.1.3.1: By the end of 2028, 60% of internal security forces possess new or renovated premises that are suitable for their missions and for receiving the public	Activity 1.1.3.1.1: Develop a plan for deploying Internal Security Forces personnel in order to improve the territorial coverage of the ISF and secure the state of Adamawa	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	400	0	0			400
		Activity 1.1.3.1.2 Create a demining unit within the Nigeria Defence Forces and Nigeria Police Forces to intervene or support first-level forces (territorial units) in the event of terrorist attacks or violent community conflicts.	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	400	0	0			400
		Activity 1.1.3.1.3: Create Adamawa Executive Intervention Platoon within the Nigeria Defence Forces to intervene or support first-level forces (territorial units) in the event of	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	400	0	0			400

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		terrorist attacks or violent community conflicts.								
		Activity 1.1.3.1.4: Create a joint juvenile delinquency prevention Forces in Adamawa State	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	200	0	0			200
		Activity 1.1.3.1.5: Build or rehabilitate and equip, as a priority, premises for territorial surveillance in order to meet the operational needs of intelligence gathering, analysis, and exploitation in Adamawa State.	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	600	400	0			1000
		Activity 1.1.3.1.6: Build and equip the border security personnel in Adamawa State in order to respond as effectively to the extremism	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	200	300	0			500
		Activity 1.1.3.1.7: Provide training in counter-terrorism, intelligence analyses and negotiation	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	200	200	0			400
		Activity 1.1.3.1.8.: Equip officers with the modern	State Security Nigeria Police Forces	Adamawa State Security and	300	200	0			500

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		communication and tracking tools		Special Services Department						
		Activity 1.1.3.1.9: Recruit specialized personnel for management modern equipment.	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	200	100	0			300
		Activity 1.1.3.1.10: Build and equip premises to house the demining unit in Adamawa State	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	300	200	0			500
		Activity 1.1.3.1.11: Acquire drones for monitoring border areas, Yola, Mubi, Gombi, Hong corridors.	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	500	0			1,000
	Output 1.1.3.2: By the end of 2030, the joint training center for the military and police is fully operational	Activity 1.1.3.2.1: Provide the joint training center with an operating budget to enable activity planning, transportation of trainees, and delivery of courses. at the Yola joint training center	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	100	100			300
		Activity 1.1.3.2.2: Provide furniture and teaching materials for the joint training center in Yola, Mubi, Gombi	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	500	0			1000

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 1.1.3.2.3: Provide the Yola Joint Training Center with the necessary transportation for trainees and the fulfilment of their training mission	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	0	0			500
		Activity 1.1.3.2.4: Train instructors in professional intervention	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	100	0			200
		Activity 1.1.3.2.5: Train community volunteers as intelligence collectors	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.2.6: Train "drug" advisors among members of the internal security forces responsible for raising awareness in schools and neighbourhoods in the main cities of Adamawa State.	Partners (Military, Police, DSS, NSCDC, NFG, LSC, NDLEA)	Adamawa State Security and Special Services Department	100	0	100			200
	Output 1.1.3.3: By the end of 2030, 100% senior officers have enhanced skills to	Activity 1.1.3.3.1: Train and retrain national police and army officers in criminal procedure, general criminal law, and	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	150	0	100			250

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	ensure the command and management of units	special criminal law including other security personnel								
		Activity 1.1.3.3.2: Train commanders of mobile gendarmerie squadrons in Adamawa State in democratic crowd	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.3.3: Train internal security force executives in intelligence and develop knowledge related to intelligence gathering, analysis, and exploitation	Partners (Military, Police, DSS, NSCDC, NFG, LSC)	Adamawa State Security and Special Services Department	100	0	0			100
	Output 1.1.3.4: By the end of 2030, 80% of internal security forces are retrained in basic professional knowledge and skills	Activity 1.1.3.4.1: Train FSI members in public relations and ensure they master the principles involved	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.4.2: Train members of the Juvenile Delinquency Prevention Brigades	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.4.3: Train executives and members of army forces and police stations posts in Adamawa State to	Partners (Military, Police, DSS, NSCDC, NFG, LSC, NDLEA)	Adamawa State Security and Special Services Department	100	0	0			100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		develop their knowledge of combating drug trafficking and violence.								
		Activity 1.1.3.4.4: Train members of the security forces in combating trafficking and smuggling of human beings by raising their awareness of the three main forms of trafficking in human beings and the phenomenon of migrant smuggling	Partners (Military, Police, DSS, NSCDC, NFG, LSC, NIS)	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.4.5: Train and develop the knowledge of members of the internal security forces in the collection, analysis, and use of intelligence	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.4.6: Train members of the Adamawa Executive and border check points in techniques for advancing and intervening in hostile environments and in the event of terrorist threats	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 1.1.3.4.7 Train members of the National Gendarmerie's demining unit in technical intervention and demining techniques in hostile environments and in the event of terrorist threats.	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.4.8: Train Adamawa State Mobile Police Squadrons in democratic crowd management	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.4.9: Retrain members of the internal security forces assigned to Adamawa State in general professional and technical knowledge of basic police in the context of carrying out specific missions to secure the humanitarian space and the lake basin.	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.4.10: Train all GNNT mobile unit personnel assigned to monitoring and securing	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		transhumance corridors crossing Adamawa State								
	Output 1.1.3.5: 75% of the elements of the lake posts of the police and army Check point had benefit from new or renovated premises and are trained to carry out their missions	Activity 1.1.3.5.1: Train staff stationed at waterways in swimming and first aid	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100
		Activity 1.1.3.5.2: Create kidnapping Response Units	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	200	200	0			400
		Activity 1.1.3.5.3: Install tracking devise on state security vehicle	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	200	200	0			400
	Output 1.1.3.6: By the end of 2028, 80% of internal security forces have individual, collective and proper equipment for their missions	Activity 1.1.3.6.1: Provide members of the Internal Security Forces with the individual and collective equipment necessary to carry out their missions	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	500	0			1,000
		Activity 1.1.3.6.2: Provide members of the demining unit and the Adamawa Intervention Platoon of the Police and Brigade of Army with the individual and collective equipment necessary to carry out their missions	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	0	0			500

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		in the fight against terrorist and criminal groups.								
		Activity 1.1.3.6.3 : Provide members of the State Police Forces and State Army Forces in Yola, Mubi, Gombi, Hong corridors and Borders check points with the means of transportation necessary to carry out their missions	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	0	0			500
		Activity 1.1.3.6.4: Provide members of the Police Forces and Brigade of Army in Yola, Mubi, Gombi, Hong corridors and Borders check points with the means of transportation necessary to carry out their missions.	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	0	0			500
		Activity 1.1.3.6.5: Strengthen highway patrol's system	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	100	0	0			100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 1.1.3.6.6: Provide members of the Police Forces and Brigade of Army in Yola, Mubi, Gombi, Hong corridors and Borders check points demining unit the means of transportation necessary to carry out their missions	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	0	0			500
		Activity 1.1.3.6.7: Provide members of the Police Forces and Brigade of Army in Yola, Mubi, Gombi, Hong corridors and Borders check points posts in with the boats they need to get around and do their jobs	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	0	0			500
		Activity 1.1.3.6.8: Provide members of the internal security forces with the radio equipment necessary to carry out their missions	State Security Nigeria Police Forces	Adamawa State Security and Special Services Department	500	0	0			500
Outcome 1.1.4: By the end of 2030, 35% of repentant	Output 1.1.4.1: By the end of 2028, the Adamawa State Executive	Activity 1.1.4.1.1: Create and establish the Adamawa Executive Committee for the	State Social Protection Commission	Adamawa State Security and Special Services Department	50	0	0			50

