



USAID | **NIGERIA**
FROM THE AMERICAN PEOPLE

FOCUS STATES ASSESSMENT (FSS)

USAID/NIGERIA MONITORING AND EVALUATION
PROJECT II (MEMS II)
CONTRACT NO. 620-M-00-11-00001-00
The Mitchell Group, Inc. (TMG)

FINAL REPORT

March 2013

This publication is made possible by the generous support of the American people through the United States Agency for International Development (USAID/Liberia) under the Nigeria Monitoring and Evaluation Project (NMEMSII), implemented by The Mitchell Group, Inc., Contract No. 620-M-00-11-00001-00. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

FOCUS STATES ASSESSMENT (FSS)

USAID/NIGERIA MONITORING AND EVALUATION
PROJECT II (MEMS II)
CONTRACT NO. 620-M-00-11-00001-00
The Mitchell Group, Inc. (TMG)

FINAL REPORT

DISCLAIMER

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

CONTENTS	ii
ACKNOWLEDGEMENTS	iii
ACRONYMS	iv
EXECUTIVE SUMMARY	1
BACKGROUND	1
PURPOSE OF THE ASSESSMENT	1
METHODOLOGY	1
KEY FINDINGS	1
KEY RECOMMENDATIONS FOR THE FUTURE STRATEGY	3
I. INTRODUCTION	3
A. BACKGROUND	3
SUMMARY PROJECT DESCRIPTIONS	5
B. PURPOSE	6
C. METHODOLOGY	7
II. FINDINGS	10
OVERALL	10
KEY ISSUES	12
III. CONCLUSIONS AND LESSONS LEARNED	27
IV. RECOMMENDATIONS	29
ANNEXES	1
ANNEX I. ASSESSMENT SCOPE OF WORK	2
ANNEX II. ASSESSMENT WORK PLAN	13
ANNEX III. BIBLIOGRAPHY AND DOCUMENTS COLLECTED AND REVIEWED	97
ANNEX IV. PERSONS CONTACTED	105
ANNEX V. CLUSTER MAPS AND IMPLEMENTING PARTNERS' LGAs	116
ANNEX VI. SUMMARY OF LOCAL GOVERNMENT AND FOCUS GROUP DISCUSSIONS	120
ANNEX VII. IMPROVED AND EXPANDED SERVICE DELIVERY (HEALTH)	129
ANNEX VIII. LOCAL GOVERNMENT AREAS AND WARD COMMITTEES	133

ACKNOWLEDGEMENTS

The FSS Assessment Team is grateful to the following organizations and individuals for their invaluable assistance to the Team throughout the duration of Assessment engagements both on the field and in the Abuja office:

- Nigeria MEMS II project (leadership and staff)
- USAID/Nigeria (leadership and staff)
- Chiefs of Parties and staff of USAID Implementing Partners: LEAD, TSHIP and NEI projects
- Governments of Sokoto and Bauchi and their relevant Ministries
- Our team of translators and logistic assistants
- The assistance provided by the above parties was invaluable.

FSS Assessment Team

ACRONYMS

BATMIS	Bauchi Treasury Management Information System
CC	Community Coalitions
CEF	Community Education Forums
CIDA	Canadian International Development Agency
CIET	Centre for International Education and Training (Canada)
CSO	Civil Society Organizations
EMIS	State's Education Management Information System
FP	Family Planning
FSS	Focus States Strategy
HDCC	Health Data Consultative Committee
IP	Implementing Partners
LEAD	Leadership, Empowerment, Advocacy and Development project
LGA	Local Government Area
LGEA	Local Government Education Authorities
LGSC	Local Government Service Commissions
MBEP	Ministry of Budgets and Economic Planning
MCH	Maternal Neonatal Child Health
MDG	Millennium Development Goals
MTSS	Medium Term Sector Strategy
NEI	Northern Education Initiative project
OVC	Orphans and Vulnerable Children
PHC	Primary Health Care (also Primary Healthcare Center)
RH	Reproductive Health
SIDHAS	Strengthening Integrated Delivery of HIV/AIDS Services project
SIT	State Implementation Team
SPHCDA	State Primary Health Care Development Agency
SUBEB	State Universal Basic Education Board
SUWASA	Sustainable Water and Sanitation in Africa project
TBA	Traditional Birth Attendant
TSHIP	Targeted States High Impact Project
UNFPA	United Nations Fund for Population Activities (<i>now United Nations Population Fund</i>)
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
VVF	Vesico Vaginal Fistula
WASH	Water Sanitation and Hygiene project
WDC	Ward Development Committee
WHO	World Health Organization

EXECUTIVE SUMMARY

BACKGROUND

USAID/Nigeria, as part of its 2010-2013 Strategy, is implementing the Focus State Strategy (FSS) in Bauchi and Sokoto States in northern Nigeria. The objective of the FSS is to create a governance model to demonstrate and achieve effectiveness, efficiency and synergy in programming by concentrating USAID resources on two Focus States where the Mission believes resources can be effectively utilized. FSS is to demonstrate that if the bulk of USAID limited resources are utilized and implemented in these two Focus States, rather than spread thinly over all of Nigeria significant impact will result.

Three already existing regional projects valued at \$169 million were incorporated into the FSS in 2010: Targeted States High Impact Project (TSHIP); Northern Education Initiative (NEI); and Leadership, Empowerment, Advocacy and Development (LEAD). In addition, three national level projects, already operational in Bauchi and Sokoto, were incorporated into the FSS: Strengthening Integrated Delivery of HIV/AIDS Services (SIDHAS); Water Sanitation and Hygiene (WASH); and Fistula Care.

PURPOSE OF THE ASSESSMENT

The purpose of the assessment is to determine the effectiveness of the FSS approach by examining if it has provided synergies beyond the outputs of individual projects; assess higher level outcomes and results; identify key factors leading to success or failure; and formulate recommendations for possibly continuing the approach in future strategies.

METHODOLOGY

The assessment used mainly qualitative methods including extensive review of project documents, field visits, focus group discussions and key informant interviews.

KEY FINDINGS

The FSS has provided synergies beyond those of individual projects. The Implementing Partners (IPs) working both independently and collaboratively with each other have created linkages between state ministries, LGAs and Ward Development Committees (WDCs) and community-based organizations. These linkages are resulting in more openness and transparency in Government budgets and operations. A system of participation is evolving. The openness was verified in several LGAs and with several community-based organizations.

The three FSS partners have been working independently with state and local governments and community groups. They have found several areas where collaboration among themselves has been beneficial to their own agenda and to the agenda of the other IPs. Collaboration among USAID IPs has resulted in improved state policies and service delivery. Moreover, state governments have decided to continue and expand some of the initiatives introduced and supported by USAID projects, particularly in the education sector. NEI and WASH share office space in Bauchi and Sokoto. WASH/NEI/TSHIP work collaboratively at community levels to support respective program activities. TSHIP, SIDHAS and FISTULA have implemented joint

projects together. Collaboration has saved resources, enhanced integrated service delivery and supported the objectives of each IP.

Host states provide support for housing and office space for IPs, as well as staff time of state and local government officials, per diem and workshop costs. Local radio stations provide concessionary rates for public outreach programming.

Higher Level Outcomes and Results: IPs have worked jointly to assist the two state governments in developing key policy and reform measures in a number of areas that allow the states to conform to federal policies, improve transparency and accountability, promote social development and improve performance in health and education.

The FSS has increased citizens' awareness and improved their level of participation in governance. The citizenry also participated in the budget development process at the LGA level. Previously, budgets were prepared only by LGA staff. Now communities are asked by LGA to identify their priority needs for inclusion in the budget.

Community-based organizations have been reactivated. *TSHIP* works with Ward Development Committees (WDC); *LEAD* works with LGA, WDC and community-based organizations; and *NEI* works with Community Coalition groups (CC). The IPs have created solid community structures able to address the needs of their members. Taken together, they all are part of a system that can be replicated anywhere in Nigeria.

Key Factors Leading to Success or Failure: Three factors contribute to the success of the FSS. Implementing Partners cooperate. They share and contribute to individual project work plans. The Chiefs of Party meet quarterly to review progress on work plans and discuss issues. Staffs meet regularly to discuss implementation issues. An informal secretariat has been established to track issues. Each IP has made resources available to other partner's activities in order to accomplish joint objectives.

Projects have common objectives which fosters collaboration. Each project works in a different sector, but within its sector, each project also supports systems development, capacity building and community development. This complementarity of objectives supports collaboration among the IPs.

Clustering resources has been important. Concentrating resources in two rural states addresses the interest of the state governments in supporting the objectives of the individual projects. Concentration of resources has allowed each IP to benefit from the expertise of other sectoral programs, thus introducing a more holistic element into the individual projects.

There are important weaknesses. All projects were developed independently. Each has a different geographic focus within each state. Criteria for LGA selection is based on technical requirements of each project, with little concern for FSS objectives. Three years after the FSS began, the IPs are working together in only four LGAs in Bauchi and three in Sokoto.

Each project is managed as a sectoral project. The FSS Assessment Team is not aware of any management structure developed by USAID/Nigeria to ensure FSS broad objectives are taken into account by the Mission's project officers. There is generally good collaboration among IPs, but there is evidence of inconsistency at the community level. There is some duplication of effort, particularly relating to the establishment of water points, distribution of computers and the establishment of traditional birth attendants. IPs pay different allowances for local staff and beneficiaries who participate in workshops and other activities. These problems need to be addressed.

In the education sector, NEI decided to create new community structures instead of supporting education sub-committees under the existing WDC structure. This needs to be examined in future programs.

KEY RECOMMENDATIONS FOR THE FUTURE STRATEGY

Strategic Development: The lessons in Sokoto and Bauchi will be important in future regional development, governance and cross-cutting programs. The Mission should consider forming inter-sectoral teams for enhanced management of cross-cutting programs. Clear FSS objectives should be developed and appropriate outcomes indicators identified. The scopes of work of project procurement documents should include descriptions of how collaboration and clustering will work to achieve program level objectives. The Mission should consider exploring the use of strategic communications to address cross-cutting programs. Strategic communications is a specialized field and may warrant a more centralized approach as opposed to the current project approach.

Management and Implementation: Project officers should form an integrated team, sharing overall monitoring responsibility for the FSS program. They should attend meetings with other IPs, and should be familiar with both the work plans and inter-relationships between other IPs. Participation at COP quarterly meetings should be encouraged. Field monitoring visits should involve review of progress on cross-cutting issues as well as reviewing sectoral projects.

I. INTRODUCTION

A. BACKGROUND

The objectives of USAID/Nigeria's current development strategy (2010-2013) are to increase access to quality social services; improve the rule of law and responsive governance; expand and strengthen the prevention, care and treatment of persons affected by HIV/AIDS; and expand community empowerment. Improving governance is the key cross-cutting objective if sector programs are to succeed. Creating synergies to build the capacity of citizens to demand better service delivery at the local level and the capacity of government to deliver these services is an essential objective of the strategy and a key premise upon which all local government programs are based.

The USAID/Nigeria Focus States Strategy (FSS) formed part of the 2010-2013 strategy. The basic objective of the FSS is to create a governance model to demonstrate and achieve effectiveness, efficiency and synergy in programming by concentrating USAID resources on two

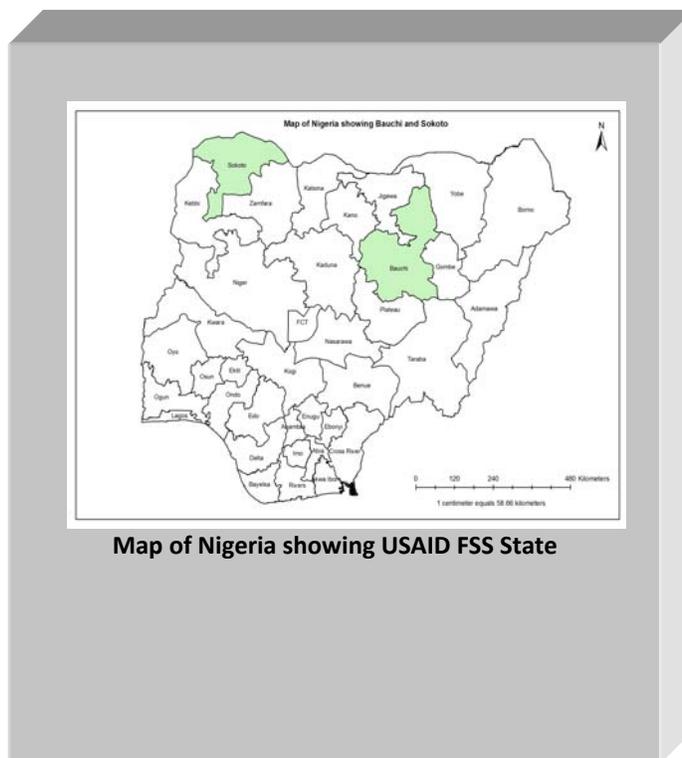
Focus States where the Mission believes resources can be effectively utilized. FSS is to demonstrate significant synergistic impacts will result from concentrating the bulk of USAID's resources in these two Focus States, rather than thinly spreading limited resources across Nigeria's 36 states. Aid effectiveness will be achieved through concentration and coordination of resources in selected states with greater potential for success. Success in a few states could also be replicated and scaled-up through leveraging Nigeria's own public resources. This approach was also meant to create synergies among international donors and USAID's implementing partners (IPs) in order to reduce redundancies, avoid duplication and increase effective donor coordination. This approach required effective monitoring schemes to produce hard data on the impacts of these efforts. The sheer size of Nigeria combined with limited donor funds also supported the logic of focusing on a select number of states.

The goal of the model is to inspire state reform policies and improve service provision writ large, such that any progress on nearly any of the major criteria would be a sign of the strategies success. So long as there is agreement on some general criteria and a process whereby to apply it, then the incentives upon which the model is based can still work and can motivate reformist orientations and policies in the states.

The two states selected were Sokoto in the Northwest Zone of Nigeria and Bauchi in the Northeast Zone (See map) as partners for health, education and local government interventions. These two states were selected after careful analysis and in consultation with other major donors in Nigeria. The selection of these two states was based on criteria reflecting governance, needs, existing activities including activities of other donors, Government of Nigeria priorities, and foreign assistance objectives.

Three regional, flag ship projects, valued at \$169 million form the core of the FSS. These are:

- Targeted States High Impact Project (TSHIP; health sector; \$85,453,015; August 2009 - August 2014)
- Northern Education Initiative (NEI; education sector; \$43,598,500; November 2009 - September 2013)
- Leadership, Empowerment, Advocacy and Development (LEAD; democracy/governance sector; \$39, 955,377; November 2009 - November 2014)



Three additional national level projects with activities in Sokoto and Bauchi were also incorporated into the FSS. USAID/Nigeria was not able to provide state funding allocation data for these national projects:

- Strengthening Integrated Delivery of HIV/AIDS Services (SIDHAS; HIV/AIDS sector; \$224,400,034; September 2011 - September 2016)
- Water Sanitation and Hygiene (WASH; water sector; \$3,877,270; September 2009 - March 2014)
- Fistula Care (FISTULA; \$17,143,300; September 2007 - September 2013)

SUMMARY PROJECT DESCRIPTIONS

Targeted States High Impact Project (TSHIP): The Project is being implemented in all LGAs in Bauchi (20) and Sokoto (23). The goal is to contribute to improved health systems, improved management of health systems and higher quality maternal neonatal child health/family planning/reproductive health services (FP/RH/MCH). The project comprises four principal components:

- Strengthening state and LGA capacity to deliver and promote use of high impact FP/RH/MCH interventions.
- Strengthening the delivery and promotion of high impact FP/RH/MCH interventions at primary health care (PHC) facilities and essential referral levels.
- Strengthening the roles of households and communities in promotion, practice, and delivery of high impact FP/RH/MCH.
- Improving policies, programming and resource allocation.

Northern Education Initiative (NEI): The project is being implemented in 10 LGA in Bauchi and 10 in Sokoto. The goal is to strengthen state and LGA capacity to deliver basic education by addressing key management, sustainability, and oversight issues in Bauchi and Sokoto. NEI is working to:

- Strengthen policy development, information management and data for decision-making; human resource development and management; financial resource management and budgeting.
- Increase access to primary education, particularly for girls.
- Increase access of orphans and vulnerable children to basic education and support, including in-school and out-of-school activities, life skills education and psycho-social counseling.

Leadership, Empowerment, Advocacy and Development (LEAD): The project is working in six LGA in Bauchi and 12 in Sokoto. The goal is to improve local governance by working with state governments and LGA in Bauchi and Sokoto. LEAD is working to:

- Strengthen capacity of state and local governments to build better relations with communities, promote effectiveness and strengthen management capacity of service departments. It will work with state governments on legislative changes that provide more citizen access to information on local decision making.
- Increase transparency of local government operations through a more participatory budget process based on sound analysis of services and revenue potential; strengthen the capacity of state governments to monitor budget expenditures and promote greater

transparency in local government; LEAD will work to bring constitutionally mandated Fiscal Responsibility Law and Public Procurement Law to the local government level

- Strengthen the organizational and service capacity of a broad range of organizations at the state and local level for service planning, budgeting and monitoring
- Service improvements in health and education through collaboration with other USAID projects and support LGA in selected services such as water and sanitation.

Strengthening Integrated Delivery of HIV/AIDS Services (SIDHAS): This project is active in 16 states: six in Bauchi and eight in Sokoto. The objective of SIDHAS is to build sustainable structures, local ownership and quality care. SIDHAS provides comprehensive services that include: anti retroviral treatment; prevention of mother to child transmission; sexual and other prevention activities; and tuberculosis supportive care, including palliative care and Orphans and Vulnerable Children (OVC) services.

The Water Sanitation and Hygiene Project (WASH): The project is active in eight LGA in Bauchi and 5 in Sokoto. The goal of the project is to improve livelihoods through increased access to safe drinking water and better sanitation facilities and influencing hygiene and sanitation practices. The project provides water points and hand pumps, ventilated improved pit latrines and influences hygiene and sanitation practices in communities. WASH also facilitates the formation of environmental health clubs in schools where school children are used as change agents. WASH trains and equips community members to repair broken water points.

The Fistula Care Project: The project is active in nine states: Sokoto, Kebbi, Zamfara, Katsina, Kano, Bauchi, Ebonyi, Cross River and Kwara. The project aims to reduce the backlog of Vesico-Vaginal Fistula (VVF) patients requiring surgery, train personnel to conduct VVF repairs, pass knowledge of VVF prevention and rehabilitation to VVF clients. The project facilitated and influenced the establishment of the Fistula Care Center in the General Hospital in Ningi LGA in Bauchi. In Sokoto, the project renovated and assisted in equipping the Maryam Abacha Women and Children Teaching Hospital, which is treating fistula patients.

B. PURPOSE

USAID/Nigeria requested the Monitoring and Evaluation Management Services II project (MEMS II) to conduct an assessment of the FSS in Sokoto and Bauchi. The purposes of the assessment are to:

- Determine whether the FSS approach has provided program synergies beyond the accomplishments of individual projects.
- Assess higher level outcomes and results to date.
- Identify key factors leading to success or failure of specific results and advise how to enhance or mitigate their impacts.
- Formulate recommendations for possibly continuing the approach in future strategies.

Specifically, the assessment will:

- Examine the management processes and frameworks by which USAID/Nigeria motivated and mobilized its sector teams and their implementing partners (a) to understand, embrace, and implement the strategy concepts, and (b) to track, report and build upon progress toward the strategy's perceived objectives.