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
individuals benefit from an integration and counter-violent extremism program for their socio-professional integration in Adamawa State	Committee on Counter-terrorism and Prevention of Violent Extremism is established and fully operational.	Prevention of Violent Extremism (CPPEV) under the authority of the Governor of Adamawa State in charge of radicalization issues.	CSO NGO							
		Activity 1.1.4.1.2 : Develop operational cooperation among States in the north-east and north-west region of Nigeria to combat violent extremism	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	50	0	0			50
		Activity 1.1.4.1.3: Provide the Adamawa Executive Committee for the Prevention of Violent Extremism with the IT equipment and vehicles necessary to carry out its missions.	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	50	0	0			50
		Activity 1.1.4.1.4: Implement an Adamawa State Government program to support and integrate ex-combatants into society socially and economically, and to rely on communities to	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	100	0	0			100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		resolve conflicts and combat stigmatization in accordance with the principles of legality and fundamental rights.								
	Output 1.1.4.2: By the end of 2028, 50% of the main actors responsible for combating banditry and Boko-Haram insurgency in Adamawa State have increased capacity to detect early warning signs of radicalization	Activity 1.1.4.2.1: Train religious leaders and community leaders to detect early warning signs of radicalization	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	50	0	0			50
		Activity 1.1.4.2.2: Train members of the internal security forces and State Army Forces to detect early signs of radicalization	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	50	0	0			50
Outcome 1.1.5: By the end of 2030, the security mechanism of the humanitarian space is fully implemented and operational in Adamawa State	Output 1.1.5.1: By the end of 2028, partnership between national and international humanitarian actors and the military and police men of Adamawa State is facilitated.	Activity 1.1.5.1.1: Develop an agreement between the Internal Security Forces and humanitarian actors on securing these actors in the humanitarian space	ASPC CSO NGO	Adamawa State Security and Special Services Department	20	10	10			40
		Activity 1.1.5.1.2: Organize joint exercises and simulations between members of the Internal Security Forces and	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	25	25	0			50

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		members (primarily drivers) of humanitarian and international organizations								
		Activity 1.1.5.1.3: Train internal security force officers in specific humanitarian security missions	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	20	20	0			40
		Activity 1.1.5.1.4: Provide each State Police Forces and State Army Force post and check point or unit of the internal security forces with a copy of the maps of Adamawa State showing the location and boundaries of the humanitarian space.	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	20	0	0			20
	Output 1.1.5.2: By the end of 2028, partnership among traditional rulers, youth groups and LCSs is built	Activity 1.1.5.2.1: Organise a security forum that brings together traditional rulers, youth groups and local committee on security to discuss security challenges and	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	10	10	10	10	10	50

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		develop a collaborative approach								
		Activity 1.1.5.2.2: Organise joint community outreach programs, such as town hall meetings, rallies and radio broadcast, to raise awareness on security issues and promote community engagement	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	10	10	10	10	10	50
		Activity 1.1.5.2.3: Work with traditional rulers, youth groups, and local committee on security to develop a community security plan that identifies security priorities and outlines strategies for addressing them	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	10	10	10	10	10	50
		Activity 1.1.5.2.4: Provide training and capacity building programs for traditional rulers, youth groups and local committee on security management, conflict	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	10	10	10	10	10	50

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		resolution, and community engagement								
		Activity 1.1.5.2.5: Establish a reporting mechanism, such as a whatsApp number, for community members to report security concerns or incidents	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	10	10	10	10	10	50
		Activity 1.1.5.2.6: Provide support, including funding and resources, to community-led security initiatives, such as neighbourhood watch programs and community policing initiatives	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	10	10	10	10	10	50
		Activity 1.1.5.2.7: Facilitate dialogue and conflict resolution processes to address conflicts and disputes within communities and between communities and security agencies	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	10	10	10	10	10	50
	Output 1.1.5.3 A protection mechanism for	Activity 1.1.5.3.1: Establish an operational protection mechanism to	State Social Protection Commission	Adamawa State Security and	200	0	0			200

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	and Refugees is 100% operational in Adamawa State	facilitate the work of humanitarian actors and the implementation of programs for internally displaced persons, refugees, and asylum seekers in Adamawa State	CSO NGO	Special Services Department						
		Activity 1.1.5.3.2 Train members of the humanitarian and refugee protection unit in specific missions to secure humanitarian areas	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	20	20	0			40
		Activity 1.1.5.3.3: Build and equip the headquarters of the protection unit in order to meet operational needs	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	20	20	0			40
		Activity 1.1.5.3.4 : Build and equip the headquarters of the protection unit in order to meet operational needs	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	250	250	0			500
		Activity 1.1.5.3.5: Provide members of the protection unit with the individual and collective	State Social Protection Commission	Adamawa State Security and Special Services Department	100	0	0			100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		equipment necessary to carry out their missions	CSO NGO							
		Activity 1.1.5.3.6: Provide the humanitarian and refugee protection unit with the means of transport necessary to carry out their missions	State Social Protection Commission CSO NGO	Adamawa State Security and Special Services Department	100	100	0			200
Sub-total:STRATEGIC ORIENTATION 1					**19,545**	**7,515**	**4,330**	**170**	**170**	**31,730**
STRATEGIC ORIENTATION 2: STRENGTHENING INSTITUTIONS, TRANSPARENCY, ACCOUNTABILITY, JUSTICE AND EQUITY.										
Outcome 2.1.1: By the end of 2030, the public financial management system has improved	Output 2.1.1.1: By the end of 2028, the government management system is fully compliant with the International Public Sector Accounting Standards (IPSAS)	Activity 2.1.1.1.1: Training of MDAs' accountants on the IPSAS accounting Standards	Office of the Accountant - General	Directors of Accounts of MDAs	160	160	160	160	160	800
		Activity 2.1.1.1.2: Training of LGAs' accountants on the IPSAS accounting Standards		Ministry of Finance Office of the Auditor - General LGSC	120	120	120	120	120	600
		Activity 2.1.1.1.3. Monitoring of the IPSAS training			80	80	80	80	80	400
	Output 2.1.1.2: By the end of 2028, the state has in place a results-oriented budget preparation	Activity 2.1.1.2.1. Elaboration of the Annual Work Plan	ASPC	Auditor - General All relevant MDAs	60	60	60	60	60	300
		Activity 2.1.1.2.2: Monitoring of the Annual			220	220	220	230	230	1,120

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	and implementation mechanism	Work Plans (Midterm and End of Year) implementation								
		Activity 2.1.1.2.3: Elaboration of the performance report			200	200	200	200	200	1,000
	Output 2.1.1.3: Increased capacity of all concerned institutions in the preparation and use of medium-term expenditure framework by end of 2028	Activity 2.1.1.3.1: Training of MDAs on the preparation and use of Medium-term expenditure framework	Ministry of Budget and Economic Planning	LGC (Local Government Council)	160	160	160	160	160	800
		Activity 2.1.1.3.2: Training of the personnel of LGAs on the preparation and use of Medium-term expenditure framework			200	200	200	200	200	1,000
		Activity 2.1.1.3.3: Monitoring of the training on the MTEF			120	120	120	120	120	600
Outcome 2.1.2. By the end of 2030, the rule of law has been promoted ensuring equal	Output 2.1.2.1: By the end of 2028, 40% of Adamawa State citizenry are familiar with the provisions of the texts of some basic	Activity 2.1.2.1.1.: MDAs' officials awareness of the existing laws	Ministry of Justice	Ministry of Information and Strategy 21 LGAs	120	120	120	120	120	600
		Activity 2.1.2.1.2.: LGAs' officials awareness of the existing laws		LGAs	120	120	120	120	120	600

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
access to justice for all	laws (Tax laws, traffic laws, child protection law, VAPP, LG bylaws etc)	Activity 2.1.2.1.3: Create awareness of the existing laws to Associations' representatives'		Other Ministries	60	60	60	60	60	300
	Output 2.1.2.2: 40% of ADS citizenry whose rights are violated have increased capacity knowledge and tools to refer to relevant justice services	Activity 2.1.2.2.1: Create awareness of the existing justice institutions of the State to MDAs' officials	Ministry of Justice	Other Ministries	120	120	120	120	120	600
		Activity 2.1.2.2.2: Create awareness of the existing justice institutions to LGA officials		LGAs	120	120	120	120	120	600
		Activity 2.1.2.2.3. Create awareness of the existing justice institutions to CSOs			60	60	60	60	60	300
Outcome 2.1.3. By the end of 2030, the state planning system including M&E has improved	Output 2.1.3.1: By the end of 2028, a mechanism for reinforcing planning, monitoring and evaluation put in place	Activity 2.1.3.1.1: Train of all the PRS officials of MDAs and LGAs on the planning process, elaboration of annual work plan and Results-based Management	Adamawa State Planning Commission (ASPC)	All the MDAS Local Government Service Commission	220	220	220	220	220	1,100
		Activity 2.1.3.1.2 Recruit specialists of Planning, Research and Statistics, reinforcing the capacities of the Planning			220	220	220	220	220	1,100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Department and Creation of planning Units in all the MDAs and LGAs								
		Activity 2.1.3.1.3: Popularize the SDP of Adamawa			150					150
	Output 2.1.3.2: increased availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in the Adamawa context	Activity 2.1.3.2.1: Develop the Management Information System Manual for all MDAs	Adamawa State Bureau of Statistics	All MDAs 21 LGAs	230					230
		Activity 2.1.3.2.2: Elaborate the State Statistical Yearbook			120	120	120	120	120	600
		Activity 2.1.3.2.3: Develop the Management Information System for all LGAs	Ministry of LG Affairs	LGSC 21 LGAs	250	250				500
	Output 2.1.3.3: Increased capacity in M&E including establishment of M&E units in all the	Activity 2.1.3.3.1: Recruit the M&E Specialist	ASPC	Civil Service Commission Local Government Service	150					150

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	MDAs and reporting mechanism			Commission DBME						
		Activity 2.1.3.3.2: Fund the M&E Unit	ASPC	MDAs	200	150	100	100	100	650
				LGAs	120	100	100	100	100	520
Outcome 2.2.1. Improved provision of legal identity for all, including birth registration	Output 2.2.1.1. By the end of 2028, the mechanism of civil registration is improved and enables a better delivery of birth, marriage, and death certificates	Activity 2.2.1.1.1: Create awareness of the mechanism of civil registration to residens	NPC (National Population Council)	Ministry of women affairs Ministry of Social Welfare and Community Development PHCDA	100	100	100	100	100	500
		Activity 2.2.1.1.2: Purchase new materials and equipment needed for the civil registration	Ministry of Women Affairs and Ministry of Social Welfare and Community Development	Ministry of Finance	100	100	100	100	100	500
		Activity 2.2.1.1.3: Monitor the mechanism of civil registration	NPC	Ministry of women affairs and Ministry of Social Welfare and Community Development	100	100	100	100	100	500
	Output 2.2.1.2. By the end of 2028, 60% of people have capacity for	Activity 2.2.1.2.1: Build new centres of civil registration all over the State	NPC LGC	Ministry of Women Affairs	250	150				400

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	registration of birth, marriage, and death	Activity 2.2.1.2.2: Recruit new personnel to fill in the manpower shortage	NPC LGCs	Ministry of Women Affairs	150					150
		Activity 2.2.1.2.3: Create awareness of No fees for civil registration to allow more people in to residents	NPC LGCs	Ministry of Women Affairs	150	150				300
	Output 2.2.1.3. By the end of 2026, the mechanism of civil registration is digitalized and integrated	Activity 2.2.1.3.1: Purchase new scanners and others equipment needed for digitalization of the civil registration	NPC LGCs	Directorate of Information Communication and Technology (DICT)	250					250
		Activity 2.2.1.3.2: Train the executives on the handling and use of the digital equipment	NPC LGCs	Directorate of Information Communication and Technology (DICT)	200	200	200	200	200	1000
		Activity 2.2.1.3.3: Maintain the digitalization equipment	NPC LGCs	Directorate of Information Communication and Technology (DICT)	50	50	50	50	50	250
Outcome 2.2.2. Increased women's participation and equal opportunities for	Output 2.2.2.1. By the end of 2028, 50% of executive and other key positions in	Activity 2.2.2.1.1: Map out women's political participation	Ministry of Women's Affairs	ASPC CSO	50	50	50			150
		Activity 2.2.2.1.2: Set up an action for the increase up to 20% the number of			50	50	50	50	50	250

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
leadership at all levels of decision-making	government are held by women	women holding decision-making position in politics								
	Output 2.2.2.2. By the end of 2028, legislative and institutional framework to promote gender and empower women established	Activity 2.2.2.2.1 : Put in place the legislative and institutional framework to promote gender and empower women	Ministry of Women Affairs	Ministry of Justice CSOs ASHoA	50	50	50	50	50	250
	Output 2.2.2.3. By the end of 2028, 50% of positions in the social service and other sectors are held by women	Activity 2.2.2.3.1 : Sensitize social service and other sectors' leads on promoting women in decision-making bodies	Ministry of Women Affairs	Ministry of Information and Strategy Ministry of Social Welfare and Community Development CSO	50	50	50	50	50	250
		Activity 2.2.2.3.2: Reinforce leadership in decision-making body			50	50	50	50	50	250
Outcome 2.2.3. Enhanced/Effective public-private and civil society partnerships	Output 2.2.3.1. Adamawa State has set up a partnership policy with north-west and north-east States	Activity 2.2.3.1.1: Develop a partnership policy including north-west and north-east	ASPC Ministry of Finance MBEP	CSO	50	50	50	50	50	250
		Activity 2.2.3.1.2: Train MDAs' executives in the negotiation techniques of partnership policy	ASPC Ministry of Finance MBEF	CSO	20	20	20	20	20	100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 1.2.3.1.3 : Monitor partnership agreements signed	ASPC Ministry of Finance MBEF	CSO	20	20	20			60
	Output 2.2.3.2. Adamawa State has promoted a partnership policy with local economic partners and telecommunication groups at the national level	Activity 2.2.3.1.3: Monitor partnership agreements signed	ASPC Ministry of Finance MBEF	CSO	10		10			20
		Activity 2.2.3.2.2: Popularize the public private partnership policy	ASPC Ministry of Finance	CSO	25		25			50
		Activity 2.2.3.2.3: Establish a favourable environment for local economic partners	ASPC Ministry of Finance	CSO	10		10			20
	Output 2.2.3.3. Increased capacity of Public administration officials to facilitate/create and manage partnerships	Activity 2.2.3.3.1 : Train the public administration executives on leading and signing agreements	SPC Ministry of Finance	CSO	15	15	15			45
		Activity 2.2.3.3.2: Reduce contract and agreements processing time	Adamawa State Investment and Promotion Agency	Ministry of Justice	20					20
		Activity 2.2.3.3.3: Recruit new personnel	Civil Service Commission	All MDAs	20	10				30
Outcome 2.2.4. By the end of 2030, Adamawa State has enhanced public	Output 2.2.4.1. Improved institutional frameworks promoting	Activity 2.2.4.1.1: Draft laws promoting conventional and other media including radio, TV, social networks	Office of the Political Adviser	Ministry of Justice SHoA Ministry of Information and Strategy	25					25

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
access to information	conventional and other media including radio, TV, social network	Activity 2.2.4.1.2 Train radio, TV, social networks stakeholders on the institutional framework	Office of the Political Adviser	Ministry of Justice SHoA Ministry of Information and Strategy	20	20				40
		Activity 2.2.4.1.3: Monitor the implementation of the provisions of laws defining the institutional framework of media	Ministry of Information and Strategy	Ministry of Finance	25		25			50
	Output 2.2.4.2: population's access to information through social networks has improved	Activity 2.2.4.2.1: Extend the broadcast coverage of local radio and television stations	Ministry of Information and Strategy	Ministry of Finance	50	50	50	50	50	250
		Activity 2.2.4.2.2: Allocate new radio and television frequencies to new operators	Ministry of Information and Strategy	Ministry of Budget and economic Planning Ministry of Finance	10	10	10	10	10	50
	Output 2.2.4.3. People's access to internet and mobile telecommunication has improved	Activity 2.2.4.3.1: Improving internet coverage and costs and increasing Internet speeds	Ministry of Information and Strategy	Ministry of Budget and economic Planning Ministry of Finance	10	10	10	10	10	50
Sub-total: STRATEGIC ORIENTATION 2					**5,510**	**4,285**	**3,725**	**3,580**	**3,580**	**20,680**
STRATEGIC ORIENTATION 3: PROMOTING ECONOMIC GROWTH BY DIVERSIFICATION AND DIGITIZATION OF THE ECONOMY.										
Outcome 3.1.1. The State has increased its	Output 3.1.1.1. A spurring and conducive	Activity 3.1.1.1.1: Simplify & digitalize procedures for	Ministry of Commerce,	Attorney-General, MSME associations,	80	80	40	25	15	240