- From the perspective of (a) USAID staff, (b) implementing partners, (c) states and targeted local governments, and (d) representative non-state beneficiaries and/or beneficiary organizations, investigate and document the key, most significant identifiable perceived and sustainable benefits of:
 - Individual USAID project activities in Bauchi and Sokoto.
 - Collective/program synergy in the two states; to the extent possible this should be compared to progress in localities in the two States without the combined projects.
 - Examine whether GON budgets and more importantly, disbursements, in support of USAID sectors have increased more rapidly than in other states.
- For projects that have activities in both the Focus States and in other states, examine work plans and accomplishments to determine whether the projects have been implemented more efficiently in Focus States.
- Examine whether GON budgets, and disbursements, in support of USAID sectors have or have not increased more rapidly than in other States.
- Examine by mapping the extent to which activities within the individual states were done in the same or different local governments.
- Based on the above, formulate for the Mission’s pending 2014-2019 strategy a set of recommendations on programming, implementing, monitoring and evaluating state level assistance.

C. METHODOLOGY

Overview: The Assessment Team (Team) developed a work plan and methodology to answer the following key questions related to the purpose of the assessment.

1. What are the observable and unintended outcomes of the FSS, with particular reference to:
 - Development and reform of state and local government area policies.
 - Improved and expanded priority public services.
 - Demonstrated effects and leveraging of public resources for program activities.
 - Speed to completion of activities in focused LGAs compared to non-focused LGAs.

The Team will determine outcomes that can be reasonably attributed to the FSS, which outcomes have the potential for sustainable transformations at the policy or institutional level, and which have the potential to serve as models to other areas/sectors within the Focus States. The Team will also attempt to compare results between Bauchi and Sokoto to determine whether there are institutional and cultural factors to achieving results.

2. What synergies have been established at various levels of State and Local Governments and communities? These include:
 - Field level collaboration in geographically co-located areas, between implementing partners, LGAs and communities.

- Collaboration between implementing partners, state and LGA across functionally relevant activities.
- Cost-sharing of joint or disparate activities between state and LGAs.

The Team will determine whether the FSS approach facilitated achievement of program synergies; will assess whether the pursuit of synergy through co-location, coordination and co-funding was worth the effort; and will recommend adjustments in design and management for possible, future sub-regional programs. The Team will attempt a comparative analysis between Bauchi and Sokoto to determine whether there may be institutional or cultural factors to achieving synergistic results.

3. What important lessons for programming in volatile environments can be learned?

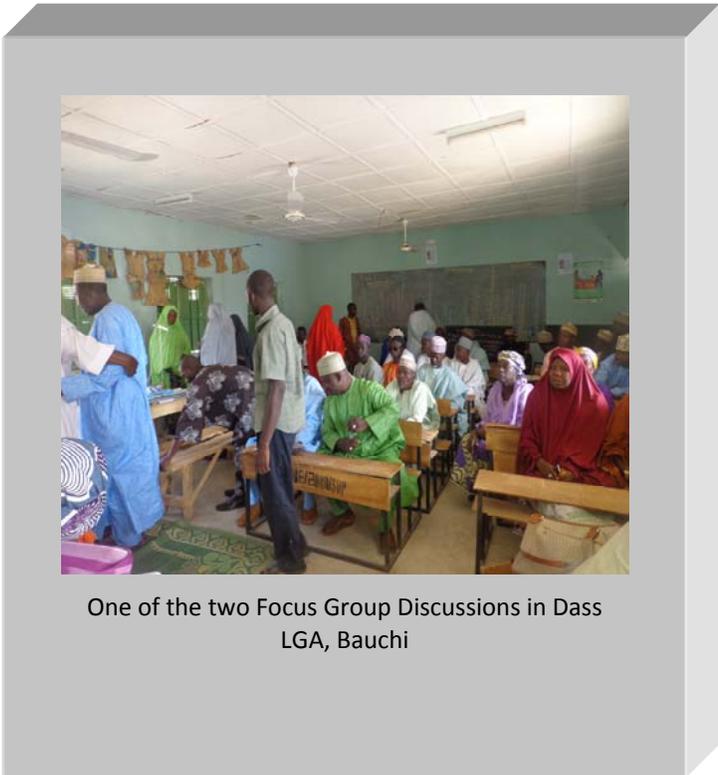
- The Team will review implementing partner practices and results while working in volatile areas. The assessment report will make suggestions on how the Mission may want to structure management in areas with security concerns.

Assessment Team: To undertake the Assessment, MEMS II assembled a team comprising one international consultant who served as Team Leader and five Nigerian members. The Team members are:

1. Edward Birgells (Team Leader): A senior advisor with extensive USAID experience in mission management, strategy/program development and evaluation. Mr. Birgells has significant experience in developing, implementing and monitoring regional programs in volatile areas.
2. Professor Dúró Ajéyalémi is Professor of Education, University of Lagos, a teacher, education expert and monitoring and evaluation (M&E) specialist. Professor Ajéyalémi has extensive experience in evaluation, particularly of USAID and other international development partners' projects in Nigeria.
3. Dr. Ajah Julius is Senior Lecturer in the Department of Agricultural Economics and Extension, Faculty of Agriculture, University of Abuja. His area of specialization is rural sociology and development. In addition to research, he has participated in the monitoring and evaluation of many projects.
4. Mr. Délé A Sónúbi is a senior consultant and civil society specialist. He has recently ended a 30-month assignment under a EU funded contract to support 'non-state actors' in Nigeria.
5. Ms. Táyò Olúgbèmi is senior M&E specialist supporting Health, Population and Nutrition and HIV/AIDS portfolios for MEMS II. Ms. Olúgbèmi has over 20 years experience in monitoring and evaluating health and HIV/AIDS programs in Nigeria.
6. Mr. Zakari Zakariya, Deputy Chief of Party MEMS II. Mr. Zakariya served as logistical coordinator and coordinator for focus group discussions. He trained facilitators and facilitated Hausa translations of documents.

Methodology: Since performance indicators and baselines were not established at the beginning of the strategy, the Assessment was retrospective and based on field work, key informant interviews, document reviews and focus group discussions. The team interviewed 467 people in Bauchi and Sokoto and reviewed 206 documents. (See Annexes 3: Bibliography; and 4: Persons Contacted). The Team conducted 11 focus group discussions with community groups and civil society organizations in Bauchi and Sokoto.

The Team began the Assessment with a review of program documents and development and USAID approval of a work plan. The Team conducted field work in Bauchi from February 11–23, 2013 and in Sokoto from February 25-March 10, 2013 in Bauchi. Field work included joint and individual meetings with the management and relevant staff of the LEAD, NEI, TSHIP, SIDHAS and WASH projects. Subsequent meetings and interviews were held with state and local government officials and civil society organizations. The Team organized and conducted community level focus group discussions with local leaders, ward development agents, State government desk officers for Implementing Partners and representatives of community-based organizations. The Team recruited and trained male and female facilitators for effective interaction with focus groups participants. Field group discussions in Bauchi were held in Ningi, Dass and Bauchi LGAs, i.e., three of the four LGAs in which all three regional IPs are working. In Sokoto, field group discussions were held in Bodinga, Silame and Wamakko LGAs. Focus group discussions were conducted principally in Hausa. Thus, many findings are based on the translated statements of focus group participants.



II. FINDINGS

OVERALL

Implementing Partners are Cooperating: The three regional partners and national level projects partners have established workable models for coordinating and collaborating program activities. Implementing Partners share annual work plans. The Chiefs of Party (COPs) of the three regional projects meet quarterly in Bauchi to discuss the work plans and other issues. The Bauchi representative for SIDHAS also attends these meetings. These meetings are supplemented by staff level meetings to discuss joint activities. Decisions and actions are then followed up by an informal Secretariat.

Community Children Using WASH Water Facility Located inside NEI School
In Tiffi Primary School, Ningi LGA Bauchi State



The interests of WASH, SIDHAS and FISTULA are more focused. WASH works principally with NEI and TSHIP and is more interested in utilizing the community development structures of TSHIP and NEI and how to use them to implement the WASH program. WASH also shares office space with NEI in both Sokoto and Bauchi. SIDHAS and FISTULA deal principally with TSHIP utilizing its community structures and health facilities to further its objectives.

LEAD, NEI, and TSHIPs joint interests lie with State and Local Governments and community groups. The Team Leader for the USAID/Africa Regional Water Sector Reforms in Bauchi State (SUWASA) confirmed representation at the meetings and has established relationships with both LEAD and TSHIP. (*Verification: Collaboration has been documented through minutes of meetings, development forum documentation and meetings with senior and mid-level staff.*)

Projects have common objectives which fosters collaboration: Sharing work plans and regular meetings have been critical to the collaborative effort. However, the three regional projects have major components that lend themselves to collaboration.

They all are responsible for system development and institutional strengthening in their respective programs. Each has a strong community focus.

LEAD focuses on strengthening capacity and transparency at the State and Local Governments levels providing the foundation on which the other sectoral programs establish community linkages with Local Governments and supporting both health and education.

The community development work of TSHIP and NEI forms the basis in which LEAD's work with Local Governments establishes linkages with the social sector needs of communities. Since all three partners have strong community development components, they often use the same civil society organizations to jointly strengthen local government agencies and community organizations. The Implementing Partners readily admit each has benefitted from the work of the others.

TSHIP and WASH support and work through established Ward Development Committees. NEI has established Community Coalitions (CC) and Community Education Forums (CEF) in the ten LGAs it works in. These are linked to WDCs under LGAs supported by TSHIP and LEAD, respectively. National programs have benefitted from this internal synergy through interaction with Local Government Areas and community groups. WASH particularly benefits from the institutional frameworks that have been established through NEI and TSHIP. In addition to complementary systems, the IPs also collaborate with individual projects. This is usually done via one IP supplementing the resources of another IP in order to achieve a common agenda – an approach that has been particularly effective in policy development activities. (*Verification: Project Agreements and Work Plans; meetings with IPs*).

Concentrating resources has been important: USAID is concentrating \$169 million in two rural States. The SUWASA program is also working exclusively in Bauchi. USAID is programming additional funds through three national projects which are also operational in the Focus States. This concentration has had an impact on the willingness of government officials to cooperate and work with IPs. Individual ministries may work with just one partner but they know about the work of the other FSS partners. Coordinating ministries, such as the Ministry of Budgets and Economic Planning in both Sokoto and Bauchi, often work with and utilize all three regional partners.

Concentration has also made the expertise of these diverse projects more broadly available to each other. For example, it is doubtful WASH would have achieved its level of progress without the community development resources of NEI and TSHIP. Both the FISTULA and SIDHAS also benefitted from the presence of TSHIP.

Factors that have weakened the impact of collaboration and concentration: Each project was developed independently. Each has a different geographic focus in each State. Each has different criteria for selecting target LGAs, based on sectoral requirements with little to do with the FSS.

Geographic Focus. TSHIP is working in all LGAs in Bauchi and Sokoto. NEI works in 10 LGAs each in Bauchi and Sokoto, selecting its target LGAs based on education criteria, then the Bauchi and Sokoto States Education Boards selected the LGAs to participate in the project. LEAD's mandate is to work in half the LGAs; 8 in Bauchi and 12 in Sokoto. The project developed selection criteria and then established a method of having agencies compete for the LEAD program. LGAs are selected through a blue ribbon panel of scholars, civil society organizations and prominent citizens. LEAD originally selected four champion agencies in Bauchi and six in Sokoto. An additional four have been recently added in Bauchi and six in Sokoto. Hence, three years into the FSS, the three regional IPs are working together in four LGAs in Bauchi and three in Sokoto. (See Annex 5 for maps and listing of LGAs by IP)

Project Management. Each project is managed as a sectoral project. The Team is not aware of any management structure developed by USAID to ensure the FSS objectives are regularly considered by individual project officers.

Inconsistent Collaboration. Field level collaboration is strong. However, there are inconsistent patterns of collaboration at the community level. Field investigations, particularly in Sokoto, revealed some duplication of effort in placing boreholes, providing computers and assisting traditional birth attendants. Officials at the state, LGA and community levels complained about collaboration of some partners, particularly WASH and TSHIP.

New Community Structures. In the education sector, new community structures have been introduced instead of strengthening existing Ward Development Committees.

KEY ISSUES

1. What are the observable and unintended outcomes of the FSS with particular reference to:
 - Development and reform of State and Local Government Area policies.
 - Improved and expanded priority public services.
 - Demonstrated effects and leveraging of public resources for program activities.
 - Speed to completion of LGAs in Bauchi and Sokoto compared to LGAs in these States without complete FSS support.

FSS Approach is Facilitating Public Policy Development: Implementing Partners are contributing to addressing policy and reform issues in Bauchi and Sokoto. This has included topics in which state governments were not in conformity with federal policy as well as other areas identified by state governments. Coordinated, collaborative reviews of draft policies and laws not only enabled more timely reviews by USAID IPs but also enhanced the overall quality of USAID IP contributions to these instruments. Partners collaborated in providing needed consultants and sponsoring workshops, helping to ensure all required bases were covered in a timely manner. Following are examples of some of the collaborative policy and reform activities undertaken by the Implementing Partners.

Transparency Bills in Sokoto State: LEAD, along with NEI and TSHIP, assisted the State Government, Ministries and the House of Assembly in developing and passing three bills aimed at improving transparency and bringing Local Government operations into conformity with

Nigerian law. The three “transparency bills” will lead to the establishment of: 1) the Sokoto State Bureau of Public Procurement and Price Intelligence; 2) the State Statistical System and Office of the Statistician General; and 3) the Fiscal Responsibility Commission responsible for the implementation of the Medium Term Expenditure Framework. These bills were signed by the Governor on February 4, 2013. At the signing ceremony, The Speaker of the House of Assembly mentioned the “*tremendous support of RTI/LEAD under USAID in the process of passage of the transparency bills*”. TSHIP and NEI support were provided in reviewing and commenting on the Bills, discussing them with their respective Ministries, as well as promoting the bills with the House of Assembly. (Verification: 2/4/13 Press Release, copies of signed bills: meetings with IPs, Ministries and members of the House of Assembly)

Water Policy: LEAD, with the collaboration of WASH, TSHIP and NEI, assisted the state governments in both Bauchi and Sokoto to develop modern water policies. In Bauchi, the policy has been signed by the Governor and is awaiting passage into law by the House of Assembly. UNICEF is already implementing the policy and the SUWASA program is using the policy as a basis to implement the institutional and regulatory framework for improving urban water supply through the Bauchi State Water Board.

The Sokoto water policy has been cleared in draft through the government. The document is now with the Governor awaiting his signature. The policy will be implemented through the Ministry of Water Resources. The Permanent Secretary of the Ministry of Water Resources in Sokoto considers the Water Policy “*essential for the Ministry to effectively develop and regulate the water sector in Sokoto*”. (Verification: Water, Sanitation and Hygiene Policy, Bauchi State Government of Nigeria, August 2012. Draft Water Supply and Sanitation Policy, Sokoto State Government, February, 2013. Meeting with senior staff at the Ministry of Water Resources-Sokoto; Meeting with Staff of Bauchi State Water Board and Team Leader SUWASA).

Bauchi State Gender Policy: The Ministry of Women Affairs and Child Development requested assistance from LEAD, NEI and TSHIP to help develop the Bauchi Gender Policy. The projects provided technical assistance for the Gender Gap Analysis and Assessment. TSHIP and the Ministry sponsored a workshop on the validation and technical review of the first draft policy statement which is currently under review by the State Executive Council. (Verification: Minutes of meeting on Gender Gap



Focus group discussions with CSOs representatives in Bauchi

Analysis held at LEAD Office on 14th March 2011; Bauchi State Gender Gap Analysis Report, October, 2011; Draft Bauchi State Gender Policy and Implementation Plan Bauchi State Ministry of Women Affairs & Child Development (2012)

Medium Term Sector Strategy in Education in Bauchi and Sokoto: NEI has supported the State Universal Basic Education Board (SUBEB) in the developing the Medium Term Sector Strategy (MTSS) for the basic education sector in Bauchi and Sokoto. Prior to NEI support, the SUBEB budget was based on a list of un-coordinated and un-prioritized activities; budgets were unreasonable, immodest; and projects often over-estimated. The MTSS was un-implementable in terms of available funds. The revised MTSS is more rational and participatory. It contains activities to be undertaken, the budgets and the departments/units expected to implement the activities. MTSS is now based on specific activities and budgets prioritized by communities. In Bauchi, it is linked to the Bauchi Treasury Management Information System (BATMIS) 2013 developed by the World Bank for the state's budgeting process. *(Verification: This was collaborated by the NEI Desk Officer in Bauchi SUBEB and by the Permanent Secretary MBEP Bauchi.)*

NEI and LEAD collaborated to build the planning and budgeting capacity of relevant Ministries of Education, SUBEB and Local Government Education Authorities (LGEAs), community leaders, CSOs and NGOs. LEAD mobilized communities through the WDCs, that collaborate with the Community Coalitions (CCs) and the Community Education Forum (CEF) formed through an NEI intervention, to articulate priorities and budgets in basic education and then fashion a Whole School Development Plan – a platform used to develop priority needs and programs for each school. *(Verification: Whole School Development Plans for Bauchi; MTSS for Bauchi and Sokoto; approved budget estimates for 2013; 2012 Bauchi budget based on 2012-2014 MTSS/SESOP2; Draft Bauchi 2013 SUBEB activity-based budget)*

State Strategic Health Development Plan: TSHIP collaborated with SIDHAS, WHO, UNICEF, Canadian International Development Agency (CIDA), Center for International Education and Training (CIET), State Ministry of Health, State Ministries of Budgets and Economic Planning, Bauchi State House of Assembly Committee on Health and the Bauchi's 20 LGAs to develop the State Strategy Health Development Plan 2010-2015. In Sokoto, TSHIP collaborated with UNFPA and the State Ministry of Health to develop Sokoto State Strategic Health Development Plan. TSHIP contributed technical and financial resources to help develop the plans in the two states. *(Verification: Bauchi State Health Development Plan. Meetings with officials in both Bauchi and Sokoto)*

Bauchi Drug Management and Drug Management Agency: TSHIP and LEAD collaborated with the Bauchi State Ministry of Health to inform legislators in Bauchi about challenges experienced in drug procurement. As a follow up, in March 2011, TSHIP sponsored key officials from the state health sector to visit the Kano State Drug Management Agency. Based on lessons learned from the visit, the Bauchi State Drugs and Medical Consumable Management Agency Law was passed and implementation began in January 2012, under supervision of the Drug Management Agency whose principal responsibility is to operate a drug revolving fund, and to authorize, manufacture, procure, deliver, sell, and manage drugs and medical consumables in Bauchi State.

The Bauchi Drug Management Agency collaborated with TSHIP in September 2012 and organized a workshop for major stakeholders that included the USAID-funded DELIVER project to develop a list of essential drugs and medical consumables for use in Bauchi State Health Care facilities. The Bauchi State Essential Drugs and Medical Consumables list, when implemented, will guide the selection, procurement, distribution and quality control of drugs in Bauchi State in line with national standards. This is one manner of strengthening the health system and ensuring sustainability of projects activities in Bauchi. (*Verification: Report of Study Visit to Kano State Drug Management Agency including list of participants, March 2011. A Law to Provide for the Establishment of Bauchi of State Drug and Medical budgets Government of Nigeria, pp.1 – 13, 2012, Draft Bauchi State Essential Medicines and Medical Consumables List. Bauchi State Ministry of Health (October, 2012)*)

Implementing Partners are Supporting Priority Public Services: Implementing Partners have been instrumental in developing important linkages between state and local governments and communities in Sokoto and Bauchi. This is a major unintended outcome of the FSS.

Participatory Budget Process Introduced: The Implementing Partners have worked over the past three years with the Ministries of Budgets and Economic Planning (MBEP), technical ministries, State Assemblies, CSO and LGAs, in both Bauchi and Sokoto, to strengthen the fiscal system in each state and to increase the participation of local governments and communities in the budgeting process.

The Implementing Partners were able to introduce international best practices and budget guidelines into the states' budget processes. LEAD was successful in supporting the MBEP, in both Bauchi and Sokoto, to coordinate budget development between the states and LGAs. The Implementing Partners have assisted the governments to provide capacity building support to the LGAs. LEAD has done this through strengthening the capacity of Local Government Service Commissions whose mandate is to support LGAs to perform their functions. LEAD/TSHIP/NEI worked through NGO consortia to strengthen and inform LGAs and community organizations on the budget process.

Developing a participatory budget is an unheard of process in these regions. In Sokoto, the Chairman of the Silame LGA, said "*LGA budget is the people's budget because the needs of the communities were factored into the budget that was prepared for 2013 compared to 2012*". The

Director of Planning at the MBEP in Sokoto considered the three IPs as "...a consortium. They all worked in a coordinated fashion and made excellent progress in their own areas". The 2013 state budgets were signed by the governors on February 4, 2013 in Sokoto and on January 28, 2013 in Bauchi. (*Verification: Meetings with the MBEP planning and budget staff in Sokoto and Bauchi confirmed the assistance provided by the Implementing Partners; Meetings with the Sokoto House of Assembly; Sokoto and Bauchi 2013 budgets*)

NEI has introduced a new activity-based budgeting process to SUBEB. This process prioritizes MTSS allocations and activities and establishes a budget for each. By mapping the approved budget to the MTSS allocations, concrete activities, with objectives and reasonable costs, can be planned. This budget can then be linked to implementation/work plans to form the basis of the MTSS. (*Verification: Prioritized Action Plans, MTSS Sokoto; SUBEB Bauchi MTSS; Key performance Indicators; Draft Bauchi 2013 SUBEB Activity based budget*)

Local government in Nigeria is the third tier of government, after the federal and state level. The Local Government Area (LGA) represents a population from 150, 000 to 800,000 people. LGA is headed by a chairman who acts as chief executive of the LGA. The legislative functions are performed by the councilors while the customary/sharia courts perform the judicial functions. The office of the chairman and his councillors are elected while the Judicial Service Commission appoints judges. Part of the functions of the local government is to provide public services for citizens. Local government areas have the mandate to collect taxes and other levies within their locality. The major source of funds for local governments is from the Federation Accounts. Over 20 percent of Federation Accounts funds are allocated for local government. Other revenue coming to the local government is Internally Generated Revenue (IGR) such as taxes and other fees.

A ward is the smallest political structure, consisting of a geographical area with a population range of 10,000 to 30,000 people. On average, there are ten (10) wards per LGA. Each ward is represented by a councilor. The Ward Development Committee consists of representatives from Village Development Committees in the ward, and serves as the supreme body for development activities carried out in the ward. It is linked with the Local Government Management Committee (LGAMC) through a representative of the ward serving on the LGAMC.

Local Governments and Community Groups Better Equipped for Improved Service Delivery:

LEAD has been working with state and local government officials to enhance the capacity of LGAs to improve service delivery. This has included the development of a series of training modules designed to develop and improve important systems within local government. Subject matter includes: Leadership, Management, Council Effectiveness, Financial Management, Service Improvement Plan development, Strategic Planning, Revenue Generation and Information Communication Technology.

Training has been offered through LEAD in its selected LGAs. The courses are also offered in non-LEAD LGAs through the Local Government Service Commissions (LGSC) in Bauchi and Sokoto. LEAD has trained LGSC staff to use the modules, which have been accepted as part of LGSC training programs. LEAD also provides trained LGA staff to work with LGAs in other local governments.

LEAD and the LGSC have trained 2,100 local government staff in Sokoto and Bauchi. *(Verification: Copies of Training Modules received and reviewed. Meeting with Training Officer LGSC Sokoto. Field interviews with LGAs and community groups in Bodinga, Silame and Wamakko; attendance sheets for training program kept by LEAD).*

In Bauchi, TSHIP worked with LGAs to produce health operational plans. With these plans, LGAs now have cost-effective, high impact health plans that focus on basic primary health care services and can be linked to budgets *(Verification: Operational Health Plans for 2011 Bauchi; and 2012 for Sokoto. TSHIP Report of workshop to develop 2011 operational plan in Bauchi)*

TSHIP has been working with Ward Development Committees in both Bauchi and Sokoto to build capacity of these organizations to better represent their constituency communities. Training consists of five day sessions with senior members of WDCs. Training includes subjects such as social and health issues, prioritizing health issues, resource mobilization, record keeping. Training manuals have been developed and are used. To date, 30 master trainers have been trained to provide the training programs. A total of 300 communities in Sokoto and Bauchi have been trained. *(Verification: Training Manuals, List of WDCs trained; attendance sheets for participants are kept by TSHIP)*

NEI introduced the community coalition (CC) concept in Bauchi and Sokoto. The CC brings together diverse groups representing interests in schools and education. They combine human and material resources to improve basic education, health and other development agenda in their community. Each group maintains its own identity but they meet collectively to share skills, knowledge and resources to make the community stronger.

NEI is using the CC structure to engage communities on improved support for OVC and basic education programs. CCs advocate for and develop action plans around improved basic education and support for OVC. Serving as OVC Support Teams (OST), CCs provide support to community structures around NEI demonstration schools to strengthen the services available to vulnerable children, both in the community and through referral to health and other social services. NEI has developed Participant Tool Kits for the formation of CCs as well as

Community Action Cycle for community mobilization in regard to basic education and OVCs. CCs have been developed to support the NEI school demonstration activity, which is active in 200 communities in Bauchi and Sokoto. (*Verification: Tool Kits and Community Action Cycle.*)

Improved Service Delivery of Civil Society Organizations: The Implementing Partners are helping to strengthen NGO consortia in both Bauchi (BASNEC) and Sokoto (Consortium of NGOs). These have proven to be excellent partners in establishing and strengthening relationships between local governments, communities and the state governments. The Implementing Partners and the consortia have worked together to identify weaknesses and gaps in LGA and community structures and have supported each other in building the capacity of these organizations. NGOs have been instrumental in organizing community groups to participate in public hearings on the budget and the budget process. (*Verification: Draft OCA Result for LEAD Sub-grantees, June 2012; RTI/LEAD Community Priority Setting Report; List of NGOs and their USAID Partners*)

Perceived Improvements in Cluster Communities: The Team's field trips and focus group discussions confirm people in cluster LGAs perceive that rural institutions have improved their organizational capacities and that services are reaching the people.

Progress is being made in LGA operations. LGA leaders know their roles and responsibilities and are demonstrating improved management. LGAs keep records. There is active citizen participation in the budget process. Many LGAs boast increased internally-generated funds.

In focus group discussion participants commented on how Implementing Partner projects have addressed water issues. More children go and stay in school because of increased availability of clean water and modern toilet facilities. Improvements in sanitary conditions, health facilities increased drugs and equipment have resulted in healthier communities. More women have deliveries in health care facilities due to public information and better facilities. (*Verification: Summaries of Field Trips and Focus Group Discussions Annex VI*)

TSHIP renovated 61 health facilities in Bauchi State and 46 in Sokoto State, and also provided equipment and drugs. WASH provided water points and VIP latrines in 42 health facilities in Bauchi and Sokoto. Team visits to the Primary Health Care Center at Bagarawa in Bodinga LGA and Marafa Dispensary in Silame LGA attested to the work of TSHIP and WASH. Utilizing data from the Sokoto State Health Development Plan, the Government addressed the gap in human resources by recruiting and posting over 4,000 new health workers to health facilities. This was attested to in Wamakko LGA where 70 newly recruited health workers were posted. *Interactions with health providers during field visits confirmed this.* TSHIP, SIDHAS and FISTULA trained different cadres of health personnel in the two states on maternal and child health, nutrition, family planning, VVF, HIV counseling and testing, to mention a few.

TSHIP provided maternal and child health and family planning equipment and supplies to health facilities in Bauchi and Sokoto. In addition, TSHIP collaborated with the USAID DELIVER project and state governments to provide family planning commodities, with UNICEF providing immunization vaccines and the Millennium Development Goals (MDG) project providing solar powered refrigerators to health facilities in Sokoto State. The Assessment Team witnessed the

evidence of these collaborative efforts in the Marafa Dispensary, in Silame LGA. In addition, TSHIP purchased mother care kits and malaria drugs that were distributed to health facilities in Sokoto. (*Verification: This was confirmed by the Team visits to Bagarawa Primary Health Center in Bodinga LGA and Marafa Dispensary in Silame LGA.*)

FISTULA established VVF centers in Ningi General Hospital in Bauchi State and Maryam Abacha Women and Children Hospital in Sokoto State. The services for fistula repairs are free. In 2010 when the project began, Bauchi had no VVF program. In 2012 when all the structures needed to conduct VVF repairs were put in place in Ningi General Hospital, 119 VVF repairs were done between March 2012 and January 2013. The waiting time for VVF repairs has decreased due to the massive repairs undertaken by FISTULA. (*Verification: List of Health Facilities for Sokoto and Bauchi; copies of training manuals; training reports, attendance sheets; Meeting with Executive Secretary Sokoto Primary Health Care Development Agency; VVF Repair register in Ningi General Hospital. See Annex VII for more detailed description of activities of Health IPs.*)

STATES ARE ADOPTING IMPLEMENTING PARTNER PROGRAMS AND PLANNING FOR THEIR REPLICATION

Public Sector Support for Advocacy Groups in Bauchi: NEI has been the principal Implementing Partner in establishing and developing Community Education Forums (CEF), which are advocacy groups designed to represent the interests of various basic and non-formal education stakeholders at the local government level. LEAD assisted in the formation of CEFs through its interaction and capacity building programs with LGAs. TSHIP also, through its activities in developing various Ward Development Committees, supported CEF development at the community level. CEFs are active in the 10 NEI-supported LGAs in Bauchi and Sokoto. Each CEF comprises 60 members: 15 from School Based Management Committees; 15 from Community Coalitions; 15 from Local Implementation Committee members drawn from LGA officials; Civil Society organizations; OVC Support Teams; and 15 community leaders from the philanthropists, traditional and religious groups. Many of the latter support and manage non-formal learning centers. Ten of the members are elected as Executive Committee members. The State CEF has 13 members comprising 10 LGA CEF chairmen, one woman's representative from each LGA, the SUBEB Director of Social Mobilization, and NEI.

A memorandum has been drafted by the Bauchi Education Steering Committee for the Commissioner for Education to send to the State Executive Council. This memorandum will approve the adoption of the CEF model for Bauchi as well as the development of CEFs for the remaining 10 LGAs in Bauchi. (*Verification: Memorandum dated February 13, 2013.*)

Increased Funding for Orphans and Vulnerable Children (OVC) in Bauchi: NEI spearheaded the formation of a State Steering Committee and working groups to strengthen coordination of OVC activities in Bauchi. This resulted in the creation of an Agency for Vulnerable Children.

In Bauchi, NEI, in collaboration with other FSS implementing partners plus the USAID Links for Children Project, has improved access to basic education and vocational training for OVCs. This was accomplished through the 40 Non-Formal Learning Centers in the 10 NEI-assisted LGAs. The program includes referral to health facilities sponsored by TSHIP. Currently over 7,600 vulnerable children have been supported, 3,500 care givers trained, 6,056 children provided with birth registration, 746 out-of-school children have received Basic Literacy Certificates that allow them to enter formal schools and 1,547 children have been trained on various vocational trades. In addition, significant improvements have occurred in programming, community mobilization, support and quality of life of vulnerable children across the 10 LGAs in Bauchi.

TSHIP also supports the Dept. of Child Development on advocacy for HIV/AIDS, maternal and infant mortality and gender issues. Also, Links for Children, in collaboration with NEI, the University Research Company and the Federal Ministry of Women Affairs, has, conducted research to improve the quality of services rendered by civil society organizations to vulnerable children and girls.

With the intervention of NEI and the other Implementing Partners, Bauchi State has increased its annual budget for OVC from ₦50 million in 2012 to nearly ₦320 million in the 2013 Annual Budget Estimates. *(Verification: The total 2012 allocation was released and expended, according to the Director of Child Development, Ministry of Children Affairs.)*

Bauchi is Replicating NEI Activities in LGAs: Many NEI project activities in Bauchi are being replicated by SUBEB in the remaining 10 LGAs. For example:

- NEI provided IT facilities in its 10 LGEAs. SUBEB has distributed similar IT facilities, including five KVA generators and internet modems, to the 10 non-NEI LGAs to support Bauchi's Education Management Information System (EMIS) to provide accurate educational data and statistics and support MTSS policies. *(This was verified in a meeting with the Head of SUBEB EMIS.)*



Ahmadu Rufai Model Primary School, Silame, Sokoto State

- NEI trained teachers in its target LGAs. SUBEB spent ₦15million, using NEI facilitators, to train 600 teachers for non-NEI LGAs in 2012. *(This was verified in meeting with the Head of SUBEB EMIS; NEI desk officer, and Secretary for Bauchi State CEF.)*
- NEI spent ₦6.8 million for the Annual School Census in its 10 LGAs. SUBEB released the same amount for the same exercise in the 10 non-NEI LGAs. *(Verification: Copy of SUBEB approval for release of ₦6.8 million for Annual School Census. Copy of payment voucher.)*
- In 2011/2012, NEI carried out a GIS school mapping exercise for schools in NEI-supported LGEAs. SUBEB extended this exercise to the 10 non-NEI LGEAs. Now all basic education schools have been captured in the LGA's GIS system geographical positions. *(The Head of SUBEB EMIS verified this. Documentation including vouchers available).*

Sokoto Providing Support for LGAs: With the support of LEAD, the Government of Sokoto (GOS) is supporting the institutional strengthening of LGAs through the Local Government Service Commission (LGSC). The LGSC, using LEAD training manuals, has begun providing capacity building support to LGAs in geographical areas that LEAD is not supporting. LGSC has adopted LEAD project's methodology and training materials. LEAD has trained LGSC trainers and is providing mentors to LGAs from LEAD-supported LGAs. The GOS intention is to continue LGA support after the end of the current program. *(Verification: Training Officer LGSC)*

Speed of Completion: The Team was unable to conduct an analysis of the speed of completion of activities in the FSS cluster LGAs compared to other areas, principally, because state governments have already begun adopting and replicating some USAID-funded project activities as their own. However, the Team did consistently seek out comparative perceptions in every meeting and interview conducted. Responses were unanimous: virtually every knowledgeable official advised operations in cluster LGAs were better than in non-cluster areas. Examples include:

- The head of the WASH project, based in Sokoto, stated, "Operations are implemented much quicker and easier due to cooperation than in a state such as Kano, where there is no FSS collaboration".
- The head of the Northwest Zone for SIDHAS also commented on how much easier it was to work in Sokoto than in a place like Kano due to the work of the Implementing Partners in Sokoto.
- The Permanent Secretary, Bauchi Ministry of Budgets and Economic Planning, advised responses to inquiries from the Ministry are handled more thoroughly and quicker in the cluster LGAs compared to other areas. A few LGAs in non-cluster areas have no capacity to respond.
- The Head of Economic Planning, Sokoto Ministry of Budgets and Economic Planning, also agreed, referring to the difference between the capacity of the cluster LGAs and others as "Night and day". He noted the three Implementing Partners have done an excellent job of training local governments and community organizations.

2. WHAT SYNERGIES HAVE BEEN ESTABLISHED AT VARIOUS LEVELS OF STATE AND LOCAL GOVERNMENTS AND COMMUNITIES? THESE INCLUDE:

- Field-level collaboration in geographically co-located areas, between Implementing Partners, LGAs and communities
- Collaboration between Implementing Partners, states and LGAs across functionally relevant activities
- Cost-sharing of joint or disparate activities between State and LGAs

There is Field Level Collaboration: The Implementing Partners, working independently and with each other, have fostered linkages between state ministries, LGAs and WDCs and community organizations. These linkages are resulting in more openness and transparency in government budgets and operations. A participative system is emerging. This openness has been verified in several LGAs and with several community organizations. Several focus group discussion participants “...felt that government was becoming more open and ready to release information to the people which was very difficult before”. At the same time, communities felt the government was not very open to adopting community structures. *One participant noted, “Top down approach still dominates planning, budgeting implementation and evaluation of projects”*

In this evolving participative system, LEAD focuses on planning and budgeting. Planning includes priority setting by communities and LGAs; community based strategic planning, service improvement planning and supporting participatory community processes. Budgeting includes community participation in the budget process. Both TSHIP and NEI initiatives have benefitted from the planning and budgeting programs and reforms introduced by LEAD in cluster LGAs. TSHIP is working directly with Ward Development Committees. Traditionally, these have been non-functional. As a result of support from TSHIP, many of these wards have become active in advocating for health programs and in mobilizing communities to use health services.

NEI has contributed to this emerging participative system by introducing a mechanism uniting various public and community education groups to speak with a united voice on educational issues within local governments. Community Education Forums are part of Ward Development Committees, and advise and support them in demand based educational planning. The Bauchi SUBEB has suggested replicating this system in all LGAs. CEF develop action plans and advise both local and state committees. LEAD was instrumental in organizing groups, and it provided technical assistance to NEI and education groups to develop the action plans.

However, there are some weaknesses in the evolving system. These will need to be addressed if a real model for local government is to evolve. There are too many inconsistencies in IP operations at the LGA and community levels. For example:

- Allowances paid by IPs are not consistent. Communities obviously show preference for activities paying higher allowances. *This was a major concern of CSOs in Bauchi.*
- The Director of Primary Health Care at Ningi LGA in Bauchi said, “*TSHIP doesn’t work through the LGA, they go into the community most of the time to implement activities without the LGA’s knowledge and only when they have issues or problems do they involve the LGA*”.

- The Directors for Primary Health Care in Bodinga and Silame LGAs in Sokoto stated they do not know anything about the WASH project and the construction of boreholes and toilet facilities in health facilities. At the Bararawa Primary Health Facility in Bodinga LGA, WASH provided water to the same facility that LEAD had assisted the LGA in repairing.

In Sokoto, Directors of Primary Health Care in Bodinga and Wamakko reported TSHIP employs its own traditional birth attendants (TBAs) and does not use the TBAs of the LGA. TSHIP pays its TBAs ₦2000 per month, while the LGA pays its TBAs ₦1000 per month. When this was brought to its attention, the management of TSHIP advised these payments were for different programs. Nevertheless, this is not the perception of officials in Bodinga and Wamakko, and local perceptions are important.

- Implementing partners appear to have randomly distributed laptop computers to state officials and LGAs. There does not appear to have been joint planning on the needs of various organizations. The Deputy Director of Planning, Sokoto Ministry of Health, confirmed receiving laptop computers from his Ministry as well as from TSHIP. In Silame and Wamakko LGAs, TSHIP and SIDHAS provided computers to the same M&E Officer in the same LGA.