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
Internally generated revenues by 30%	environment for MSE/MSI promotion	MSE/MSME registration, licensing and one-stop e-portal (process review, legal amendments, e-portal dev, stakeholder consultations).	Industry & ASITDA	LGAs, tech vendors						
		Activity 3.1.1.1.2: Design & roll-out time-bound tax/registration incentives for MSMEs (digital monitoring, automated eligibility rules, dashboard) | Ministry of Finance & Ministry of Commerce | ABIR; State Assembly; MSME Associations	Ministry of Finance & Ministry of Commerce	Adamawa Board of Internal Revenue (ABIR); State Assembly; MSME associations.	20	15	10	5	5	55
		Activity 31.1.1.3: Strengthen capacity for MSE/MSME entrepreneurs: incubators, trainings, mentorship, market linkages, digital literacy (incl. Adamawa Digital Academy linkages).	Ministry of Commerce, Industry & Youth/Skills Dev.	Tertiary institutions; private sector partners; development partners; Banks	150	120	100	80	60	510
	Output 3.1.1.2: The mechanism of taxes, royalties	Activity 3.1.1.2.1 : Sensitise on tax law, digital tax filing, e-	ABIR / Ministry of Finance	MBEP; Media houses; MSME	50	40	30	20	15	155

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	collections is modernized	payment compliance (radio, social media, roadshows, market outreach)		Associations; LGAs						
		Activity 3.1.1.2.2 :Procure & deploy integrated tax e-collection system (servers, cloud hosting, POS, cyber-security, backup systems)	Ministry of Finance / State ICT Directorate	ABIR; Payment service providers; Banks; IT vendors	500	200	80	40	20	840
		Activity 3.1.1.2.3: Train revenue personnel in digital collection, taxpayer services and data analytics (including M&E integration).	ABIR / Ministry of Finance	State ICT; Training institutions; External consultants	120	90	60	40	30	340
		Activity 3.1.1.2.4: Digitize of LGA revenue points & integration with state tax platform (handheld devices, digital receipts, dashboards)	ABIR / LGAs	State ICT	200	150	100	60	40	550
	Output 3.1.1.3. State mineral resource potentials valorized and harnessed	Activity 3.1.1.3.1: Lobby & coordinate with Federal Government for geological survey support, licensing	Ministry of Mineral Resources	Ministry of Finance; Federal Ministry of Mines; National Geological	15	15	10	10	10	60

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		facilitation, and value-chain interventions.		Survey; NEITI/Partners						
		Activity 3.1.1.3.2: Conduct geological & mineral mapping (contracts for geophysical survey, lab analyses, and baseline studies).	Ministry of Mineral Resources	National Geological Survey; Universities; Technical consultants; Private sector	600	350	200	180	150	1480
		Activity 3.1.1.3.3: Formalisation & support for artisanal / small-scale miners (training, safety, licensing facilitation, pilots for local value addition).	Ministry of Mineral Resources	LGAs; Communities; Adamawa Mining Company; MSME Unit; Development partners	120	100	80	60	50	410
		Activity 3.1.1.3.4: Prepare Investment promotion prospectuses, investor roadshows, PPP scoping and mineral investment fairs.	Ministry of Mineral Resources	LGAs; Communities; Adamawa Mining Company; MSME Unit; Development partners	80	60	60	40	40	280
		Activity 3.1.1.3.5: Establish a Mineral Digital Registry Platform (GIS mapping portal, licenses, mining sites database)	Ministry of Mineral Resources / ASITDA	NGSA; ICT Agency	150	100	80	50	30	410

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
Outcome 3.1.2. Enhanced productivity in all sectors of the economy	Output 3.1.2.1. Increased knowledge, and capacity of farmers to improve crop, livestock and fisheries production.	Activity 3.1.2.1.1: Train farmers in modern crop farming, livestock rearing, grazing management & fisheries production	Ministry of Agriculture & Ministry of Livestock and Fisheries	ASADP, LGAs, CSOs, Research Institutes	600	550	500	500	450	2600
		Activity 3.1.2.1.2: Provide farming, livestock and fisheries inputs (seeds, fertilizer, feed, vaccines, fingerlings, irrigation kits)	Ministry of Agriculture	ASADP, Agro-dealers, LGAs, Development Partners	15,000	14,500	14,500	14,000	13,500	71,500
		Activity 3.1.2.1.3: Supply producers with technical support (extension services, veterinary outreach, disease surveillance)	ASADP / MBEP	Ministry of Agriculture, Livestock & Fisheries, LGAs	1,800	1,700	1,600	1,500	1,500	8,100
		Activity 3.1.2.1.4: Deploy digital extension systems (USSD/SMS advisory, weather alerts, farmer e-database, and livestock tracking).	ASITDA / Ministry of Agriculture	Telecom partners, Dev Partners	800	600	400	300	250	2,350
	Output 3.1.2.2. Stakeholders benefit from modern facilities for the production,	Activity 3.1.2.2.1: Purchase farming equipment (tractors, power tillers, threshers, feed mills, fishing gear)	Ministry of Agriculture	Ministry of Finance, ASADP, Private suppliers , Adamawa Agricultural	15,000	15,000	14,000	14,000	13,000	71,000

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	storage, preservation and processing			Mechanization Agency						
		Activity 3.1.2.2.2: Provide producers with storage/preservation amenities (silos, cold rooms, dryers, warehouses, fish smoking kilns)	Ministry of Agriculture	Ministry of Finance, LGAs, Development Partners	18,000	16,000	14,000	12,000	10,000	70,000
		Activity 3.1.2.2.3: Train producers in the maintenance of farming equipment	Ministry of Agriculture	Ministry of Finance, ASADP, Equipment vendors	500	450	400	350	300	2000
		Activity 3.1.2.2.4: Install solar-powered cold-chain systems to reduce post-harvest losses in fruits, vegetables, fish & milk.	Ministry of Agriculture / ASITDA	Ministry of Works and Energy Development Dev Partners	4,000	3,500	3,000	2,500	2,000	15,000
		Activity 3.1.2.2.5: Establish small-scale processing hubs (rice mills, oil mills, feed-mixing units) at ward levels.	Ministry of Agriculture	LGAs, Private Sector	6,000	6,000	5,000	4,500	4,000	25,500
	Output 3.1.2.3. A spurring business environment is set up	Activity 3.1.2.3.1: Streamline agribusiness regulations (land access, grazing routes, permits,	Ministry of Agriculture	Ministry of Justice MBEP, LGAs, Traditional	300	250	300	150	120	1120

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		environmental standards)		Institutions, CSOs						
		Activity 3.1.2.3.2: Establish Agribusiness One-Stop Desk.	Ministry of Agriculture / MBEP	State Investment Promotion Agency, Ministry of Commerce	500	400	350	300	250	1800
		Activity 3.1.2.3.3: Mitigate conflict and restore grazing routes	Ministry of Livestock & Fisheries	Security Agencies LGAs Peace building CSOs Conflict Resolution Commission	2,000	1,800	1,600	1,200	1,000	7,600
		3.1.2.3.4: Digitize grazing reserves & livestock movement tracking to reduce farmer–herder conflicts.	Livestock & Fisheries / ASITDA	Traditional Institutions LGAs Security	600	500	400	300	250	2,050
	Output 3.1.2.4. Strengthened access to markets for MSE/MSI	Activity 3.1.2.4.1: Establish and strengthen aggregation/collection centres	Ministry of Agriculture	LGAs, Private buyers, Cooperatives, ASADP	1,500	1,400	1,300	1,200	1,100	6,500
		Activity 3.1.2.4.2: Facilitate market linkages (buyer–seller forums, trade fairs, cooperatives, offtake agreements)	Ministry of Commerce & Investment	Ministry of Agriculture, Cooperatives, Chambers of Commerce	500	450	400	350	350	2,050