THERE IS COLLABORATION BETWEEN IMPLEMENTING PARTNERS, STATE AND LGAS ACROSS FUNCTIONALLY RELEVANT ACTIVITIES

The three FSS partners have been working independently with state and local governments and community groups. They worked with each other when such collaboration supported their own agenda and work plans. The results have included better state policies and service delivery. State governments have decided to continue and expand some of the initiatives supported, particularly in the education sector. NEI and WASH share office space in Bauchi and Sokoto. WASH/NEI/TSHIP also work collaboratively at the community level. TSHIP, SIDHAS and FISTULA have implemented joint activities. Collaboration has thus saved and enhanced the efficiency of available resources, resulted in better integrated services, and supported the objectives of each Implementing Partner.

NEI collaborates extensively with LEAD and TSHIP in a number of areas. For example, LEAD trains NEI OVC caregivers (in service improvement, empowerment and life skills) and LGAs officials (in participatory budgeting). All IPs collaborated in developing the Bauchi and Sokoto Water Policy. TSHIP and NEI collaborate in the Training of Community Coalitions. NEI has trained TSHIP staff in community mobilization. NEI and TSHIP collaborate on providing health care for OVC.

In Sokoto, LEAD has established partnerships with the Ministry of Budgets and Economic Planning, the Ministry of Local Government and the Ministry of Water Resources. In Bauchi, LEAD has partnerships with the Ministry of Budgets and Economic Planning, the Ministry of Local Government and the State Water Board. Across the board, the work and accomplishments of the LEAD project received consistent, prominent mention throughout the Team's visits to

participating LGAs. The Local Government Service Commission in Sokoto works extremely closely with LEAD in developing LGA capacity.

NEI works closely with the Ministry of Education, SUBEB, Ministry of Women's Affairs, Ministry of Budgets and Economic Planning and the Ministry of Health. The Ministry of Education and SUBEB in Bauchi have adopted the CEF model for community engagement as well as adopting many of the activities NEI has implemented in Bauchi. Sokoto, too, is planning on adapting many of the activities NEI has introduced, including CEF engagement (*VER: Meeting with acting Chairman of Sokoto SUBEB*)

TSHIP in Bauchi works with the Ministries of Health and Budgets and Economic Planning; and in Sokoto, with the Ministries of Health, Women Affairs, Local Government, Budgets and Economic Planning, State Primary Health Care Development Agency (SPHCDA) and National Population Commission. TSHIP also works with WHO and UNICEF. Representatives in all LGAs visited acknowledged the work and accomplishments of TSHIP, but were critical of the project's approach to local collaboration. Members of LGAs and communities interviewed generally do not believe TSHIP is interested in local collaboration, but prefers to make local decisions independently, and collaborates only when a critical need emerges. This sentiment was also shared by the Executive Secretary of Sokoto SPHCDA, who stated that TSHIP needs to collaborate more closely. The Local Government Service Commission also expressed this concern. This criticism was not expressed for any other partner. (*Ver: See Annex VI, meetings with Executive Director SPHCDA and LGSC Training Officer*)

Cost Sharing of Joint or Disparate Activities between State and LGAs:

Both states apparently value and are cost-sharing in these USAID projects. For example:

- The Bauchi Government is funding housing for the LEAD Chief of Party
- The Sokoto Government provides office space at the State Secretariat for TSHIP, NEI and WASH, as well as half the cost of the LEAD compound in Sokoto
- In both states LGAs provide office space for LEAD local staff
- In both states government provides office space in each senatorial zone
- In both states meetings of the Health Data Consultative Committee and M&E meetings are co-funded by the state government, TSHIP and SIDHAS
- Host governments also fund time of government staff assigned to USAID projects, and they contribute to funding workshop events

(Verification: Cost Share documents from Bauchi and Sokoto and Reports of HDCC and M&E meetings)

In Sokoto, the SIDHAS program is implemented through a State Implementation Team (SIT), paid staff of the Ministries of Health and Women Affairs. The seven person team contributes approximately 30 percent of its time to the day-to-day implementation of the SIDHAS project in Sokoto. SIDHAS has built the capacity of seconded staff to promote post-project sustainability. (*Verification: List of SIT members, Letters from Ministry of Health on Seconded staff to SIT, MOU with Sokoto State Government*)

Each of the three regional projects has important communications programs in both states, with radio serving as the principal media outlet. In Bauchi, the Partners work with the Bauchi Radio Corporation and Radio Nigeria/ Global FM; and in Sokoto, with the state-owned Rima Radio. Both public stations are commercial organizations, but do provide services to USAID's projects at concessional rates. The General Manager of Global FM considers his station a partner with the three projects. Over the past three years, Global FM radio has provided concessions of up to 60 percent below commercial rates. This station recently signed an agreement with TSHIP, providing a 60% discount to the commercial rate. The manager provides such discounts as part of the station's social responsibility, believing the projects are performing a public service, are funded by the United States, and are reaching many people. The station wants to contribute. It actively support NEI's work with orphans and vulnerable children and the girls education program. The manager reports tremendous public interest in LEAD's live phone-in programs. They receive tremendous responses from communities throughout Bauchi and from other states in which Global FM broadcasts. The General Manager of Rima Radio also provides concessional rates to USAID projects, and in many instances, airs programs free of charge. *(Verification: Meetings with IP Communication Advisors; meetings with General Managers of Global/FM and Rima Radio)*

3. WHAT IMPORTANT LESSONS FOR PROGRAMMING IN VOLATILE ENVIRONMENTS CAN BE LEARNED?

The Team interviewed both the management and staff of the three IPs in both states. The Bauchi interview was held on February 18 at the LEAD office, with representatives from LEAD, NEI and SIDHAS in attendance. The Sokoto meeting was held on March 4 at the LEAD office with representatives from LEAD, NEI, TIP, WASH and the FISTULA in attendance.

Security has had an impact on project implementation in both states. Security incidences appear to be situational, with no targeting of the USG interests. When security incidents do occur, the Implementing Partners take appropriate cautions, and revert to normal work patterns post-incident. NEI in Sokoto has adopted a lower profile branding approach. LEAD has dispatched expatriate staff to Abuja, as necessary and LGA coordination staffs have been dispatched to state capitals. The security situation in a LGA is now a criterion for selection under the LEAD project. Subject to the security situation, SIDHAS is cautiously expanding its work beyond the current six in Bauchi, and is prepared to contract its activities, if necessary.

In the past year, the security situation has worsened, requiring two IPs (Research Triangle Institute and Creative Associates) to hire full-time expatriate security advisors. John Snow, Inc. is currently hiring an expatriate advisor. SIDHAS has a national security advisor in Abuja. FISTULA also has national level coverage of security issues. WASH depends upon NEI for its security coverage. The advisors link with local and national security agencies, the United Nations and others to gather information and intelligence and to formulate strategies for each respective IP. Embassy Regional Security Office often calls to get situational reports. NEI security advisor has visited Sokoto several times. LEAD advisor has not yet visited Sokoto. Security concerns now take a prominent role in the development and implementation of work plans. There are real costs involved in this. According to partners, if the situation deteriorates

further, USAID will have to determine what level of risk and cost it is willing to take to have programs in these areas.

Staff members are generally fearful. Crime is a serious issue in both Bauchi and Sokoto. In the past year increases in kidnappings, sectarian and tribal violence and terrorist attacks have added a new dimension to security issues, particularly in Bauchi. None of the partners have had specific threats against their staff for two years. Biggest threats are still crime and being at the wrong place at the wrong time. Sokoto feels the ripple effects of security issues in other States. For example, after security incidents in Kano in January 2012, project implementation had to be cut back temporarily in Sokoto.

Both LEAD and NEI feel their compounds are adequate for the current security environment in Bauchi. They are taking precautions suitable for the problem at hand. The SIDHAS representative did not feel its compound was up to the standards of the other implementing partners in Bauchi and needed to be hardened. NEI supports a Community Watch Group in its area. It is legally established by the State Government to support police in neighborhoods. They feel this extends their local security system. Both NEI and TSHIP compounds are in residential areas. LEAD is in a commercial area in Bauchi with no Community Watch.

In Sokoto the situation is much different. Only LEAD is in a separate compound in a commercial area of Sokoto. All other partners share offices provided by the Government of Sokoto in the State Secretariat. The Secretariat has no perimeter security. Of particular concern are hoodlums associated with political parties who frequent the Secretariat with impunity. They often enter offices and ask for favors. Cars have been broken into and robbed on the Secretariat grounds. There is no secure place where vehicles can be parked at night. The State Government is unwilling to take any permanent steps to improve security. While in its own compound, the LEAD office is hardly secure. A flimsy iron gate protects the compound, manned by two unarmed security people. An additional, unarmed security person mans the main entrance to the office.

Relations with Government security forces in Bauchi are excellent. When threats are received the response of the State Government is good. There is excellent coordination between the Governor and the security forces. There is also excellent cooperation with the State Security Service (SSS). In Sokoto relationship with security forces are cordial, but they are not prepared to offer much assistance if a problem occurs. There is no rapid response capability. The State Government does not want to admit that there is a problem. Sokoto police provide night guards for NEI offices, but not for TSHIP or FISTULA at the same site

III. CONCLUSIONS AND LESSONS LEARNED

Overview: The Focus States Strategy is achieving USAID’s objectives and it has been worth the effort. The strategy has demonstrable impact well beyond the accomplishments of individual projects. USAID has encouraged individual projects to work beyond their own objectives and work with other projects to achieve their own but also broader objectives. The Implementing Partners for the most part responded. The approach, while not perfect, is working.

There are three factors that contributed to the success of the Focus States Strategy. First is the clustering of resources into each of the Focus States. Second is the collaborative method used by the Implementing Partners to align resources and work together. Third is the complementarity of objectives of the three regional projects, which facilitated collaboration.

There are also areas that can be improved upon. First, the three regional projects were designed as technical interventions and developed individually. The FSS was introduced after the projects began implementation. Differences in the choice of Local Government Areas for Partners to work by USAID have resulted in relatively few areas where all three regional Partners are working together. Second, USAID is still managing the FSS projects individually as technical projects. Outside the Program Office, there is little knowledge or buy-in to the FSS. More progress could have been made if USAID project officers had actively been engaged in the FSS and more closely monitored the activities of all involved Implementing Partners. There is inconsistent implementation of activities at the community level. This needs to be improved. In addition, NEI has introduced new community structures to assist them in meeting their objectives. The Assessment Team believes FSS implementation would have been strengthened if NEI has decided to work and strengthen WDC subcommittees for education.

Outcomes Attributable to FSS: There are several outcomes that could be attributed to the Focus State Strategy. The strategy resulted in the development of policy documents that not only put state policies in conformity with federal policies, but also allow for greater transparency and the establishment of state organizations to improve their efficiency and accountability. Donor agencies and the state government are already implementing the Water Policy in Bauchi, even as it is being debated by the State Assembly to make it a law. The Drug Management Agency will greatly improve the efficiency and effectiveness of state health care. The adoption of the MTSS and the Sector Health Strategy have rationalized objectives and linked these to budgets in the education and health sectors, respectively. Thus, these policies have the potential to improve efficiency, accountability and impact.

It could be argued these policy developments might have been achieved by each Implementing Partner working independently. The Assessment Team would argue collaboration allowed each Implementing Partner to conduct its policy activities quicker and more efficiently as the resources of other Partners were already in place, thereby offering a rich reservoir of expertise to

draw upon. The FSS approach was not holistic, but it availed each Partner and their target stakeholders the benefits of cross-sectoral thinking and cross-fertilized expertise on complex policy matters. Moreover, a broad range of local partners actually engaged in and/or witnessed various levels of cross-sectoral interactions between the IPs. As a result, government entities at different levels and across sectors are more apt to engage in meaningful dialog with each other and with the communities they represent. This is a first, significant step to responsive local government.

Potential for Impact: The interactions among Implementing Partners enabled greater impact than would have occurred if the projects were scattered in different parts of Nigeria. Significant economies of scale resulted from the substantial concentration of human, financial and material resources, plus the collective will-to-succeed of so many stakeholder groups from across different sectors. The WASH, SIDHAS, and FISTULA projects used community-based structures that were reactivated or formed by LEAD, TSHIP, and NEI, thus avoiding the need, costs and time to form and train their own community structures. In fact, the WASH project deliberately targeted facilities supported by NEI and TSHIP because of the investments these projects had already made in these structures.

The strategy has increased citizens' awareness and improved their levels of participation in governance in the two states. The citizenry also participated in the budget development process at the LGA level, which alone indicates remarkable progress. Previously, budgets were prepared only by LGA staff. Now communities are asked by their LGAs to identify priority needs for inclusion in the budget. In addition, through institutions such as the Community Education Forum, state governments are now linked to communities in the education sector. These are direct outcomes and impacts of the Focus States strategy.

The most important area for continuing potential impact is the apparent evolution of a dynamism and openness among the elements of state governments, local governments, communities and civil society in Bauchi, Sokoto and beyond as the spread-effect of the FSS widens. Evidence clearly suggests this dynamic already has considerable momentum as various aspects of USAID's projects take on local ownership, thereby helping to ensure their sustainability. The cross-sectoral nature of this emerging ownership is a bonus.

This dynamism has resulted in the reactivation and emergence of new community-based organizations in the two states, including WDCs, LGAs, community-based organizations and Community Coalition Groups. This has created solid community structures better capable of addressing the needs of their members. Taken together, they form part of a local governance system that can potentially be replicated anywhere in Nigeria.

Inspirational Models: There is some evidence demonstrating the Focus States Strategy is serving as an inspirational model to other areas within Bauchi and Sokoto and to other states across Nigeria. In Sokoto, the Ministry of Local Government Affairs is replicating the LGA training program developed by LEAD. The renovation of health facilities, distribution of drugs and equipment by TSHIP has influenced the recruitment and posting of new staff to health facilities. In Bauchi, SUBEB is already replicating many of the activities introduced by NEI. Other states have signaled their interest in FSS program activities. For example, NEI's success in

both Bauchi and Sokoto States with the EMIS Toolbox to provide accurate educational data and statistics has prompted the Ekiti State Government to request NEI, through the Sokoto Commissioner of Education, for support in this area. (*Verification: Letter dated November 30, 2012, from Ekiti Commissioner of Education*).

Security Issues: Security, particularly in Bauchi, has been identified as an issue affecting current and future USAID programs. Implementing partners are concerned and would likely welcome continuing directions from USAID.

Institutional Differences in the Two Focus States: There are definite political factors in Bauchi that may have influenced outcomes. For example, the Constitution requires the election of Local Government Area Chairmen and Councilors. The last elections for local government officers were held in 2010. After the end of the two year term in 2012, the Governor in Bauchi did not call another election, but allowed the terms of elected officials to expire. In their place, he appointed caretaker committee members-chairman and councilors for each LGA. Sokoto LGAs have elected chairmen and councilors. The last election in Sokoto was in July 2011.

Assessment Team members were not able to discern from interviews with community groups or focus group discussions whether there are perceived differences in management of LGAs in the two states. However, from interactions with the three LGAs in Dass, Ningi and Bauchi, compared to LGAs in Bodinga, Silame and Wamakko, the Team was able to detect differences in professionalism between the two groups. In Bauchi and Ningi LGAs, management did not attend the Team's meetings, but rather delegated staff members to attend. In the Dass LGA, the Deputy Chairman intervened briefly without adding value. The staff of these LGAs demonstrated little grasp of the development problems and responses from USAID's Implementing Partners in their LGAs. In Sokoto, on the other hand, elected officials and top management team actively participated in all Team meetings, were able to articulate community problems, and were active participants in USAID's projects.

IV. RECOMMENDATIONS

The objective of the Focus States Strategy is to create a governance model to demonstrate and achieve effectiveness, efficiency and synergy in programming by concentrating USAID resources on two focus States where the Mission believes resources can be effectively utilized.

The strategy was a wise decision by the Mission, which recognized the limitations of the individual projects in developing a workable governance model. The clustering of resources, formal collaboration and the complementarity of already designed projects provided an opportunity to address cross-cutting governance objectives. The Assessment confirms the correctness of the Mission's decision.

The Assessment Team offers the following recommendations concerning potential future use of the FSS model in programming, management, monitoring and evaluation.

Strategic Development: FSS is an approach that can have value in the implementation of regional programs, governance and other cross-cutting programs. The Mission should define its regional and/or cross-cutting objectives in relation to different programs objectives. In the governance area, it is our understanding that improved transparency and accountability will continue to be major areas of interest in the next strategy. The lessons learned in assisting state and local governments and communities in Sokoto and Bauchi could be important in future governance programs.

The Mission should create inter-sectoral teams to develop ways in which health, education, economic growth, agriculture and democracy and governance can jointly design intersectoral programs. No matter what the technical focus may be, projects must be complementary or collaboration will be ineffective. Clustering and collaboration can best be addressed first, via a collaborative project design approach and, second, through the scopes of work in individual acquisition or assistance documents.

USAID should publicize the results achieved under its Focus State Strategy. TSHIP and LEAD both have experienced Nigerian communication teams assigned to the projects, both with experience in public relations and programming in the Focus States. Radio station managers in Bauchi and Sokoto have reported excellent responses from communities in other States receiving broadcasts of USAID programs. Particularly popular are call-in programs on which listeners indicate their desires to access USAID programs. Media outlets are apparently more than willing to participate in communications programming.

The Mission should develop a clear, aggressive knowledge management and communications strategy for subsequent programs. It should not ignore the importance of communications in dealing with governance and cross-cutting issues. The current use of communications by the Implementing Partners is limited. It is more a public relations and community mobilization approach than a strategic approach addressing governance. Strategic communications requires clear strategic objectives, clear outcomes expectations and specialized skills. The Mission might consider a centralized approach to communications instead of allocating resources across participating projects. TSHIP utilizes a knowledge management approach that takes a more holistic approach to communications than does LEAD or NEI. Expanding the knowledge management concept strategically may be a way of strengthening the role of communications in future programming.

Management and Implementation: If project designs and their resulting implementing instruments (contracts/grants) remain technically- or sectorally-focused, project management will similarly remain stove-piped. In such a context, it is essential to ensure cross-cutting objectives or themes are clearly and adequately described in project documentation and the roles of IPs regarding these objectives or themes are clearly described, with clear performance management parameters (i.e., indicators and targets and milestones). More rigorous management of cross-cutting objectives or themes is clearly warranted. Project managers should become part of an integrated process, responsible to attend meetings with other implementing partners, to know the work plans of other implementing partners and to understand the required interrelationships that need to cut across the program. Their participation in COP quarterly meetings should be required. Issues such as duplication of effort and significantly inconsistent

approaches for community-level engagements, could have perhaps been avoided if project managers were more aware of what other projects were doing. Field monitoring visits should be quarterly and include review of progress on cross-cutting objectives as well as the more technically/sectorally-focused objectives. If Mission staff are prohibited from conducting such regular visits to violence-prone areas, the Mission should aggressively pursue alternate mechanisms (e.g., similar to the MEMS II project) that will afford it regular, critical field perspectives into its programs. During field monitoring visits, discussions with ministries, local government and communities should explore their perceptions on governance as well as how many water points or health facilities have been built. Responsibility for rigorous monitoring of cross-cutting objectives and issues could conceivably be the full time job of a senior Foreign Service National employee in the Program Office.

Security: USAID should take a more prescriptive, centralized approach to security in the northern zones. A major security incident affecting USAID would not only be a human tragedy, but will have a devastating and potentially lasting impact on program implementation. While USG interests are not now being targeted, this could change. USAID needs to be well prepared and should prepare its implementing partners for such a change.

In taking a more centralized, prescriptive security stance, USAID and all IPs should establish clear security trip wires, establish minimum security standards that each IP must abide by, both regional and national programs. These include the obvious compound and housing security, and also staff sensitization on security issues, improving the skills of drivers to cope with attacks, etc. USAID should also request source and origin waivers for automobiles as the current fleets (Ford Explorers) Implementing Partners use identify them as Americans. This is a concern of Nigerian staff. SUVs in general may be an issue in the future and mission should maintain the flexibility of allowing the purchase of sedans and other appropriate vehicles to enhance the security posture of IPs. Upgrading security profiles will require considerable financial resources. Mission will need to weigh the costs of this with the political and development benefits derived from working in volatile areas.

Monitoring: The mission should have annual reviews of progress made in cross-cutting programs. This could be supported through independent field analysis when warranted, similar to the FSS Assessment.

Other Recommendations: The Assessment Team posits the following recommendations regarding the current Implementing Partner Programs:

The Assessment found inconsistent collaboration among the Implementing Partners at the LGA and community level. Implementing Partners should be instructed to address the various issues identified in the Assessment. This should be followed up by regular meetings to monitor progress. Specific issues include: payment of different allowances; TSHIP establishing separate TBAs from those of the LGA; and duplication of effort, such as water points and the distribution of computers.

Rationalization of Community Structures. Instead of establishing separate structures (as NEI did with its Community Coalitions and Community Education Forums), where plausible, Implementing Partners should work through Ward Development Committees and sub-committees in water and sanitation, health and environment, education, conflict management, advocacy and mobilization, monitoring and sustainability, agriculture, roads and electricity, and fund-raising and finance;. WDCs are constitutionally mandated and are part of the Nigerian institutional structure. Developing separate structures undermines the legitimacy of Nigerian institutions and should be avoided, but may indeed be required in certain situations, e.g., to avoid gross corruption. Developing alternate structures should be approved by USAID on an exceptional basis and not be left to the IP to determine.

Exit Strategies Need to be Developed. FSS exit indicators should be developed and monitored. What specifically do the Implementing Partners hope to achieve in the assistance that has been provided to State and local governments and communities. Quantitative as well as qualitative data should be developed relating to policy development, the end state of LGAs and WDCs. How can the momentum established with government and communities be maximized? How will the end of the NEI program in September, 2012 impact on FSS objectives? Should aspects of the NEI program directly related to supporting FSS objectives be continued?

Sustainability Plans: The general USAID requirement to plan for sustainability takes on a special emphasis when programming in volatile environments and in inter-sectoral programs. The Mission should ensure on-going projects have well-articulated sustainability plans that *prioritize* which specific components or elements are being targeted for post-project sustainability. This should help ensure adequate resources and management attention to those components/elements, and also help to maximize the potential of significant “leave behinds” should deteriorating security situations prohibit subsequent USAID interventions.

ANNEXES

Focus State Strategy Assessment--List of Annexes:

1. Assessment Scope of Work
2. Assessment Work Plan
3. Bibliography of Documents Collected and Reviewed
4. People Contacted
5. Cluster Maps and Implementing Partners' LGAs
6. Summary of LGA and Focus Group Discussions
7. Improved and Expanded Health Services
8. Local Government Areas and Ward Committees

ANNEX I. ASSESSMENT SCOPE OF WORK

USAID/NIGERIA “FOCUS STATES STRATEGY” ASSESSMENT STATEMENT OF WORK OVERALL PURPOSE OF ASSESSMENT

The purpose of this assessment is to conduct an examination of the USAID/Nigeria Focus States Strategy, a regional strategic approach employed in the Mission’s 2010 – 2013 Country Strategy, to:

Determine whether this approach has had an impact beyond the accomplishments of the individual projects.

Assess outcomes results to-date.

Identify key factors leading to success or failure of specific results, and advise on how to enhance or mitigate their impact.

Formulate recommendations for possibly continuing this or a related approach in the upcoming 2014 – 2019 Country Development and Cooperation Strategy (CDCS)

Background

Over the past seven years, the donors in response to Government of Nigeria policy preferences decided to concentrate their efforts in specific states and reduce redundancies. A Mission-sponsored analysis¹ revealed that resources would have more significant impact if concentrated in States with greatest development needs, committed leadership and where success could be replicated and scaled up through leveraging Nigeria’s own public resources. The Strategy was aimed to reward reform in these states in order to help institutionalize progressive practices and transform these states. It is hoped that these states (*or their transformations in targeted sectors*) would serve as models for other states, and for future USAID activities in Nigeria, although, given the preliminary phase of the strategy, no specific mechanisms were put in place for the lessons learned to be spread to other states.

In the 2004-2009 Country Strategic Plan, USAID developed a stepwise approach to the selection of the specific states where it would concentrate its efforts. There were three rounds of winnowing, with the result that Sokoto and Bauchi were selected for concentrated efforts (the full process is contained in an annex). In the end, the primary reasons for the selection were:

Governance factors, including enabling legislations, policy framework, and reform champions

Need, as demonstrated by levels/rates of poverty, child mortality, school enrollment, etc.

Opportunities for leveraging based on prior levels of USAID investments and current other donor interventions

GON priorities

USG foreign assistance objectives, policy priorities and institutional priorities

During this strategy period, the Mission achieved a relative degree of program concentration in these two states while continuing to implement projects in all six geo-political zones of Nigeria, and continuing PEPFAR programs in all 36 states of the Federation.

Areas of relative concentration in the focus states are as follows:

Three flagship projects, valued at approximately \$169 mil., are being implemented *solely* in these states:

Targeted States High Impact Project (TSHIP; *Health*; Timeframe: August 2009 – August 2014)

Northern Education Initiative (NEI; *Education*; Timeframe: November 20, 2009 – September 19, 2013)

¹ “USAID/Nigeria Lead State Strategy Review”, Darren Kew, University of Massachusetts, Boston, January 18, 2009.

Leadership Empowerment Advocacy and Development (LEAD; *Democracy/Governance*; Timeframe: November 12, 2009 – November 11 2014)

The largest HIV/AIDS project Strengthening Integrated Delivery of HIV/AIDS Services (SIDHAS; *HIV/AIDS*; Time frame September 12, 2011 – September 11, 2016), a project with a national reach and valued at \$224,400,000 is operable in the two states.

Smaller projects including a Water Sanitation and Hygiene (WASH) project; Time Frame: September 14, 2009 – March 12, 2014 valued at 3.8 million and a field support mechanism funded Fistula Care project (September 2007 – September 2013) implemented in nine states including Bauchi and Sokoto is valued at \$13,843,300.

Projects are not active in all local government areas of the focus states. The Mission will provide information on the geographic spread of USAID activities.

Anticipated Focus States Strategy Outcomes

The Focus States Strategy is geared towards (a) inspiring and furthering state reform policies; (b) improving and expanding delivery of priority public services (namely basic education, maternal child health and family planning and HIV/AIDS prevention, treatment and support); and (c) providing unique opportunities, via demonstration effects and leveraging of Nigeria's own public resources, for potential scaling-up and replication of successful interventions both within the participating states and to other interested states. The strategy intended to increase and enhance the impacts of USAID's limited resources via program concentration and synergies, and also increase aid effectiveness across participating donor programs via co-location, reduced redundancies from close collaboration with each other and with state and local governments.

Partly because of the complexity of the strategy and the vast number of confounding variables, the Mission did not develop a set of indicators or other tracking systems to try to capture the impact of the strategy. At that point, the Mission assumed that the major impact of the strategy would be improved project results, and not necessarily a broader impact. No baseline data specific to the strategy were collected, and results from this strategy were not captured in the Mission's Performance management Plan (PMP). However, through its Monitoring and Evaluation Management Services (MEMS) contractor, the Mission requested the development of a set of possible evidentiary outcome indicators to track the Focus States collaboration effort.² This report suggested that the "Focus States Strategy" should be regarded as a "tactical implementation approach" for stimulating a) a higher degree of leverage of Nigerian and possibly other donor resources, b) higher level of program impacts, c) increased aid effectiveness through (1) regionally-targeted synergy of programs across all assistance objectives, and (2) enhanced collaboration with three other major international donors.

There was insufficient time until the end of the strategy for the Mission to act on these recommendations; however USAID/Abuja intends to use the findings of the consultation and this assessment to do so in the next 2014-2019 CDCS.

Assessment Purpose, Use and Indicative Designs

As noted above, the purpose of this performance assessment is to conduct a critical examination of the USAID/Nigeria Focus States Strategy; a strategic approach employed in the Mission's 2010 – 2013 Country Strategy, in order to:

Determine whether this approach has had an impact beyond the accomplishments of the individual projects.

Assess outcomes results to-date.

² "Nigeria Focus States Strategy: Potential Outcomes and Indicators of Internal Program Synergy", John D. Wooten, Jr., Consultant, The Mitchell Group, September 2011

Identify key factors leading to success or failure of specific results, and advise on how to enhance or mitigate their impact.

Formulate recommendations for possibly continuing this or a related approach in the upcoming 2014 – 2019 Country Development and Cooperation Strategy (CDCS)

Since performance indicators and baselines were not established at the beginning of the strategy, the assessment will be retrospective, and based on key informant interviews, document reviews, and focus group sessions. Time does not permit statistically significant survey work.

Specifically, the assessment will:

Assess the management processes and frameworks by which USAID/Nigeria motivated and mobilized its sector teams and their implementing partners (a) to understand, embrace, and implement the strategy concepts, and (b) to track, report and build upon progress toward the strategy's perceived objectives. From the perspectives of (a) USAID staff, (b) implementing partners, (c) states and targeted local governments, and (c) representative non-state beneficiaries and/or beneficiary organizations, investigate and document the *key (most significant)* identifiable and perceived contributions and sustainable benefits of:

Individual USAID projects activities in the two focus states.

Collective/program synergy in the Focus States. To the extent possible, this should be assessed in comparison/contrast with the absence of such synergy in another, generally comparable, USAID-assisted state(s),

For projects that have activities both in the focus states and in other states, work plans and accomplishments will be examined to determine whether the projects have been implemented more efficiently in focus states.

Examine whether GoN budgets—and, more importantly, disbursements--in support of USAID sectors have increased more rapidly than in other states or not.

Examine—by a mapping or similar exercise—the extent to which activities within the individual states were done in the same or different districts.

Based on the above, formulate for the pending 2014 - 2019 CDCS a set of recommendations on programming, implementing, monitoring and evaluating state level assistance

Key Assessment Questions

What are the **observable intended and unintended outcomes of the strategy**, (e.g. strengthened good governance; improved quality of basic education; improved literacy and numeracy; increased use of high impact health interventions; sustained, effective, Nigerian-led HIV/AIDS and TB response; expanded community empowerment; increased government commitment to reforms etc.) of the Focus State Strategy?

Sub-questions:

Which of these outcome results can be reasonably attributable to USAID's focus state strategy?

Linking back to the Focus States Strategy, which of these outcomes results reasonably appear to have contributed to, or are likely to contribute to *potentially sustainable transformations at the policy or institutional levels* within the focus states, and at which level(s) -- state or local government, or non-state?

What, if any, evidence is there as to whether these outcomes results have already served, or may be on track to serve as inspirational models to *other areas/sectors within the focus states* (e.g., among state ministries, local governments, or non-state actors) or to *other states* in Nigeria?

To what extent has the Focus States Strategy enhanced program synergy at the indicated levels across all Development Objectives:

(*Lowest level*) Field collaboration of geographically co-located activities?

(Intermediate level) Co-programming of functionally relevant activities?

(Impact level) Co-funding of joint or disparate activities to build and expand impact across sectors and functional areas?

Sub-questions:

To what extent did the Focus State Strategy design approach and management framework facilitate or hinder achievement of program synergies at the levels noted above?

Based upon evidence to-date, does the pursuit of program synergy appear to have been worth the efforts?

What adjustments in its design approach and management framework for sub-regional programming, should USAID/Nigeria consider in order to enhance program synergies and potential results thereof?

What *important lessons* should be derived from implementing the Focus States Strategy regarding the development, management and assessment of development interventions in volatile environments?

Assessment Design and Methodology

The assessment team will use a mixture of qualitative data collection and analysis, including document content analysis and analysis of existing survey data, key informant interviews, focus group discussions, and field/on-site observations. We do not anticipate having sufficient time to collect new quantitative data, although the Mission is open to the possibility. The assessment team will be provided documents, including work plans, quarterly reports and portfolio reviews of the key projects in the states and minutes of donor coordination meetings. Other resources will be provided by the AO Teams, include the Public procurement and fiscal responsibility laws, conflict assessment for the Democracy Teams, Education Data, Nigeria Digest of Education Statistics, State Education Account Reports for the Education Team; Demographic and Health Surveys, National AIDS and Reproductive Health Surveys; Malaria Indicator Survey, Multiple Indicator Cluster Survey (MICS), National Immunization Coverage survey and Human Development Report for the Health Population and Nutrition (HPN) and HIV/AIDS surveys. The Mission notes, however, that many of these larger surveys are neither sufficiently recent nor focused to be particularly useful. Additional documents will be available.

To answer assessment questions focusing on validity of the Focus State approach including question 1a, b and c, key informant interviews, review of project documents—including project monitoring data--focus group discussions and field observations in both the focus states and non-focus states selected for comparison may be used. Questions focusing on implementation including questions 2a, b and c will be answered through project documents, interview with key informants and field site visits. The Mission particularly points out that comparing work plans with accomplishments will be useful to answering the question of whether focus state interventions were accomplished more easily than comparison states. Questions related to outcomes of the Focus State strategy including 1a b, c, and 2a b and c will be answered through review of project documents, focus group discussions and comparisons between non focus and focus states. The contractor will propose using different sources to ensure triangulation of the results. Please note that the list above and the methodology matrix below are suggestive and are not exhaustive. The assessment team will be required to review the objectives and key questions and fine tune the recommended methodology for discussion with and approval by USAID before commencement of field work.

Security is a serious factor in carrying out this assessment. Some of the areas, particularly Bauchi state, have experienced increasing levels of violence. While the assessment activity falls outside of 'Chief of Mission' restrictions, the team will have to find field assistants who can travel more freely to dangerous areas. While the security situation may improve to the point that the COP can travel to focus states, we do not anticipate this eventuality.

The team should attempt to make comparisons between Bauchi and Sokoto states, and other states where USAID has activities to see whether there have been improvements at the state level governance (i.e., whether there have been increases in state funding for specific sectors, etc.) and whether concentration of programs has facilitated activity implementation. The Mission does not recommend specific states, but these comparisons will be discussed with the team upon arrival at post.

Team Composition

The core assessment team will comprise one international consultant, four local evaluation experts and will be supported by two research associates. The team may be expanded by observers who have specific knowledge or special interest in the work being done. These observers may include representatives of the Government of Nigeria, National Planning Commission, other donor agencies, and staff of State Ministries of Health, Education and Local Government. Select USAID program managers may participate depending on the security approval from the Regional Security Office of the Embassy during the activity.

The core team is expected to divide the assessment tasks in order to maximize the available time and to ensure all aspects of the assessment questions are covered in the assessment. The evaluators will either design a comprehensive methodology or ground truth what is currently proposed in this SOW. Team members should have technical expertise in some or all of the following areas: program monitoring and assessment, subject matter expertise in health (including HIV/AIDS), education and good governance and should have extensive experience conducting assessment of development assistance in-country and around the world and especially in volatile environments.

Recruitment of Consultants:

These consultants will be recruited by USAID/Nigeria's Monitoring and Evaluation Management Services Contractor MEMS II for 6 weeks, on a six-day work week (exclusive of travel to/from Abuja, Nigeria).

MEMS II support will include:

- Assistance in identifying and hiring the team leaders
- Assistance in identifying and hiring of three local evaluation experts
- Assistance in identifying and hiring of 2 research associates / data collectors.
- Assistance with the entire logistics management for this assessment.

The international Team Leader and the local evaluation experts will be considered to be core personnel, and will be subject to vetting and approval by USAID/Abuja. The research assistants are not considered to be core staff.

Core Assessment Team

Team Leader (International): The international consultant will be the team leader. He / she should have experience in three or more developing countries, preferably in Africa, with extensive program and evaluation management expertise; experience working in or with USAID-assisted projects broadly and in key areas including Education, Governance, Health Population and Nutrition or HIV/AIDS programming.

Other Team Members: The four local evaluation experts will be selected to ensure the team has adequate expertise in broad areas covered by the USAID Focus States Strategy. Areas of emphasis also include evaluation management and expertise, good governance, Social Sector Services Delivery and HIV/AIDS. The Nigerian consultants and data collectors should be willing to travel to the focus states and other comparison states, if deemed necessary to achieving the team's objectives.

Team Administrative Support: The team will be provided with administrative/clerical/logistics support staff that will help the team manage travel and transportation as well as provide secretarial and other support services to team members.

Team Leader Responsibilities

Preparations

Finalize and negotiate the team schedule and work plan with the client and the MEMS II

Establish roles, responsibilities, and tasks for each team member

Task and manage the administrative/clerical/logistics assistant, and ensure the logistical arrangements are complete

Management

Facilitate preparations and agendas

Take the lead on preparing, coordinating team member input, submitting, revising and finalizing the assignment report

Manage the process of report writing

Manage team coordination meetings in the field

Coordinate the workflow and tasks and ensure team members are working to schedule

In collaboration with MEMS II, ensure team field logistics are arranged (e.g., administrative/clerical/logistics support is engaged; payments are made for services; car/driver hire or other travel and transport is arranged; etc.)

Communications

Handle conflict within the team

Serve as primary interface with the client and serve as the spokesperson for the team, as required

In collaboration with MEMS II, debrief the client as the assignment progresses and organize the client's final debriefing

Keep USAID and MEMS II staff apprised of challenges to progress, work changes, team travel plans in the field, and report preparation via phone conversation or email at least once a week

Serve as primary interface with MEMS II for the submission of draft and final reports/deliverables

In consultation with USAID/Nigeria and MEMS II, make decisions about the safety and security of the team.

Technical Direction

Assume the lead in providing technical direction lead as required, in order to ensure quality and appropriateness of assignment and report content.

Team Member Responsibilities

Take direction from and work closely with the Team Leader. Provide all the necessary input needed to achieve assessment purpose and answer all assessment questions. They will lead/ participate in document review, key informant interviews, focus group discussions, data analysis and write ups as directed by team leader.

Local evaluation experts, when the expatriate team members are unable to travel to certain locations will take the lead to reach project beneficiaries, calling in to the team leader for technical direction as needed.

Assessment Team Observers

On the decision of the Team Leader following consultation with USAID, observers may participate in some or all team activities, including team discussions of findings.

In each of the focus states, someone from the state government will be invited to join the team as a stakeholder representative.

~~Government representatives~~ such as staff of State Ministry of Health, State Education Commission, Local Government executive and other stakeholder including donors in the focus states will also be invited to participate. This will enable them have a first-hand view of the impact of USAID’s Focus State Strategy while granting them clearer understanding of sustainability requirements of this strategy.

The core assessment team will be supported by MEMS II and the research associates to:

Draft surveys or interviews protocols, plus the testing and fielding of data collections tools

Data collection

Data entry and data management

Data analysis and

Reporting (graphical representation of findings)

To maintain the independence of the assessment, individuals who have been active in the implementation of any of the projects may not serve as team members or observers. Their role should be that of key informants.