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 3.1.2.4.3: Develop digital platforms for market information	State ICT Agency (ASITDA) / Ministry of Agriculture	MBEP, ICT Firms, Telecom Partners	600	450	300	250	200	1,800
		Activity 3.1.2.4.4: Establish of e-commerce linkages for farmers—integration with digital marketplaces & mobile money.	ASITDA / Commerce	Fintech firms, Telecoms	700	600	500	400	350	2,550
Outcome 3.1.3. Utilization of improved supporting infrastructures and facilities for economic activities (including services).	Output 3.1.3.1. Improved supporting infrastructures for economic activities (including market facilities and enabling environment for renewable energy infrastructure)	Activity 3.1.3.1.1: Construct roads in rural and urban LGAs	Ministry of Works & Energy Development	Ministry of Finance	22,000	20,000	20,000	18,000	18,000	98,000
		Activity 3.1.3.1.2: Rehabilitate streets and tracks in rural areas	Ministry of Works & Energy Development	Ministry of Finance	10,000	9,500	9,000	9,000	8,500	46,000
		Activity 3.1.3.1.3: Reshape roads in urban areas	Ministry of Works & Energy Development	Ministry of Finance	3,000	3,000	2,500	2,500	2,000	13,000
		Activity 3.1.3.1.4: Construct strategic bridges and culverts to enhance access in flood-prone LGAs.	Ministry of Works & Energy Development	Ministry of Finance	7,500	7,500	7,000	7,000	6,500	35,500
		Activity 3.1.3.1.5: Develop drainage, erosion control	Ministry of Works & Energy Development	Ministry of Environment and Natural Resources, LGAs	4,500	4,500	4,000	4,000	3,800	20,800

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		channels, and roadside storm-water systems								
		Activity 3.1.3.1.6: Install GIS-based road asset management system (mapping, condition surveys, and digital inventory).	Ministry of Works & Energy Development	Ministry of Lands and Survey Dept., ICT Agency, Development Partners	1,200	900	700	600	500	3,900
		Activity 3.1.3.1.7: Conduct community-based Road surveillance & maintenance programme (local contractors, youth engagement).	Ministry of Works & Energy Development	FERMA LGAs, Community Groups	1,000	900	900	800	800	4,400
		Activity 3.1.3.1.8: Install solar streetlights along major commercial corridors & access roads.	Ministry of Works & Energy Development	LGAs, Private Energy Providers	2,500	2,000	2,000	1,800	1,500	9,800
Outcome: 3.2.1: An environment conducive to the development of capacity for youths and women	Output 3.2.1.1. Enhanced capacities of state institutions to promote entrepreneurship.	Activity 3.2.1.1.1: Build capacity of youth and women to create their own enterprise	Ministry of Women Affairs	Ministry of Youths, NGOs, LGAs	300	300	300	300	300	1,500
		Activity 3.2.1.1.2: Facilitate youth and women access to assorted credit for funding their own enterprise	Ministry of Finance	Microfinance Agency, BOI, Cooperatives	500	600	700	700	700	3,200

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 3.2.1.1.3: Facilitate youth and women products access to markets	Ministry of Commerce & Investment	Chambers of Commerce, ICT Agency	200	250	250	250	250	1,200
	Output 3.2.1.2. Access to market, finance and skills is Enhanced	Activity 3.2.1.2.1: Build capacity of youth and women to create their own enterprise	Ministry of Women Affairs / Department of Youths & Social Development	LGAs, NGOs	200	300	350	350	350	1,550
		Activity 3.2.1.2.2: Facilitate youth and women access to assorted credit.	Ministry of Finance	Microfinance Banks, BOI, NGO partners	400	500	600	600	600	2,700
		Activity 3.2.1.2.3: Facilitate youth and women products access to markets	Ministry of Commerce & Investment	Cooperatives, ICT Agency	150	200	250	250	250	1,100
	Output 3.2.1.3. Participation of women and other socially excluded groups in the economy is ensured	Activity 3.2.1.3.1: Build capacity of youth and women to create their own enterprise	Ministry of Women Affairs	Microfinance Banks, NGOs	150	200	250	250	250	1,100
		Activity 3.2.1.3.2: Facilitate youth and women access to credit.	Ministry of Women Affairs	Microfinance Banks, NGOs	250	300	350	350	350	1,600
		Activity 3.2.1.3.3: Facilitate youth and women products access to markets.	Ministry of Women Affairs	ICT Agency, LGAs	100	100	100	100	100	500

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
Outcome 3.2.2: Legal and policy environment for improved youth employment	Output 3.2.2.1. The legislative and regulatory framework of youth employment is improved	Activity 3.2.2.1.1: Train youth and women on the legislative & regulatory framework for employment (workshops, manuals, TOTs for local facilitators)	Ministry of Women Affairs & Social Development	Ministry of Justice; Adamawa State House of Assembly; Department of Youths & Social Development	120	120	120	100	100	560
		Activity 3.2.2.1.2: Popularize labour law provisions and employment rights for youth and women (media campaigns, community sensitisation, translated IEC materials)	Department of Youths & Social Development	Department of Employment Promotion; Media Houses; LGAs	80	70	60	50	50	310
		Activity 3.2.2.1.3: Monitor and evaluate implementation of employment provisions (periodic compliance audits, assembly briefings, corrective action plans)	Department of Employment Promotion / Ministry of Justice	Adamawa State House of Assembly; MBEP; Civil Society	60	60	60	60	60	300
		Activity 3.2.2.1.4: Create digital labour rights awareness and online employment compliance training for youth	Ministry of Innovation & Digital Economy	ASITDA; Ministry of Justice; ICT Agency	120	120	120	100	80	540

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	Output 3.2.2.2. A coaching mechanism of SMEs for the employment promotion	Activity 3.2.2.2.1: Coach SMEs and youth-led start-ups (business clinics, mentorship, acceleration cohorts, linkages to tech hubs)	Ministry of Industry, Commerce & Investment (SME Unit)	Ministry of Youths & Sports Development; Ministry of Women Affairs; Tech Hubs; Chambers of Commerce	150	150	150	150	150	750
		Activity 3.2.2.2.2: Create an enabling business environment for SME promotion (regulatory review workshops, one-stop registration pilots, tax/fee simplification pilots)	Ministry of Commerce & Investment / MBEP	Ministry of Finance; Ministry of Justice; LGAs; Private Sector	200	200	180	150	120	850
		Activity 3.2.2.2.3: Monitor implementation of SME promotion mechanisms and youth employment outcomes (quarterly reporting, impact tracking, adaptive management)	Ministry of Women Affairs (lead on inclusion monitoring)	Department of Employment Promotion; Ministry of Industry; Civil Society	60	60	60	60	60	300
		Activity 3.2.2.2.4: Support digital entrepreneurship (e-commerce training,	Ministry of Innovation & Digital Economy	ASITDA; Tech Hubs; ICT Agency; Private Sector	200	200	200	200	200	1000

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		freelancing skills, digital start-up toolkits)								
Sub-total: STRATEGIC ORIENTATION 3					**125,425**	**117,500**	**109,600**	**102,130**	**94,655**	**549,310**
STRATEGIC ORIENTATION 4: STRENGTHENING HUMAN CAPITAL DEVELOPMENT THROUGH QUALITATIVE EDUCATION, IMPROVED HEALTHCARE SERVICE DELIVERY, REDUCING POVERTY AND MITIGATE VULNERABILITY.										
Outcome 4.1.1: Adamawa citizens have access to improved quality health services and adopt healthy life practices	Output 4.1.1.1: Essential medicines are available on a sustainable basis in health facilities	Activity 4.1.1.1.1: Purchase the essential medicines	Ministry of Health and Human Services	Primary Health Care Development Agency (PHCDA)	550	550	550	600	600	2,850
		Activity 4.1.1.1.2: Make the essential medicines available and affordable on a sustainable basis in the health facilities	Ministry of Health and Human Services	PHCDA AHSMA	300	300	300	350	350	1,600
	Output 4.1.1.2: Health facilities in Adamawa State have adequate skilled staff and adequate infrastructure for an efficient care delivery to people	Activity 4.1.1.2.1: Recruit qualified and skilled manpower	Ministry of Health and Human Services	PHCDA	25	25	25	25	25	125
		Activity 4.1.1.2.2: Construct adequate health infrastructures	Ministry of Health and Human Services	PHCDA	15,000	15,000	15,000	20,000	20,000	85,000
		Activity 4.1.1.2.3: Set up technical platforms for an efficient care delivery to people	Ministry of Health and Human Services	PHCDA	3,000	3,000	3,000	3,000	3,000	15,000
	Output 4.1.1.3: By the end of 2028,	Activity 4.1.1.3.1: Sensitize the population	Ministry of Health and	PHCDA	20	20	20	20	20	100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	60% of the population have a better knowledge of health services including those provided by community-based facilitators	on the supply of health services available in health facilities	Human Services							
		Activity 4.1.1.3.2: Create awareness of the services provided by community-based facilitators	Ministry of Health and Human Services	PHCDA	20	20	20	20	20	100
Outcome 4.1.2: By 2030, malnutrition rate in under-five children is reduced by 5% in the State	Output 4.1.2.1. By the end of 2028, 60% of mothers have improved capacities to adopt good practices of feeding infants and children	Activity 4.1.2.1.1: Create awareness for mothers to adopt good practices of feeding infants and children	Ministry of Health and Human Services	PHCDA	20	20	20	20	20	100
Outcome 4.2.1. By the end of 2030, 80% of boys and girls in the State including those of vulnerable groups have access to quality pre-primary and primary education and	Output 4.2.1.1: By the end of 2028, 60% of public pre-primary and primary schools in the State have enough qualified teachers	Activity 4.2.1.1.1: Recruit qualified skilled teachers for the pre-primary and primary schools	Adamawa State Universal Basic Education Board (ASUBEB)	Ministry of Education and Human Capital Development (ME&HCD)	15,000	15,000	20,000	20,000	20,000	90,000
	Output 4.2.1.2: By the end of 2028, 60% of pre-primary and primary schools in the State have a	Activity 4.2.1.2.1: Construct infrastructure in pre-primary and primary school	Adamawa State Universal Basic Education Board (ASUBEB)	Ministry of Education and Human Capital Development (ME&HCD)	250	250	250	300	300	1,350

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
acquire literacy skills	sufficient number of standard infrastructures	Activity 4.2.1.2.2: Supply pre-primary and primary schools with didactic and WASH amenities	Adamawa State Universal Basic Education Board (ASUBEB)	Ministry of Education and Human Capital Development (ME&HCD)	45	45	45	50	50	235
Outcome 4.2.2. By the end of 2030, 80% of girls and boys in the State including those of vulnerable groups have access to quality secondary education	Output 4.2.2.1: By the end of 2028, 60% of secondary schools in the State have enough qualified teachers	Activity 4.2.2.1.1: Recruit qualified skilled teachers for secondary schools	Post Primary Schools Management Board	Ministry of Education and Human Capital Development (ME&HCD)	600	550	600	600	600	2,950
	Output 4.2.2.2: By the end of 2028, 60% of secondary schools in the State have enough schools infrastructures that meet standards	Activity 4.2.2.2.1: Construct infrastructure in secondary school	Post Primary Schools Management Board	Ministry of Education and Human Capital Development (ME&HCD)	6,000	600	500	500	400	8,000
		Activity 4.2.2.2.2: Supply secondary schools with didactic and WASH amenities	Post Primary Schools Management Board	Ministry of Education and Human Capital Development (ME&HCD)	60	60	60	60	60	300
Outcome 4.2.3 : By the end of 2030, 60% of the out-of-school and illiterate girls and boys in the State including those of vulnerable groups	Output 4.2.3.1 By the end of 2028, 60 % of adults in non-formal education centers in the State have improved learning skills	Activity 4.2.3.1.1: Supply literacy centres with adequate amenities and equipment	Adamawa State Mass Education Board (ADSMEB)	Ministry of Education and Human Capital Development (ME&HCD)	50	30	20	20	20	140

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
have access to non-formal education										
Outcome 4.3.1. By the end of 2030, the institutional and legal framework for the social protection for the vulnerable in the State is strengthened	Output 4.3.1.1: By 2030, all forms of gender-based violence are reduced by 10%	Activity 4.3.1.1.1: Sensitise on gender-based violence	Ministry of Women Affairs and Social Development	CSOs	15	15	15	20	20	85
		Activity 4.3.1.1.2: Monitor all form of gender-based violence	Ministry of Women Affairs and Social Development	CSOs	15	15	15	20	20	85
	Output 4.3.1.2: By the end of 2028, 60% of institutional stakeholders have capacity increased to protect vulnerable in the State	Activity 4.3.1.2.1: Institutions' stakeholders awareness of protecting and caring for vulnerable	Ministry of Women Affairs and Social Development	CSOs	30	30	30	30	30	150
Outcome 4.3.2. By the end of 2030, social protection mechanism including funding support to the vulnerable in the State is effective	Output 4.3.2.1 By the end of 2028, 60% of the vulnerable benefit from cash transfer	Activity 4.3.2.1.1 Put in place a mechanism for providing cash transfer to the vulnerable	Ministry of Women Affairs and Social Development	CSOs	20	20	20	20	20	100
	Output 4.3.2.2 By the end of 2028, 60% of residents have health	Activity 4.3.2.2.1 Put in place a health insurance program in the State for residents	Ministry of Women Affairs and Social Development	ASCHMA	22	22	22	23	23	112

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	insurance in the State									
	Output 4.3.2.3. By the end of 2028, 60% of public pre-primary and primary schools in rural and urban LGAs in the State have benefitted from the school feeding program	Activity 4.3.2.3.1 : Put in place a school feeding programme for public pre-primary and primary schools in rural and urban LGAs in the State	Ministry of Women Affairs and Social Development	CSOs	550	550	550	550	550	2,750.0
	Output 4.3.2.4. By the end of 2028, PWDs and OVC in the State have benefitted from full scholarships at all levels of education	Activity 4.3.2.4.1 : Put in place a scholarship mechanism at all levels of education	Ministry of Women Affairs and Social Development	CSOs	30	30	30	30	30	150
		Activity 4.3.2.4.2 : Facilitate beneficiaries access to scholarships at all levels of education	Ministry of Women Affairs and Social Development	CSOs	25	25	25	25	25	125
Sub-total: STRATEGIC ORIENTATION 4					**41,647**	**36,177**	**41,117**	**46,283**	**46,183**	**211,407**
STRATEGIC ORIENTATION 5: PROMOTING WASH, NATURAL RESOURCES MANAGEMENT, CLIMATE CHANGE ADAPTATION AND MITIGATION.										
Outcome 5.1.1: Improved access to equitable and sustainable quality water	Output 5.1.1.1: Increased provision of water supply infrastructure	Activity 5.1.1.1.1: Construct and rehabilitate of boreholes, solar-powered water	Ministry of Water Resources	STWSS RUWASSA LGA Ministry of Finance	4,000	5,000	5,000	5,000	5,000	24,000

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
supply in the state.		schemes and small-town water systems								
		Activity 5.1.1.1.2: Train communities on maintenance of water facilities (WASHCOM formation and training)	Ministry of Water Resources	RUWASSA, NGOs, LGAs	150	200	200	200	200	950
		Activity 5.1.1.1.3: Train communities in hygiene around drinking water facilities	Ministry of Water Resources	Ministry of Health, CSOs	100	150	150	150	150	700
		Activity 5.1.1.1.4: Expand piped-water networks in urban and peri-urban LGAs	Adamawa State Water Board	Ministry of Finance, LGAs	3,000	4,000	4,000	4,500	4,500	20,000
	Output 5.1.1.2: Increased capacity of households to adopt safe water chain practices.	Activity 5.1.1.2.1: Sensitize on State-wide safe water chain (collection, transport, storage, treatment)	Ministry of Water Resources	Ministry of Information and Strategy, Health Educators, NGOs	80	100	100	120	120	520
		Activity 5.1.1.2.2: Distribute water treatment solutions (chlorine tablets, filters) to vulnerable households	Ministry of Water Resources	Ministry of Rehabilitation, Reconstruction,Re-intergration & Humanitarian services	200	250	250	300	300	1300
		Activity 5.1.1.2.3: Develop safe water chain guidelines for	RUWASSA	Ministry of Education& Human Capital	40	40	40	40	40	200