Level of Effort:

The table below provides an illustrative level of effort for this assessment:

Table 2: Level of Effort (LOE) (Work days)

Assessment Tasks	1 International consultants	3 local consultants	2 local evaluation associates or data clerks
Preparations and review documents provided by USAID), to occur before Assessment Team arrives Abuja	4 days	-	-
Travel Time for International Consultant (Team Leader)	4 days	-	-

Complete preparations and review background documents and preliminary team building exercise	2 days	2 days	-
Hold team planning meetings; develop assessment work plan and timeline; develop data collection instruments and list of people to be interviewed, data analysis methods, report outline; and finalize logistical/administrative arrangements	3 days	3 days	1 day
Conduct field visits - visit field sites and interview beneficiaries and other key stakeholders	21 days	21 days	21 days
Review data collected, send annotated report outline.	5 days	5 days	5 days
Presentation/debrief to USAID/MEMS, Presentation/debrief to Other key stakeholder, Review Report and address comments	2 days	2 days	
Finalize and submit draft report	5 days		
Finalize report and submit Report finalization, taking USAID/Nigeria comments into consideration - this takes place at home location of Team Leader but with constant consultation with other Assessment Team members based in Nigeria. (Assessment Team Leader in USA and local consultants in Nigeria, with MEMS II assistance as needed	3 days		

Assessment Management:

MEMS II will provide technical and administrative support, including identifying and fielding appropriate consultants in consultation with USAID/Nigeria. In addition, MEMS II will provide all logistical arrangements such as flight reservations to/from Nigeria, country clearances from USAID/Nigeria, in-country travel, airport pick-up/drops, lodging and interpreters where required.

The Assessment Team will work under the technical direction of USAID/Nigeria, the client.

MEMS II working with USAID/Nigeria will:

Provide the team with a general list of suggested organizations and contact information

Arrange for initial communications with appropriate contacts including GON officials, and key informants and Focus State / Lead State strategy gate keepers.

Before In-Country Work:

Documents. Identify, prioritize and furnish background materials for the consultants, preferably in electronic form

USAID-Supplied Assessment Participants. Provide guidance regarding participation in the assignment by Mission staff (i.e. who will participate, how long, source of funding for their participation)

During In-Country Work:

Other Meetings. If appropriate, assist in identifying and helping to set up meetings with local professionals relevant to the assignment.

Facilitate Contacts with Partners in Focus States and donor agencies. Introduce the team to project partners, local government officials and other stakeholders and, where applicable and appropriate, prepare and send out an introduction letter for team's arrival and/or anticipated meetings

After In-Country Work:

Timely Reviews. Provide timely review and approval of all deliverables.

MEMS II Roles and Responsibilities (in collaboration with assessment team leader and USAID/Nigeria):

Local Consultant: Assist with identification hiring of potential local consultants and provide contact information.

Logistics: Coordinate all assignment related expenses for their consultants incurred in carrying out this review including travel, transportation, lodging, and communication costs, etc.

Organizing meetings: Assist the team in expanding the list of organizations and persons to contact, and arranging key meetings and appointments with federal, state and local government administration officials; and accompany the team on all introductory interviews (especially important in high-level meetings)

Deliverables:

Work Plan:

During the Team Planning Meeting (TPM), the team will prepare a detailed work plan, which will include the methodologies to be used in the assessment. The work plan will be submitted to the USAID/Nigeria Program Office for approval no later than the fifth day of work planning.

Methodology Plan:

A written methodology plan (assessment design/operational work plan) will be prepared during the TPM and discussed with USAID prior to implementation. This plan must clearly demonstrate how assessment will lead to stated outcomes in the face of security challenges

Discussion of Preliminary Draft Assessment Report:

The team will submit an annotated outline for assessment report to the USAID/Nigeria Supervisory Program Officer. Following approval, the team will submit a preliminary draft report. The Program Officer in consultation with AO Teams will provide comments after the Mission debriefing. This will facilitate finalization of draft report to be left with the Mission upon the assessment team's departure.

Debriefing with USAID:

The team shall present the major findings of the assessment to USAID/Nigeria and key stakeholders. The debriefing will be iterative. The first session with Mission staff will take place after the team comes back from the field. Insights from this debriefing will feed into draft report and Mission's final debrief prior to the team's departure. The debriefing will include a discussion of achievements and issues as well as any recommendations the team has for the way forward using focus state strategy as a model for the Country Development and Cooperation Strategy (CDCS). The team will consider USAID comments and revise the draft report accordingly, as appropriate.

Draft Assessment Report:

A draft report of the findings and recommendations should be submitted to the USAID's Supervisory Program Officer prior to the team leader's departure from Nigeria. The draft report will include, at a minimum, the following: scope of work; methodologies used; important findings (empirical facts collected by evaluators); conclusions (evaluators' interpretations and judgments based on the findings); actionable recommendations (proposed actions for USAID/Nigeria management based on the conclusions); lessons learned (documented and highlighted); and future directions.

Final Report:

The team will submit a final report incorporating the team responses to Mission comments and suggestions no later than two weeks after USAID/Nigeria provides written comments on the team's draft assessment report (see above). The format will include an executive summary, table of contents, methodology, findings, and recommendations. The report will be submitted in English, electronically. The report will be disseminated within USAID and submitted to the Development Experience Clearing House. The report must meet the standards for high quality assessment reports outlined in the USAID Evaluation.

The report should not exceed 30 pages, excluding sections before the Executive Summary and the Annexes, and should be generally organized as follows, although the Mission will consider a different organization of the report in consultation with the team leader:

Cover Page

TABLE OF CONTENTS

ACKNOWLEDGEMENTS

ACRONYMS AND ABBREVIATIONS

EXECUTIVE SUMMARY

INTRODUCTION

 Purpose

Background

 Methodology

FINDINGS

 Overall

 Keys Issues (in the SOW)

CONCLUSIONS (as well as any caveats)

LESSONS LEARNED

PRIORITIZED RECOMMENDATIONS

FUTURE DIRECTIONS

ANNEXES:

 Assessment Scope of Work

 Bibliography of Documents Collected and Reviewed

 Persons Contacted

 Organized electronic copies of all quantitative and qualitative data.

XI. MEMS II AND MISSION CONTACT PEOPLE/PERSON**MEMS II:**

Dr. Carlos Torres, MEMS II Chief of Party (+234) 803 934 4545

Zakariya Zakari, Deputy Chief of Party (+234) 803 636 2063

USAID/Nigeria:

Barbara Dickerson, Supervisory Program Officer	(+234-4619358)
Kevin Brown, Deputy Program Officer	(+234-4619357)
Joyce Elele, M&E Officer	(+234-4619354)

Cost Estimate – TBD

Provided separately as an assessment budget accompanying this report.

Attachments:

USAID Nigeria Strategic Plan 2010-2013

Focus State Strategy

USAID/Nigeria Performance Management Plan

Darren Kew's Reports on the LEAD States Strategy

John Wooten's Nigeria Focus State Strategy: Potential Outcomes and Indicators of Program Synergy

PMPs of TSHIP, NEI, LEAD, SIDHAS and other projects identified

Quarterly Reports of projects in the Focus State including TSHIP, NEI, LEAD, SIDHAS

USAID State Education Account Reports of the two states

ANNEX II. ASSESSMENT WORK PLAN

WORK PLAN FOCUS STATES STRATEGY ASSESSMENT February 6, 2013

: This work plan describes how the MEMS II Assessment Team plans to fulfill the requirements of USAID/Nigeria for an assessment of its Focus States Strategy (FSS), a regional approach employed in Sokoto and Bauchi States in the Mission's 2010-2013 Country Strategy. This study will:

Determine whether this approach has provided program synergies beyond the accomplishments of individual projects

Assess higher level outcomes and results to date

Identify key factors leading to success or failure of specific results, and advise how to enhance or mitigate their impacts

Formulate recommendations for possibly continuing this approach in future strategies

A key issue envisioned in this assessment will be the informal nature of the FSS, which has no clear strategic parameters, per se, and is therefore not directly linked to the Mission's Results Framework and Performance Monitoring Plan. This notwithstanding, the Mission believes this implementation approach is beginning to show results and may merit continuation in some form under subsequent country strategies. The assessment will determine the level and nature of accomplishments to-date, and show whether these may warrant continuation, replication and/or scaling-up. The assessment will also include recommendations on how to strengthen implementation of this approach, should the Mission decide to continue with some approach to concentrate available resources geographically.

The Assessment will address the synergistic impacts of six 'flagship' projects being implemented in two focus (target) states, Bauchi and Sokoto. Three of these projects are being implemented solely in the target states, namely:

Target States High Impact Project (TSHIP), a primary health initiative

Northern Education Initiative (NEI)

Leadership Empowerment Advocacy and Development (LEAD), a democracy and governance initiative

Additionally, three national level projects have significant activities in the focus states, namely:

HIV/AIDS Services (SIDHAS) Project

Water and Sanitation and Hygiene Project (WASH)

Fistula Care Project

The Assessment Team will address the following:

1. The observable intended and unintended outcomes of the FSS, with particular reference to:

Development and reform of State and Local Government Area (LGA) policies

Improved and expanded priority public services

Demonstrated effects and leveraging of public resources for program activities

Speed of completion of activities in LGAs in the two target states supported through FSS compared to LGAs without FSS support in those same states.

After conducting two field reviews, the Assessment Team will determine outcomes that can be reasonably attributable to the FSS, which outcomes have the potential for sustainable transformations at the policy or institutional level, and which have the potential to serve as models to other areas/ sectors within the focus states. The Assessment Team will also attempt to compare results gathered between Bauchi and Sokoto

to determine whether there may be institutional or cultural variants to achieving results. Findings from the field work will be discussed with the Mission to solicit feedback on results.

2. What synergies have been established at various levels. These include field collaboration, intermediate level co-programming of relevant activities, and impact level co-funding

After the completion of field work, the Assessment Team will determine whether the FSS approach facilitated achievement of program synergies; will assess whether the pursuit of synergy (through co-location, coordination, and co-funding) was worth the effort; and will recommend adjustments in design and management for possible, future sub-regional programs. The Assessment Team will attempt a comparative analysis between Bauchi and Sokoto to determine whether there may be institutional or cultural variants to achieving synergistic results. Findings will be discussed with the Mission at the end of the field work to solicit feedback on results.

3. Important lessons for programming in volatile environments.

The Assessment Team will review IP practices and results achieved while working in volatile areas. The assessment report will make suggestions on how the Mission may want to structure management in areas with security concerns.

Proposed Methodology: The Assessment Team will use qualitative approaches to determine impacts and synergies and the processes that led to those impacts. A variety of methods and approaches will be used to collect and analyze information relevant to the assessment objectives contained in the scope of work. A five-person team will undertake the assessment. This team includes one international consultant and four Nigerian consultants familiar with the projects and the target states.

The following assessment methods will be used:

Review of Background Materials: Project documents relevant to the assessment are being collected for review and analysis, including project designs/SOW, annual and quarterly reports and indicators, annual management plans, annual work plans, technical and training materials, past program evaluations and assessments.

Interviews: The Assessment Team will conduct both individual interviews and focus groups. These will include meetings with USAID's Implementing Partners (IPs) in the target states, State and LGA officials, Ward Development Committees, other donor representatives in the two target states. Interviews with IPs will be especially important to gain access to other materials and individuals. According to the Mission, IPs has been reporting some success in meeting the collaboration objectives of FSS. The Assessment Team will verify claims through triangulation with other partners, review of documents and field visits.

Review of Relevant Documentation: The Assessment Team will review key documents that support adaptation and synergy. State and LGA planning documents and development plans, budgets, minutes of meetings will be particularly important and will be reviewed within the context of the principal areas of assessment.

Field Visits: In the two states the Assessment Team plans to visit selective sites that support adaptation by government, improved service delivery and synergy. Specific project sites to be visited will be determined in consultation with IPs and local officials.

Proposed Schedule

February 6 Submission/Approval of Work plan
February 10-24 Field work in Bauchi

February 25	March 10 – Field work in Sokoto
March 11-21	USAID debrief/Data analysis/Draft Assessment Report
March 22	Presentation of Draft Report to USAID
March 25-27	Finalize report and submit to USAID

Attachments

1. Focus States Strategy Assessment Matrix
2. Data Collection Instruments



ATTACHMENT 1

Focus States Strategy Assessment Matrix

Evaluation Question	Indicator	Evidence Needed	Method of Data Collection and Source		Sampling Approach	Analysis Method
			Method	Source		
1. What are the observable intended and unintended outcomes of the strategy , (e.g., strengthened good governance; improved quality of basic education; improved literacy and numeracy; increased use of high impact health interventions; sustained, effective, Nigerian-led HIV/AIDS and TB response; expanded community empowerment; increased government commitment to reforms etc.) of the Focus State Strategy?	State reform policies	1.a. Improved States and LGAs' dev. plans 1.b. New policy reforms	1.a. Interviews of IPs, State and LG officials 1.b. Review State and LG development Plans 1.c. Review project and other documents		Purposive sampling	1.a. Qualitative analysis 1.b. Qualitative analysis 1.c. Qualitative analysis
	Improved and expanded priority public services	2.a. Improved implementation of development plans 2.b. Observable impact of priority public services	2.a. Review project documents 2.b. Interviews with Key Informants (IPs, state and LGA level officials, direct beneficiaries) 2.c. Field visits to selected sites		Purposive sampling	2.a Qualitative analysis 2.b Qualitative analysis 2.c Qualitative analysis
	3. Demonstrated effects and leveraging of Nigeria's public resources for scaling up and replication	3.a. Governments' acceptance of USAID projects demonstrate by policy plans and budget implementation 3.b. Scale up and extension of USAID's Projects to non participating LGAs	3.a. Interviews with Key Informants (IPs, state and LGA level officials, direct beneficiaries) 3.b. Review FS Policy Plans and Budgets		3.a Purposive sampling 3.b. Purposive sampling	3.a. Qualitative analysis 3.b. Qualitative analysis
	4. Speed of completion of	Identify comparable projects in active and in	4. Review and compare selected projects.		Purposive	Qualitative

Evaluation Question	Indicator	Evidence Needed	Method of Data Collection and Source		Sampling Approach	Analysis Method
			Method	Source		
	activities in LGAs with active FSS programs to LGAs with no FSS support in the same to target states.	active LGAs in target states.			sampling	analysis
<i>Sub-questions:</i> a. Which of these outcome results can be reasonably attributable to USAID's focus state strategy?	To be determined after field visits and analysis	To be determined after field visits and analysis	Review of project documents and activities of State and Non State actors To		To be determined after field visits and analysis	Qualitative analysis
b. Linking back to the Focus States Strategy, which of these outcomes results reasonably appear to have contributed to, or are likely to contribute to <i>potentially sustainable transformations at the policy or institutional levels</i> within the focus states, and at which level(s) -- state or local government, or non-state?	To be determined after field visits and analysis	To be determined after field visits and analysis	To be determined after field visits and analysis		To be determined after field visits and analysis	To be determined after field visits and analysis
c. What, if any, evidence is there as to whether these outcomes results have already served, or may be on track to serve as inspirational models to <i>other areas/sectors within the focus states</i> (e.g., among state ministries, local governments, or non-state actors) or to <i>other states</i> in Nigeria?	To be determined after field visits and analysis	To be determined after field visits and analysis	Compare projects reports with Government partner models		To be determined after field visits and analysis	
2. To what extent has the Focus States Strategy enhanced program synergy at the	FS has developed	Project documents: reports, meeting notes	To be determined after field visits and analysis		To be determined	

Evaluation Question	Indicator	Evidence Needed	Method of Data Collection and Source		Sampling Approach	Analysis Method
			Method	Source		
indicated levels across all Development Objectives:	common indicators	and analysis			after field visits and analysis	
<i>(Lowest level)</i> <u>Field collaboration</u> of geographically co-located activities?	IPs, LGAs, Wards and community based organisations are collaborating	Minutes of meeting; attendance records b. Collaborative activities planned, on-going or completed	Review documents		Purposive sampling	Qualitative analysis
<i>(Intermediate level)</i> Co-programming of functionally relevant activities?	IPs and LGAs/State are collaborating across projects	Minutes of meeting; attendance records b. Collaborative activities planned, on-going or completed	a. Review documents Field visits		Purposive sampling	Qualitative analysis
<i>(Impact level)</i> <u>Co-funding</u> of joint or disparate activities to build and expand impact across sectors and functional areas?	a. LGAs/State cost sharing with IPs b. USAID IPs collaborating with other donor programs c. Collaboration between IPs and State Planning Commission	a. Records, MoUs and documents of cost-sharing b. Minutes and attendance records of meetings Collaborative activities planned, on-going or completed	a. Review documents b. Field visits		Purposive sampling	Qualitative analysis
<u>Sub-questions:</u> a. To what extent did the Focus State Strategy design approach and management framework facilitate or hinder achievement of program synergies at the levels noted above?	To be determined after field visits and analysis	To be determined after field visits and analysis	To be determined after field visits and analysis		To be determined after field visits and analysis	To be determined after field visits and analysis
b. Based upon evidence to-date, does the	FS Programs are	Coordination meeting	Document review		To be	To be

Evaluation Question	Indicator	Evidence Needed	Method of Data Collection and Source		Sampling Approach	Analysis Method
			Method	Source		
pursuit of program synergy appear to have been worth the efforts?	coordinating activities	notes and project reports			determined after field visits and analysis	determined after field visits and analysis
c. What adjustments in its <u>design approach</u> and <u>management framework</u> for sub-regional programming, should USAID/Nigeria consider in order to enhance program synergies and potential results thereof?	To be determined after field visits and analysis	To be determined after field visits and analysis	To be determined after field visits and analysis		To be determined after field visits and analysis	Qualitative analysis
3. What important lessons should be derived from implementing the Focus States Strategy regarding the development, management and assessment of development interventions in volatile environments?	Development activities can be implemented in volatile areas	Monthly and or quarterly reports	Document reviews and interviews		Purposive sampling	Qualitative analysis

WORK PLAN ATTACHMENT 2

Interview Guide for USAID Implementing Partners

This guide is designed to solicit information from USAID IPs in the Focus States.

State Reform Policies

What development project(s) are you engaged in, to what extent and where are they located?

What are the linkages/synergies between your organisation and other partners of the FSS? (*COMMUNICATION*)

What has your organisation done to improve the Focus State collaboration

How have the collaborations and synergies between your organisation and other stakeholders fared?

How often do you meet with other IPs and Stakeholders in relation to the project(s)?

What roles are played by the other stakeholders and how are these roles allocated?

How are you engaging other stakeholders in the project formulation, implementation and evaluation?

How have your projects targeted reforms in the state particularly policy reforms?

What significant policy reforms have been generated as a consequence of your intervention?

To what extent has your project influenced the State/LGA annual budgets?

What new reforms have been witnessed in the state that is capable of being replicated in other non-focus states or LGA?

How have you been able to influence the outcomes of your activities?

Do you think the project is sustainable? Explain.

How much of the approved budget has been released for the project(s) by USAID/State/LGAs/Communities?

How much of the budgeted funds have been spent thus far?

What has the USAID done to improve the collaboration and synergies among all parties and stakeholders?

What could either your organisation or USAID do to make things smoother?

In your own assessments,

What worked well in the collaboration and synergies?

What did not work well?

What will begin to show favourable effects in the long run

Improved and Expanded Priority Public Services

How do you rate the effectiveness of your activities in the projects?

What evidence do you have to demonstrate that your projects have impacted positively on the State/ LGA/communities?

What evidence have you to show or demonstrate that synergy exists between your organisation and the other stakeholders?

Have engagements between your organisation and other stakeholders impacted positively on the State/LGAs/Communities? Explain your reasons.

Do you think the project is sustainable? Explain your reasons.

Demonstrated Effects and Leveraging of Nigeria's Public Resources for Scaling up and Replication

Cost Share: What particular resource(s) of the State have been leveraged on the project(s)?

What financial resources have been committed by each of the participating stakeholders to the effectiveness of the project(s)?
How much has been budgeted/released by the State/LGA to your projects?
What are the challenges or constraints to the successful implementation of the project(s)?
Do you think the project is sustainable? Explain your reasons?
Has the success of your project(s) influenced developments in other States/LGAs? Explain.

1.a. Qualitative Interview Guide for States/LGAs/Communities

This guide is designed to solicit information from state government staff, or high level management and community representatives in the Focus States. Be sure to use the commonly known local names for USAID projects. Where necessary, refer to the key project components rather than the full name of the projects, in case interviewees may not be familiar with the full projects.

State Reform Policies

What USAID Implementing Partner's (IP) development projects are currently active in your State and where are they located?
Do you have a signed Memorandum of Understanding (MoU) on each project with the stakeholders: (Use the commonly known local names for LEAD, NEI, TSHIP, SIDHAS, WASH, ACQUIRE)?
Which USAID IPs contributes to the activities of each project?
Where are the work plans for each project (LEAD, NEI, TSHIP, SIDHAS, WASH, ACQUIRE)?
Are there linkages/synergies between your state/LGA and other the USAID IPs? Explain.
What are the roles of each USAID IP and other partners in the project(s) under your collaboration?
How often do you meet with the USAID IPs and stakeholders in relation to the project(s) (LEAD, NEI, TSHIP, SIDHAS, WASH, ACQUIRE)?
What is the level of commitment of the USAID IPs/State/LGAs in the implementation of each project (LEAD, NEI, TSHIP, SIDHAS, WASH, ACQUIRE)?
How would you rate the effectiveness of the collaboration between your organisation, the USAID IPs and other stakeholders?
In terms of implementation, which is the best or least performing LGA and what are your reasons?
In which of the LGAs do you have security challenges and how have you coped/managed the situation?
How are you engaged by the USAID IPs in the project formulation, implementation and evaluation?
How has each IP project targeted reforms in the state/LGA particularly policy reforms?
What significant policy reforms have been generated as a consequence of each intervention (LEAD, NEI, TSHIP, SIDHAS, WASH, ACQUIRE)
Has your State/LGA included the project(s) in its annual budgets? Explain.
How much has been budgeted/released by the state/LGAs?
What is the total expended on each project so far?
Have new reform policies been developed to make the project(s) replicable in other non-focus States or LGAs? Explain.
How have you been able to influence the outcomes of each project?
Which of the projects do you think is sustainable? Explain why.

How much of budgeted funding has been released for the project(s) by USAID/State/LGAs/Communities?

How much of your resources have been spent on the project(s) thus far?

Improved and Expanded Priority Public Services

How do you rate the effectiveness of each project?

What evidence have you to demonstrate that each project has impacted positively on the State/ LGA/communities

What evidence has you to show or demonstrate that synergy exists among the projects/IPs?

How has your relationship with the IPs and other stakeholders impacted positively on the State/LGAs/Communities (**what are your reasons**)

Demonstrated Effects and Leveraging of Nigeria's Public Resources for Scaling up and Replication

What particular resource(s) of the State/LGAs have been leveraged on the project(s)?

What financial resources have been committed by each of the participating stakeholders to the effectiveness of the project(s)?

How much has been budgeted/released by the State/LGA to each project?

What are the challenges or constraints to the successful implementation of each project?

Do you think the funding of each project by State/LGAs is sustainable and what are your reasons

Has the success of each project influenced developments in other States/LGAs? (What evidence do you have?)

Focus Groups Interview Guide

Are you aware that USAID is funding the above projects in your area/communities?

Which other projects are in your area/communities and who is funding them?

State your source of awareness of these projects.

Do you know the objectives of each of these projects in your State/LGA?

Are the objectives being achieved?

Were you asked by the State to donate i.e., land, money, labor etc. before the project was cited in your area/community?

Were your communities involved in the planning, budgeting, implementing and evaluating any of these projects?

What do you think are the objectives for setting these projects in your area/communities?

How will you rate the performance of these projects in your area or communities?

How often do you have meetings with the State/LGA or other stakeholders on the project?

Where do you have the meetings and who pays for the meeting venues?

Who is responsible for maintaining damaged projects' equipments such as boreholes in your area/communities?

If USAID/ other co-funding partners should withdraw from funding the project, can your community continue to fund then?

How will your community raise the funds?

How often do you have meetings with the implementers of the projects in your community?

What are the factors constraining your participation in the project?

How have you personally or your community benefitted from the project?

ANNEX III. BIBLIOGRAPHY AND DOCUMENTS COLLECTED AND REVIEWED

REFERENCES AND BIBLIOGRAPHY

Document Reviewed in Bauchi State

Draft computation of Organization Capacity Assessment Result for LEAD Sub-Grantees, June 2012

List of Civil Society Organization members who collaborate with LEAD

List of NGOs in Bauchi and their USAID Partners

RTI/LEAD Community Priority Setting Report

Community priority Setting Report, (Dass, Ningi, Katagum and Bauchi Local Government of Bauchi State)

2011 LGA budget showing line items on borehole and sanitation maintenance (referenced under Dass LGA Report)

Katagum LGA Report on the LGA-CSO Community and Budget Stakeholders' quarterly meeting

List of participant at Ningi Budget hearing in Bauchi State

Bauchi LGA water facility maintenance template

Donor Co-ordination Strategy Meeting held at Yankari Game Reserve, 12th Sept. 2010, Minute of Meeting of the Bauchi State Donor Coordination/ Strategy held at the Conference Hall of the Ministry of Budget and Economic Planning, 13th July 2011

Profile of DASS LGA by LEAD

public policy for educational integration

Attached List of Bauchi WASH Phase 2 selected Primary Schools

DASS strategic plan by LEAD

See attached budget from 2010 when there was no provision and 2011 where there are included priority items)

Cost share by the community and DASS LGA

March 2011. Report of Study Visit to Kano State Drug Management Agency including List of participants.

Bauchi State Government, (2012). A Law to Provide for the Establishment Bauchi of State Drug and Medical Consumable Management Agency and other related matters connected thereto. Bauchi State government of Nigeria, pp.1 – 13.

Bauchi State Ministry of Health (October 2012). Draft Bauchi State Essential Medicines and Medical Consumables List.

March 2011. Minutes of meeting on Gender Gap Analysis held at LEAD Office on 14th March 2011

October 2011. Bauchi State Gender Gap Analysis Report

Bauchi State Ministry of Women Affairs & Child Development (2012). Draft Bauchi State Gender Policy and Implementation Plan

March 2011. TRIP Report of trip to attend 3rd Health Data Consolidation Committee (HDCC) meeting and facilitate formation of State M&E Technical Working group Date: 19th – 22nd March 2011. Reference numbers: a, f, g and 7b,c,d

June 2012. Report of inauguration of Health Data Consultative Committee and Meeting held at Yankari Game Reserve 26th – 27th June 2012. Reference Work Plan for Health data consultative Committee

Bauchi State Ministry of Health (2012): Bauchi Health Information System (HIS) Assessment.

BACATMA Report (2012): Bauchi State Monthly M&E Meeting held on 10th December 2012 at BACATMA Conference Hall

Bauchi State Government: Report of Bauchi HIS Strategic Development Workshop

Bauchi State Government (2013). Draft Bauchi State HIS Strategic Plan 2013

Documents on NINGI

Bauchi State of Nigeria: Approved Estimates 2013 + Chart of Accounts – Capital Expenditure, Social Sector – *Ministry of Education*.

CD on EMIS TOOLBOX, Bauchi State Data; 2011 ASC Data Installation Version, USAID/NEI (# 3 under Policy Reforms).

Community Forum Sustainability Review, November 2012. USAID/NEI. Copies of USAID/NEI Publications – *Volume 4, Issue 4, 20 December 2012; Volume 4, Issue 5, 21 December 2012 and Volume 5, Issue 1, 17 January 2013*.

A Report on State Level Community Education Forum (CEF) Held at Zaranda Hotel, Bauchi on 25th – 26th Sept. 2012. Theme: *Quality Education through Participation*

Copy of SUBEB Approval for Release of ₦6, 812, 600.00 as Counterpart Fund for Annual School Census in non-NEI LGAs, 2010 plus Payment Voucher.

Draft SUBEB 2012 Proposed Budget based on 2012 -2014 MTSS/SESOP2.

Draft 2013 SUBEB Activity-based Budget

Draft 2013 SUBEB Expanded Line Item Budget

Draft 2013 SUBEB Line Item Budget (Condensed).

Draft Report on State Level Community Education Forum (CEF) Meeting and Advocacy Campaign held on 5th – 6th February 2013 at Zaranda Hotel. Theme: *Review of Progress and Develop Advocacy Strategy*.

The State Level Action Plan on Community Education Forum (CEF), September 2012

Copies of USAID/NEI “Success Stories” – *Community Coalition supports OVC to remain in school in Bauchi LGA; FOMWAN advocacy to local government provides teachers for USAID/NEI demonstration learning center; USAID/NEI supported community group takes action to train more teachers; Communities Assist Graduating Apprentices and Adolescent Girls with Working Tools; NEI/USAID support motivates community coalition to build shelter for 200 Tsangaya pupils*.

Five Priorities of NEI LGAs – *Alkaleri, Itas-Gadau, Kirfi, Ningi, Katagum, Bauchi, Dass, Misau, Gamawa & Ganjuwa*,

List of Vulnerable Children Mainstreamed from NFLC into Formal Schools in Bauchi State.

Revised Y3 Q3: Bauchi Departmental Work Plans 2012 Sample of School Profile Report – Badamoro Primary School, 2010. (# 4 under Policy Reforms)

Simplified Whole School Development Plan: School Planning Template. USAID/NEI (# 5 under Policy Reforms).

Success Story of Badel Community QI Team

SUBEB MTSS Key Performance Indicators (# 6 under Policy Reforms).

% of Schools with WSDP (# 7 under Policy Reforms)

Talking Point of the Hon. Commissioner, Ministry of Women Affairs and Child Development during the Visit of NEI Evaluation Team to Bauchi State on Tuesday 5th of February, 2013

Whole School Development: Training of Trainers Manual, USAID/NEI (# 8 under Policy Reforms)

Bauchi State Basic Education Dialogue *Basic Education in Bauchi State: The Journey So Far*. Workshop Programs and Presentations, 18th – 20th September 2012, Zaranda Hotel, Bauchi State. USAID/Northern Education Initiative.

Bauchi State Education Strategic Plan (SESP) 2009 – 2018, November 2008.

CD on EMIS TOOLBOX, Bauchi State Data; 2011 ASC Data Installation Version. USAID/NEI.
 Revised Y3 Q3: Bauchi Departmental Work Plans 2012 Sample of School Profile Report – Badamoro Primary School, 2010.
 Simplified Whole School Development Plan: School Planning Template. USAID/NEI.
 SUBEB MTSS Key Performance Indicators.
 % of Schools with WSDP
 Whole School Development: Training of Trainers Manual, USAID/NEI
 Budget Monitoring, Price Intelligence and Public Procurement Law 2008 and Its implementing Regulations
 PowerPoint Presentation on Targeted States High Impact Project September 2009
 TSHIP’s Community Mobilization Strategy: The Enable Community Action. Paper presented at Competitive grantee’s orientation meeting by Ahmed Mohammed Ahmed, TSHIP Community mobilization Specialist (2013).
 (2012). WDC Third Quarterly Review Meeting held in Tafawa Balewa, Dass and Bogoro LGAs

Documents Reviewed in Sokoto State

Dange/Shuni LGA 2012 Budget
 Isa LGA 2012 Budget
 Isa LGA 2011 Budget
 Ilela LGA 2010 annual budget
 Ilela LGA 2011 annual Budget
 Community Priority Setting from LEAD
 LEAD: Nigerian Local Government Development Framework
 Capacity development Plan for 6 Champion LGAs in Sokoto
 CSO Training on transparency and accountability
 LEAD’s Service Improvement Plan Framework
 LGA Based SIPs
 Ilela SIP
 Water Policy Formulation Committee
 Collaboration amongst IPs
 A law establishing the state statistical system and the state bureau of statistics for the collection, compilation, analysis, storage and dissemination of statistical data information and incidental matters thereto
 Law to provide for the fiscal responsibility provision to ensure the promotion and enforcement of the State’s economic objectives and for the prudent management of the state’s resources, ensure long-term macro-economic stability of the state economy, secure greater accountability and transparency in fiscal operations within the medium term fiscal policy framework, and matters related thereto
 A Law to establish the bureau of public procurement and price intelligence as the regulatory agency for the monitoring and oversight functions on public procurement of goods, works and service in Sokoto State , harmonizing the existing policies and practices, setting standards and professional capacity for procurement in the stand; and for related matters
 Schedule of duties for LGAs key staffs
 Monthly report on revenue for the month of January to march 2012
 Sokoto State House of Assembly “Request for tech Assistance to conduct public hearing and visitation on ways and means of improving internally generated revenue in Sokoto State”
 Estimate Cost of Sola borehole at Alfala Village in Silame Local Government

Sokoto State: Silame Local Government, “Report of Water Mapping and Costing in 10, Wards of the LGA” By Silame Service Improvement Plan committee
 List of water points repaired by Silame local government and coordinated by Service Improvement Plan Committee
 Silame Local Government “ Selected Community Priority Projects that were reflected in the 2013 Budget”
 CSOs Engagement in Silame Local government
 Organogram Structure of LEAD’s Community Partners
 Silame Local Government 2012 Budget
 Silame Internally Generated Revenue
 Bodinga Local Government Annual Budget 2012
 Model Financial Memoranda for LGA
 Wamakko LGA Budget 2012
 Wamakko Internally generated Revenue
 Wamakko 2010 annual budge
 NEI and LEAD Collaboration – Program Year 3
 NEI and TSHIP Collaboration – Program Year 3 (FY 12)
 Notice of Joint Flagship Meeting of 16 February 2011 held in NEI Conference Hall, Sokoto RTI/LEAD Letter of Invitation of July 7 2010 to NEI DCOP to declare open Workshop on Review of Local Government Development Framework
 Report of NEI – LEAD/USAID Sokoto State Feedback Meeting of 15 December 2010
 Report of WOFAN – NEI Collaboration Meeting of December 1 2010
 List of WASH Facilities in Sokoto Schools –Sept. 2012
 Report of WOFAN – WASH Phase I Feedback Meeting held with TSHIP Sokoto on January 7 2011
 Memo of 29 January 2011 from NEI Senior. Program Officer (Community Mobilization, Sokoto) to NEI DCOP on WASH Phase I Project in Sokoto and WOFAN – NEI and other IPs’ Collaboration
 Proposed Next Steps of Action by WOFAN and NEI, Sokoto/Bauchi Projects (2011)
 Draft Report of Collaboration Meeting of 17 February 2011 held between Community Mobilization Officers of NEI, LEAD and TSHIP
 Invitation by Email from COP NMEMS II to all IPs for a Meeting on November 21 2011 on Focus States Collaboration to review and develop a draft of Cross-cutting activities and indicators for collaboration
 Sokoto State, Federal Republic of Nigeria – Harmonized MTSS/SESOP 2011-2013
 Sokoto State, Federal Republic of Nigeria – Medium Term Sector (Basic Education) Strategy 2011-2013, October 2010
 State Education Management Information System (SEMIS) Policy, Sokoto State, September 2010
 EMIS Toolbox Version 1 - Introduction
 State Teacher Education Policy 2011, Sokoto State Ministry of Education
 Teacher Recruitment and Deployment Procedures and Guidelines, Sokoto State. TRD Technical Working Group, February 2012
 Sokoto State Teacher Management Information System (SOKTMIS), April 2012
 Quality Assurance (QA) Strategic Document on Roles and Responsibilities, Sokoto State, November 2012
 School Profile Report – Overview and Training Guide
 Samples of School Profile Report for some Schools in Bodinga LGEA
 Samples of School Report Card on Life Skills, Literacy and Numeracy
 Sokoto State SUBEB: Data Dissemination Reference Guidelines

State Universal Basic Education Board, Sokoto: 2012 Proposed SUBEB Budget Based on 2011-2013 Approved MTSS

Sokoto State BESC Terms of Reference

Sokoto NEI LGEAs CEF Action Plan against 5 Prioritized Issues for 2012

Illela Community Coalition Report Presentation

Memo of 25 November 2012 from the Executive Chairman, SUBEB, Sokoto State on “2012-2013 Annual School Census (ASC) Forms Distribution, Completion and Submission Notification” to all LGEAs

Letter of 8 February 2012 from NEI DCOP to the Chairman, SUBEB on “Computer Distribution to the Local Government Education Authorities and State EMIS Unit”

Letter of May 2012 from NEI DCOP to The Commissioner of Education, Sokoto State on “IT Equipment to Basic Education Sector”

Letter of January 2013 from NEI DCOP to the Chairman, House Committee on Education, Sokoto State House of Assembly on “EMIS Toolbox: A Planning Tool in the Education Sector

Reply of the Secretary, House Committee on Education, Sokoto State House of Assembly to NEI DCOP inviting NEI to present the EMIS Toolbox on 13 February 2013

Board Secretary, SUBEB’s Report on NEI in Sokoto

NEI’s In-Country Training Data Collection Form: 3-Day Training of Primary Education Studies Dept. Students at Shehu Shagari College of Education on Numeracy, October 29 2011

NEI’s In-Country Training Data Collection Form: 3-Day Enrichment Seminar for PES Lecturers, November 27 2012

NEI Participants Attendance Sheet, Training of TRD Officers on Teacher Recruitment and Deployment Procedure and Guideline, 22 May 2012

Shehu Shagari College of Education, Sokoto: Technical and Financial Proposals on Enhancing Teacher Professional Development through Upgrading and Increasing Access to Information and Communication Technology (ICT) Facilities by Teacher Educators

List of Pupils of Sahabi Bojo Nizzamiyya Islamiyya Primary School, Bodinga, who transited to JSS in 2012

List of OVC Pupils of Sahabi Bojo Nizzamiyya Islamiyya Primary School, Bodinga, who transited to JSS in 2012

Report for the Support given to OVC by Community Coalition in Silame LGEA on 12 October 2012

Report on the Training on Adolescent Girls Program Facilitators Manual at University Guest Inn, Sokoto , 23-25 February 2012

NEI/USAID Project Sustainability/Hand Over Plan, Sokoto

NEI/USAID Sokoto: Teacher Education Sustainability Plan

USAID/NEI Sokoto CSACEFA Sustainability Plan

NEI/USAID Bauchi and Sokoto FOMWAN Sustainability Plan

State Universal Basic Education Board, Sokoto, LGEA, Illela – Action Plan for the Thirty Seven Primary Schools selected as **Focal Schools** (non-NEI Schools) 2012/2013

USAID/NEI Sokoto OVC Education Presentation on Sustainability

OVC WA Viable Programs and Plans for Sustainability

Brief Report on the Meeting of Screening Committee of Supervisors and Area Education Officers of All LGEAs in the State: 23 January 2013

Letter of 30 November 2012 from Honorable Commissioner, Ministry of Education, Science & Technology, Ekiti State to NEI COP, Bauchi on “Request for Partnership on Domestication of NEMIS to suit Ekiti State EMIS for effective Data Administration”

SUBEB Sokoto, Quality Assurance Dept.: Action Plan for 2012 Teacher Professional Development

SUBEB Sokoto, Quality Assurance Dept.: A 5-Day Training Workshop for Female Teachers on the Pedagogical Skills in Teaching Four Subjects Participants List

SUBEB Sokoto, Quality Assurance Dept.: A 5-Day Training Workshop for Principal, Quality Assurance Officers and School Support Officers on Record Keeping, Establishment and Management of Data Bank and Report Writing - Participants List

2010-2012 Universal Basic Education Board (UBE) Approved Capital Budget Estimates

Community Education Forum (CEF) Sustainability Plan

USAID/NEI Progress Report from the 10 NEI Focus LGAs. Presented at the State Level Community Education Forum (CEF) by CEF Secretaries, Friday 28-29 September 2012 at Giginya Hotel, Sokoto – Bodinga, Gada, Illela, Sabon Birni and Silame LGAs

FMH (2005) Federal Ministry of Health: National Strategic Framework and Plan for VVF Eradication for in Nigeria 2005 – 2010, Federal Ministry of Health, Nigeria.