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		communities and schools		Development, Ministry of Health						
		Activity 5.1.1.2.4: Monitor household adoption of safe water chain practices	Ministry of Water Resources	LGAs, RUWASSA, Community Monitors	20	30	30	30	30	140
Outcome 5.1.2: Residents are using basic hygiene and sanitation services	Output 5.1.2.1: Improved access to sanitation and hygiene facilities in the state	Activity 5.1.2.1.1: Construct and rehabilitate of public sanitation facilities (schools, markets, motor parks, health centres)	Ministry for Environment & Natural Resources	RUWASSA LGAs CSOs	2,000	2,500	2,500	2,500	2,500	12,000
		Activity 5.1.2.1.2: Provide household sanitation incentives (latrine slabs, hand washing stations, hygiene starter kits)	Ministry for Environment & Natural Resources	LGAs, RUWASSA, NGOs	500	600	600	600	600	2,900
		Activity 5.1.2.1.3: Rollout community-Led Total Sanitation (CLTS)and ODF certification	LGAs	CSOs, RUWASSA	300	300	300	300	300	1,500
	Output 5.1.2.2: Increased knowledge and capacity of individuals to adopt safe water,	Activity 5.1.2.2.1: Conduct State-wide sanitation & hygiene education campaigns (schools, markets, religious institutions, communities)	Ministry for Environment & Natural Resources	Ministry of Information & Strategy, Ministry of Education &Human Capital Development, Ministry of	120	150	150	150	150	720

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
	sanitation and hygiene practices.			Health, LGAs, CSOs						
		Activity 5.1.2.2.2: Distribute hygiene kits (soap, menstrual hygiene materials, and disinfectants) to vulnerable households.	Ministry of Health and Human Services	Ministry of Finance, Ministry of water Resources and its Agencies, Ministry of Education & Human Capital Development, LGAs, CSOs	300	350	350	350	350	1,700
		Activity 5.1.2.2.3: Train community hygiene volunteers and school WASH clubs	Ministry of Health & Human services	LGAs, CSOs, NGOs Ministry of Education and Human capital Development, Ministry of water resources	80	100	100	100	100	480
Outcome 5.1.3. Improved sustainable waste management system in the state.	Output 5.1.3.1: Strengthened institutional capacity for waste management	Activity 5.1.3.1.1: Train waste management staff in modern waste collection, sorting, recycling and landfill management	Adamawa State Environmental Protection Agency (ASEPA)	Ministry of Environment & Natural Resources; LGAs; Private Waste Operators	150	150	150	100	100	650

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 5.1.3.1.2: Procure waste collection trucks, tricycles, protective gear, bins and compactor equipment	ASEPA	Ministry of Environment & Natural Resources Ministry of Finance, Ministry of Works & Energy Development; Development Partners	500	800	800	500	300	2,900
		Activity 5.1.3.1.3: Establish local waste collection coordination units in LGAs (data tracking, route mapping, supervision units)	Ministry for Environment & Natural Resources	LGAs; ICT Agency; Community Associations	100	150	150	100	100	600
		Activity 5.1.3.1.4: Develop and enforce state waste management by-laws (waste fees, penalties, household compliance rules)	Ministry of Justice	Ministry of Environment & Natural Resources, Adamawa State House of Assembly; ASEPA; LGAs	50	70	50	30	20	220
		Activity 5.1.3.1.5: Rehabilitate and upgrade existing dumpsites into controlled landfill facilities	ASEPA	Ministry of Environment & Natural Resources; Ministry of Works	300	500	500	400	400	2100

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
				& Energy Development						
	Output 5.1.3.2: Improved awareness of households on proper disposal of waste	Activity 5.1.3.2.1: Conduct State-wide sensitization campaigns on improved household waste disposal (radio, TV, schools, markets, community dialogues)	ASEPA	Ministry of Information & Strategy, Ministry of Environment & Natural Resources; LGAs; CSOs; Media Houses	50	100	100	100	100	450
		Activity 5.1.3.2.2: Establish School-based environmental clubs & youth advocacy for recycling and clean community initiatives	Ministry of Education and HCD	ASEPA; Youth Development Department; NGOs	20	30	30	30	30	140
		Activity 5.1.3.2.3: Community-level waste segregation pilots (distribution of colour-coded bins, training households, recycling incentive programme)	Ministry for Environment & Natural Resources	LGAs; Community Leaders; Private Recyclers	80	120	150	150	120	620
		Activity 5.1.3.2.4: Conduct monthly community sanitation campaigns (clean-up days, community	Ministry for Environment & Natural Resources	LGAs; Traditional Institutions; CSOs	30	40	40	40	40	190

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		mobilizers, ward task-force)								
		Activity 5.1.3.2.5: Development of household waste disposal guidelines and distribution of IEC materials	ASEPA	Ministry of Environment & Natural Resources LGAs	20	20	20	20	20	100
Outcome 5.2.1. Adamawa residents adopt resilient behaviours' to withstand disasters and climate change effects	Output 5.2.1.1: Increased capacity and knowledge of households/residents to prevent and adapt to climate change hazards, crises and disasters	Activity 5.2.1.1.1: Sensitise community on climate risks (flood preparedness, heatwave alerts, drought coping, safe building practices)	State Emergency Management Agency (ADSEMA)	Ministry of Environment & Natural Resources; LGAs; CSOs; Media Houses	100	150	150	150	150	700
		Activity 5.2.1.1.2: Establish and strengthen community disaster volunteer groups in high-risk LGAs	ADSEMA	LGAs; Traditional Leaders; Youth Associations	80	120	120	100	100	520
		Activity 5.2.1.1.3: Disseminate Climate early warning through SMS, radio, community notice boards and social media	Ministry for Environment & Natural Resources	Ministry of Information & Strategy ,ICT Agency; ADSEMA; Media Organisations	50	80	80	80	80	370
		Activity 5.2.1.1.4: Train households on water harvesting, small-scale	Ministry of Agriculture	ADSEMA; NGOs; LGAs	100	150	150	150	150	700

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		irrigation, and drought-resilient farming								
		Activity 5.2.1.1.5: Distribute household emergency starter kits (first aid, flashlights, whistles, basic protective items) to vulnerable communities	ADSEMA	LGAs	150	200	200	200	200	950
	Output 5.2.1.2: Facilities and infrastructure improve climate change resilience.	Activity 5.2.1.2.1: Construct and rehabilitate drainage systems in flood-prone LGAs (Yola North, Yola South, Numan, Lamurde)	Ministry of Works & Energy Development	Ministry of Environment & Natural Resources; LGAs	500	700	700	500	400	2,800
		Activity 5.2.1.2.2: Strengthen riverbank erosion control through planting of shelterbelts, gabion installation and embankment reinforcement	Ministry for Environment & Natural Resources	Ministry of Water Resources; LGAs; Community Groups	300	400	400	300	300	1,700
		Activity 5.2.1.2.3: Install solar-powered boreholes and climate-resilient water points in drought-affected LGAs	Ministry of Water Resources	LGAs; Rural Water Agencies	200	300	350	300	250	1,400

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 5.2.1.2.4: Equip climate-proofing public buildings (schools, health centres, community halls) with stronger roofing, drainage, tree shielding	Ministry of Works & Energy Development	Ministry of Education and HCD	150	250	300	300	250	1,250
		Activity 5.2.1.2.5: Establish community safe shelters for emergency evacuation during floods	ADSEMA	Rehabilitation, Reconstruction,Re-intergration & Humanitarian services LGAs	200	300	300	200	200	1,200
Outcome 5.3.1. By the end of 2030, 60% of households of Katsina have access to energy timely and sustainably	Output 5.3.1.1: Energy production and distribution infrastructure is increased	Activity 5.3.1.1.1: Construct solar mini-grid stations in rural LGAs (priority: Madagali, Michika, Mubi, Gombi, Guyuk)	Ministry of Rural Infrastructure and Community Development	Ministry of Finance; LGAs; Private Energy Developers	800	1,000	1,000	900	800	4,500
		Activity 5.3.1.1.2: Train LGA technicians and community cooperatives in solar installation, repair and maintenance.	Ministry of Rural infrastructure and community Development	Technical Colleges; NGOs; Private Solar Firms	100	150	150	100	100	600
		Activity 5.3.1.1.3: Facilitate clean energy access via subsidised solar home systems and pay-as-you-go schemes.	Ministry of Works & Energy Development	Ministry of Humanitarian Affairs; Donor Agencies; LGAs	200	300	350	350	350	1,550

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 5.3.1.1.4: Rehabilitate existing electricity infrastructure including transformers, low-voltage lines and feeders	Ministry of Works & Energy Development	Energy Distribution Companies; LGAs	300	400	400	300	300	1,700
		Activity 5.3.1.1.5: Develop community renewable energy hubs for charging, cooling and small business support	Ministry of Works & Energy Development	LGAs; Cooperative Societies	150	200	250	250	200	1,050
	Output 5.3.1.2: Adamawa citizenry's access to available and affordable energy is enhanced	Activity 5.3.1.2.1: Supply rural and urban LGAs with energy transport equipment (transformers, poles, distribution panels, maintenance tools)	Ministry of Works & Energy Development	Ministry of Finance; YEDC; LGAs	350	500	500	400	300	2,050
		Activity 5.3.1.2.2: Reinforce energy distribution circuits and upgrade overloaded feeders.	Ministry of Works & Energy Development	Energy Distribution Companies; LGAs	300	400	450	400	300	1,850
		Activity 3.3.1.2.3: Establish LGA-level rapid response units for energy faults and emergency repairs	Ministry of Works & Energy Development	ICT Agency; LGAs	50	80	80	80	80	370

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 5.3.1.2.4: Conduct community metering programmes to reduce illegal connections and improve power reliability	Ministry of Works & Energy Development	YEDC; LGAs; Consumer Associations	100	150	200	200	200	850
	Output 5.3.1.3:60% of rural and urban household have access to renewable energy	Activity 5.3.1.3.1: Promote renewable energy in urban households (solar rooftop incentives, solar financing partnerships)	Ministry of Works & Energy Development	Private Solar Providers; Microfinance Banks; LGAs	150	200	250	250	250	1100
		Activity 5.3.1.3.2: Promote renewable energy in rural households (solar lanterns, home systems, mini-grid connections)	Ministry of Works & Energy Development	NGOs; Donors; LGAs	200	250	300	300	300	1,350
		Activity 5.3.1.3.3: Conduct awareness campaigns on safe use, maintenance and benefits of renewable energy	Ministry of Information and Strategy	Ministry of Environment; ADSEMA; CSOs	50	50	50	50	50	250
		Activity 5.3.1.3.4: Establish renewable energy demonstration centres in each senatorial district	Ministry of Works & Energy Development	Polytechnics; Technical Colleges; LGAs	120	150	150	150	100	670

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
Outcome 5.3.2. By the end of 2026, 60% of roads and transport infrastructures are enhanced	Output 5.3.2.1: 1,000 km of roads are built	Activity 5.3.2.1.1: Provide climate-resilient design of road construction projects (drainage design, erosion control, flood-risk assessment, bridge reinforcement designs)	Ministry of Works & Energy Development	Ministry of Environment; ADSEMA; LGAs; Consultants	200	250	250	200	200	1,100
		Activity 5.3.2.1.2: Implement priority roads construction/rehabilitation in urban and rural LGAs (flood-proof pavements, culverts, gully erosion control works)	Ministry of Works & Energy Development	Ministry of Finance; Construction Firms; LGAs	1,000	1,500	1,500	1,200	1,000	6,200
		Activity 5.3.2.1.3: Monitor and supervise of road construction projects (quality control, contractor compliance, climate-resilience standards checks)	Ministry of Works & Energy Development	MBEP; LGAs; Civil Engineers Association	100	150	150	150	150	700
		Activity 5.3.2.1.4: Rehabilitate damaged bridges and culverts affected by flooding and erosion	Ministry of Works & Energy Development	Ministry of Water Resources; Federal FERMA	300	400	400	300	300	1,700

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		Activity 5.3.2.1.5: Establish Road Maintenance Response Units in each senatorial district (rapid repair teams)	Ministry of Works & Energy Development	LGAs	100	150	150	150	150	700
	Output 5.3.2.2: Railway Connectivity Serving Adamawa State is Expanded and Improved	Activity 5.3.2.2.1: Design and conduct feasibility studies for rail expansion routes connecting Adamawa to national corridors	Ministry of Transportation	Ministry of Finance; Federal Ministry of Transport; NRC	150	200	200	150	150	850
		Activity 5.3.2.2.2: Implementation of railway expansion and rehabilitation works (Yola–Jimeta corridor, industrial access lines)	Ministry of Transportation	Federal NRC; PPP Partners	500	800	1,000	1,000	800	4,100
		Activity 5.3.2.2.3: Monitor and evaluate of railway construction projects (safety compliance, environmental safeguards, contractor effectiveness)	Ministry of Transportation	MBEP; Environment Ministry	50	100	100	100	100	450
		Activity 5.3.2.2.4: Establish railway safety and emergency response	Ministry of Transportation	ADSEMA; NRC; Security Agencies	50	70	70	70	70	330

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		units in partnership with NRC								
	Output 5.3.2.3 : Intra-State and inter-States transport is enhanced	Activity 5.3.2.3.1: Promote intra- and inter-state transport (route licensing, incentive schemes, improved terminals)	Ministry of Transportation	LGAs; Private Transport Operators	50	100	120	120	120	510
		Activity 5.3.2.3.2: Train transport operators and managers on modern fleet management, safety, customer service and digital ticketing	Ministry of Transportation	Chambers of Commerce; ICT Agency	30	50	50	50	50	230
		Activity 5.3.2.3.3: Construct modern car parks and transport terminals equipped with WASH facilities	Ministry of Works & Energy Development	LGAs; Ministry of Water Resources	200	300	300	300	200	1,300
		Activity 5.3.2.3.4: Digitilise transport services (smart fare systems, route tracking, control room)	Ministry of Transportation	ICT Agency; Private Operators	80	120	120	120	120	560
		Activity 5.3.2.3.5: Strengthen transport safety compliance (drivers' re-certification,	Ministry of Transportation	FRSC; VIO; Police	40	60	60	60	60	280

Outcomes	Outputs	Activities	Responsible Structure	Structures involved	2026	2027	2028	2029	2030	Total
		emergency kits, enforcement patrols)								
	Output 5.3.2.4.: Maintenance and rehabilitation of Dams is enhanced	Activity 5.3.2.4.1: Routine maintenance of dams (desilting, vegetation clearance, embankment strengthening)	Ministry of Water Resources	LGAs; ADSEMA; Federal Water Agencies	150	200	200	200	200	950
		Activity 5.3.2.4.2: Rehabilitate high-risk dams (Kiri, Dadin Kowa linkage areas, minor irrigation dams)	Ministry of Water Resources	Ministry of Finance; Donor Agencies	400	600	600	500	500	2,600
		Activity 5.3.2.4.3: Monitor and evaluate dam rehabilitation (engineering audits, safety risk assessments, drone inspections)	Ministry of Water Resources	Ministry of Environment & Natural Resources; ADSEMA	80	100	100	100	100	480
		Activity 5.3.2.4.4: Establish Dam Safety Committees in each LGA with dam facilities	Ministry of Water Resources	LGAs; Community Leadership	30	40	40	40	40	190
		Activity 5.3.2.4.5: Install early warning systems and hydrological monitoring tools for dams	Ministry of Water Resources	ADSEMA; ICT Agency	150	200	200	200	200	950
Sub-total :STRATEGIC ORIENTATION 5					**20,550**	**27,620**	**28,250**	**26,830**	**25,490**	**128,740**
STRATEGIC ORIENTATIONS 1,2,3,4 & 5 TOTAL AMOUNT					**212,677**	**200,612**	**182,692**	**178,993**	**170,078**	**945,052**