FMH (2008) Federal Ministry of Health: Kangaroo Mother Care Training Manual, Federal Ministry of Health, Nigeria.

FMH (2009) Federal Ministry of Health: Instructional Manual & Training Guide on the Revised/Harmonized NHMIS Data Tools, Federal Ministry of Health, Nigeria.

FMH (2009) Federal Ministry of Health: National Family Planning Reproductive Health Service Protocol (Revised Edition), Federal Ministry of Health, Nigeria.

FMH (2012) Federal Ministry of Health: National Strategic Framework for the Elimination of Obstetric Fistula in Nigeria 2011 – 2015, Department of Family Health, Reproductive Health Division, Federal Ministry of Health, Nigeria.

PHDA, (2011) Sokoto State Primary Healthcare Development Agency (PHDA): Minutes of the Development Partners Forum Review Meeting held at EPID, Sokoto State on Wednesday, 21 August 2011, pp. 1- 13.

Sokoto State Government of Nigeria (2011). Communiqué at the end of a three day policy formulation dialogue and consensus building workshop., organized by Ministry of Health, Sokoto State of Nigeria.

Sokoto State Government of Nigeria (2011). Draft Water Supply and Sanitation Policy, Ministry of Health, Sokoto State of Nigeria.

Sokoto State Government of Nigeria (2011). Sokoto State Water and Sanitation Development Policy Draft Review held on 17th August 2011 at RTI/LEAD Office, Sokoto State, Nigeria, pp. 1-2.

Sokoto State Government of Nigeria (2011). Zero Draft Water and Sanitation Policy, Ministry of Health, Sokoto State of Nigeria.

Sokoto State Government of Nigeria (2012). Essential Medicine List (2nd Edition), Ministry of Health, Sokoto State of Nigeria.

Sokoto State Ministry of Health (2011). HDDC Meeting, 14 – 15 May, 2012, Department of Health, Planning, research and statistics, Sokoto state, pp. 1 – 2.

Sokoto State Ministry of Health (2011). Sokoto State Strategic Health Development Plan 2011 – 2015. Sokoto State Ministry of Health, Akinsville B. P. Limited, Garki, Abuja, Nigeria.

Sokoto State Ministry of Health (2011). State of Health Information System, Semi-annual Data Summary Form, Sokoto state, pp. 1 – 8.

Sokoto State Ministry of Health (2012). State of Health Information System, Semi-annual Data Summary Form, January – June, 2012, Sokoto state, pp. 1 –14.

Sokoto State of Nigeria (2006). Essential Drug List (1st Edition), Health System Development Project 11, Sokoto State of Nigeria.

TSHIP (2011) Minutes of Pre-planning Meeting of Partners’ Forum Meeting, held at TSHIP Conference Room, Wing C. August 9, 2011, TSHIP, Sokoto State, pp. 1- 2.

TSHIP (2011) Minutes of Stakeholders’ Meeting on HFs Mapping held on 8th September 2011 at TSHIP Conference Room, TSHIP, Sokoto State, pp. 1- 2

TSHIP (2011). Advancing Health in Bauchi and Sokoto States, 7th Quarterly Progress Report. April 1- June 30 2011, TSHIP, Sokoto State, pp. 1-73.

TSHIP (2011). Performance Standards for Quality Care in Maternal Newborn, Child Health & Family Planning Services for Secondary Health Facilitators TSHIP, Sokoto State, pp. 1-164.

TSHIP (2011). Sokoto Central Zone, Step-down community mobilization CAC Zonal Training for 6 WDCs by CMAs/STs, at Tangaza LGA Conference Hall, 24 – 26, January 2011, pp. 1-2.

TSHIP (2011). Sokoto East Senatorial Zone, CAC Training Report, 6 Gwadabawa and Rabah May 2011, PP. 1 – 4

TSHIP (2011). Sokoto Eastern Zone, WDC CAC Training Report, at Sokoto North LGA, January 2011, PP. 1 – 2

TSHIP (2011). Sokoto East Zone, WDC CAC Training for WDCs by STs/CMAs, at Government Teachers' collage Wurno, 23 – 27th May 2012, , PP. 1 – 6.

TSHIP (2011). Southern Zone activity Report Team Building and Strategic alliance for LGASMCS, 14th -18th July 2011 at Nizzamiya primary school, Yabo, TSHIP, Sokoto State, pp. 1- 3.

TSHIP (2012) Binji Local Government Area: 2012 Costed Work Plan January 2012, TSHIP, Sokoto State, pp. 1-7

TSHIP (2012) Bodinga Local Government Area: 2012 Costed Work Plan January 2012, TSHIP, Sokoto State, pp. 1-9

TSHIP (2012) Yabo Local Government Area: 2012 Costed Work Plan January 2012, TSHIP, Sokoto State, pp. 1-8

TSHIP (2012). Community based health volunteers (CBHVs) 2nd Batch Training in Gangam, Jaredi and Mandera wards of Shagari LGA, Sokoto State, 25 – 30th June 2012, , PP. 1 – 16.

TSHIP (2012). Community based health volunteers (CBHVs) Training, in Nasgudu, Sangi and Unushi wards of Kebbe, LGA, Sokoto State, 25 – 30th June 2012, , PP. 1 – 16.

TSHIP (2012). Comprehensive list of trained community based health volunteers (CBHVs) trained at Kebbe, Shagari and Tambuwal LGAs, 26 – 30, June and 10 – 16 September, 2012, Sokoto State, PP. 1 – 8.

TSHIP (2012). Gada Local Government Area: 2012 Costed Work Plan January 2012, TSHIP, Sokoto State, pp. 1-6

TSHIP (2012). Sokoto Central Zone, WDC CAC Training Report, 15 – 19th March 2012, , PP. 1 – 5

TSHIP (2012). Sokoto Central Zone, WDC CAC Training Report, 26 – 30th, March 2012, PP. 1 – 5

TSHIP (2012). Sokoto Central Zone, WDC CAC Training Report, at Sokoto North LGA, 23 – 27th January 2012, , PP. 1 – 3

TSHIP (2012). Sokoto Eastern Zone, WDC CAC Training Report, at Goronyo LGA, 2 – 6th April 2012, , PP. 1 – 3

TSHIP (2012). Sokoto East Zone, WDC CAC Training Report, at Tudun Wada Dispensary Isa North, Isa LGA, 23 – 27th January 2012, , PP. 1 – 6

TSHIP (2012). Sokoto North Local Government Area: 2012 Costed Work Plan January 2012, TSHIP, Sokoto State, pp. 1-8

TSHIP (2012). Sokoto South Senatorial Zone, CAC Training Report conducted to 7 wards of Shagari LGA, 11 – 15th June 2012, PP. 1 – 3.

TSHIP (2012). Sokoto South Senatorial Zone, Kebbe LGA Drug Keepers Training report at Kebbe LGA, 20 –21ST February 2013 and 28 – February – 1ST March, 2013, , PP. 1 – 3.

TSHIP (2012). Training of WDCs (Ward Development Committees, Yabo Office, Sokoto State, Leadership & Management skills Development, TSHIP, 2012, PP. 1- 8

TSHIP (2013). Community based health volunteer CBHV Training, in Fakku, KEBBE East, Margai East & Margai West wards of Kebbe, LGA, Sokoto State, 21 – 26th January 2013, , PP. 1 – 16.

TSHIP (2013). Community based health volunteer training conducted at LGA conference Hall, Tambuwal, South Zone, 21 – 26th June 2013, Sokoto State, PP. 1 – 10

TSHIP (nd) Coordination with other USAID projects in Bauchi and Sokoto States. TSHIP, Sokoto State, pp. 1- 2.

TSHIP (nd). List of CBHVs for 3rd Batch training in southern zone

TSHIP (nd). List of renovated health facilities in Sokoto State.

TSHIP (nd). Sample of TSHIP Sokoto cost-share captured and reported

WASH (2011) Community action plans on Wash project in LGAs of Bauchi State, pp. 1-3

WASH (2011) Community action plans on Wash project in LGAs of Bauchi State, pp. 1-3

WASH (2011) Community contribution to Wash project Sokoto State. an unfolding success story, pp. 1-3

WASH (2011) Report of WOFAN team's advocacy visit to senior officials of Sokoto Government of Sokoto State, pp. 1-10.

WOFAN (2011). Women Farmers Advancement Network, Minutes of meeting with Hon Commissioner for Women Affairs, Monday 12th September 2011, pp. 1-2.

WOFAN (2011). Women Farmers Advancement Network, Minutes of meeting with Hon Commissioner for Women Affairs, Monday 12th September 2011, pp. 1-2.

WOFAN (2011). Women Farmers Advancement Network: Memorandum of Understanding (MoU) between WOFAN and Takatuku Model primary 28th February 2011, pp. 1-3

ANNEX IV. PERSONS CONTACTED

ABUJA (17)

USAID/Nigeria (11)

Dana Mansuri, Mission Director; dmansuri@usaid.gov; 09-4619302
Michelle Godette, Deputy Mission Director, mgodette@usaid.gov; 09 4619302
John Quinley, HPN/USAID; jquinley@usaid.gov;
Barbara Dickerson, bdickerson@usaid.gov; 08034088323
Kevin Brown, Program Officer; kbrown@usaid.gov; 08034081047
Jill Jupiter-Jones, Education Team Leader; jjupiter-jones@usaid.gov; 094619800
Adamu Igoche, Deputy Team Leader D/G; aigoche@usaid.gov; 08057436463
Nene Essang, Economic Growth Specialist; nessang@usaid.gov; 08034081040
Joseph Monehin, Health/Population Specialist; jmonehin@usaid.gov; 08055690004
Joyce Elele, M&E Specialist; jelele@usaid.gov; 08033174840
Haladu Mohamed, Deputy Team Leader Education; hmohamed@usaid.gov;
08036650837

FISTULA CARE PROJECT (2)

Eberechukwa Diokpo, Program Assistant; 08034500765
Iyeme Efem, Country Director; iefem@engenderhealth.org; 08036271020

SIDHAS (4)

Adebayo Olufunso, Director M&E; oadebayo@sidhas.org; 070869955780
Mogaba Ignatius, M&E; imogaba@sidhas.org; 08033311294
Moyosola Abass, Technical Officer M&E; mabass@sidhas.org; 08023232173

4. Zubaida Abubakar; zabubakar@sidhas.org; 08085643568

BAUCHI STATE (226)

LEAD (9)

Don Seufert, Chief of Party; dseufert@rti.com; 08139580168
Olayinka Martins, M&E Specialist; omartins@leadrti.org; 08033957133
Hafsat Mahmood, Senior Advisor; hmahmood@lead.rti.org; 08023531862
Boniface Kassam, Communications Manager; bkassam@lead.rti.org; 08066051781
Safiya T. Abdullah, Senior Technical Manager; sabdullah@lead.rti.org; 08065334955
Mailadi Yusuf Abba, myusufabbi@lead.rti.org; 08030730757
Abdalla Mohammed, Consultant; abdallabacher@gmail.com
Mariya Alkassim Sidi, Local Government advisor- DASS, 08036171992
Gareth Cromie, Security and Operations Director; garethcromie@rsmconsulting.us.com;
08168475132

TSHIP (8)

Nosa Orobato, Chief of Party; nosaorobaton@tshipnigeria.org; 08136260446
Habib Sadauki, Deputy Chief of Party; hsadauki@tshipnigeria.org; 0803587557
William Sambisa, M&E; wsambisa@tshipnigeria.org; 08136260
Ababakar Muazu, Amuazu@tshipnigeria.org; 08035991646
Usman Al-Rashid, Senior Policy Advisor; 08037850803
Timothy Daret, Dass, Community Mobilization Advisor; tdaret@yahoo.com;
08036473467
Mohammad Nasir Musa, Ningi, Community Mobilization Advisor; 07030089488
Ahmed M. Ahmed, Community Mobilization Specialist;
ahmohammed@tshipnigeria.org; 08023599272

NEI (11)

Ayo Oladini, Deputy Chief of Party; ayoo@crea-nei.com; 08037031198

Mukhtar Gaya, Senior advisor M&E; Mukhtatg@crea-nei.com; 08034918569
Bright Akenuwa, M&E Specialist; brighta@crea-nei.com; 08161322438
Lawal B. Ahmad, Senior Budget and Finance Specialist, Lawala@crea-nei.com,
08032799650
Ahmed M. Jarmai, Local Government Coordinator; ahmedj@crea-nei.com; 08067437731
Dalhatu Sulaiman Darazo, OVC Specialist; dalhatud@crea-nei.com; 08038532448
Bilyaminu B. Inuwa, Program Officer; bilyaminu@crea-nei.com; 08069718239
Jummai Joseph, Program Officer; Jummalj@crea-nei.com; 08039248940
Aishatu Ibrahim Kilishi, Aishatui@crea-nei.com, 08835051593
Aminu Abubakar, Office Manager; amina@crea-nei.com; 08036331531
Jossey Ogbuanoh, Reporting and Communications Officer, josseyo@crea-nei.com;
2348098159622

SIDHAS (4)

Ahmed A. Bolla, abolla@sidhas.org; 08138070223
Bala Baba, Senior Project Officer, bbaba@sidhas.org; 08033110339
Victoria Mor-ugov, Zone Manager; ynorugov@sidhas.org; 08020379761
Dije Abdullahi, Senior Technical Officer M&E; dabdullahi@sidhas.org; 08033442945

SUWASA (1)

Hassano J. Dajan, Team Leader; hdajan@ard-suwasa.org; 08036441206

State Government of Bauchi (20)

Mohammed Aminu Ibrahim, Permanent Secretary, Ministry of Budget and Economic Planning; shatimaamadaki@yahoo.com; 08033851934
Jibrin Mohammed Yusuf, Deputy Director Planning, jibrinmohammedyusuf@yahoo.com; 07033933148
Mohammed Nazif, Ministry of Budget and Economic Planning, 0802867711
Garba Abdu Bauchi, NEI Desk Officer, SUBEB; abdubauchigarba@gmail.com;
07034304438
Dahiri Sambo Usman, NEI Desk Officer, MBEP; dahirusambo-dull@gmail.com;
08030677695
Hauwa Balewa, Director, Adult and Formal Education Agency; yelwabalewa@yahoo.com; 080385650207
Ahmed Haruna, Secretary ANFEA; akubdya@yahoo.com; 08023748985
Hadiza Usman Isab, hadeezah1@yahoo.com; 08032593694
Laraba H Balko, 08069177347
Larai Hammadu, Director Child Development, Ministry of Women's Affairs; laraihammadu@yahoo.com; 08023748330
Mahmoud Ahmad Kobi, OVC Desk Officer, Ministry of Women's Affairs; Mahmoudahmadkobi@yahoo.com; 08036486916
Abubakar Ahmed Faggo, Commissioner for Local Government; abuahfaggo@gmail.com; 08036159818
Kadir Salla, M&E, MLGA; ksalla.kts@gmail.com; 080324653400807
Mohammed Bello, Managing Director, Bauchi Water Board, 08078955493
Yahuza Adamu, Director Ministry of Budget and Economic Planning; Sardaunanbashe@yahoo.com; 08039215918
Jibrin M. Yusuf, Deputy Director, MOBEP; jibrinmohammedYusuf@yahoo.com;
07033933148
Ibrahim Tijjani Balange, Project Officer, MOBEP; ibalange@gmail.com; 08068023388
Musa Usman, General Manager, Globe FM 98.5 Bauchi; moosausman@yahoo.com;
08036212443
Abdullahi U. Abubakar, Head of EMIS SUBEB; 08068417222
Ibrahim Baraya, CEF State Secretary Bauchi; 0703173885

Non Government Organizations (22)

Miriam Y. Iliya, Executive Director RAHAMA; miriamiliya48@gmail.com; 08036199703
Suleiman Ahmed, Program Officer, RAHAMA; rahmanbauchi2003@yahoo.com; 08030933461
Sukamun Ezekiel, Manager D/G, WODASS; wodass@yahoo.co.uk; 08025710469
Ankale Malachin Kiongude, M/E Officer; ankalemalachin@gmail.com; 08026493623
Mubarak Shehu, General Secretary, RAHAMA; 08163838081
M. Ahmed, Rahama; nm4ahmed@gmail.com; 08035455519
Haliva Shehu, M/E Officer, FOMWAN; shuhuhaliva@gmail.com; 07030558507
Usman Abubakar, Program Director, AHEA; D; aheadcentre2007@yahoo.com; 08023753082
Alike M. Umar, Chairman, AHEAD; 08051568130
Maryam Garba, Executive Director, FAHIMTA, 08036360625
Fatima Mohammed. FOMWAN; 08036461813
Hadiza Musa, RAHAMA; rahamabauci2003@yahoo.com; 08036461813
Anthony Hassas, TAMTASS; tamtass@yahoo.com; 08163437075
George Sulaiman, M/E, WEIM; sulaimangeorge84@gmail.com
Gambo Saleh, Project Officer WASH, DEC; gambosale@yahoo.com; 08029043748
Susamatu Zagi, WODASS; wodass@yahoo.co.uk; 07085789241
Maureen Jibrin, WEIN, 08085177394
Lydia Tsamman, Program Coordinator WEIN; harunat1959@yahoo.com; 08025562586
Deborah Korgi Project Officer WEIN; 08069770781
Chancy Ali, WEIN, 08038626697
J.J. Garisa; Chairman, BASMEC; basmechauchi@yhoo.com, 07087201885
Susanatu J. Zagi, WODAS; wodas@yahoo.co.uk; 07085789241

Local Government Authority- DASS (10)

Burga G. Kunkada, Administration; 07083182437
Abdullahi Yakubo, Director Public Health; 08036180411
Ahmed A Domas, Desk Officer, 07083930906
Saleh Baka, OVC Desk Officer; 07085146390
Dangana Baka, 08078077996
Danlami Maleka Lulosh, Council Secretary; 08079309535
Yakubu Ali Dass, Deputy Chairman; 08035458887
Nathan Moikwoni, Councilor; 08083980406
Zuwaira Musa, 08052629509
Gambo Y. Turalu, 07089348723

DASS Community Organizations (55)

Kande Abdullah, Community Education Forum, 08027703223
Maryam Sani, Community Education Forum, 08073439398
Rabi Shuaibu, Community Education Forum, 08084001100
Miriam Yau Yankai, Ward Development Committee, 08072308894
Suwaiba Magaji, Ward Development Committee, 08083740429
Bashir Musa, WODAS, 08085006705
Hashimu Ahmed, WODAS, 07081399623
Honorable Bala Musa, Community Development Forum
Hajiya Maimuna Inuwa, Community Coalition
Zakari Bala Yelwa, Chairman, Community Coalition
Karimatu Iliyasu, Maigoshi Support Group, 08088303112
Martina Simon, Maigoshi Support Group, 08026629370
Iliyasu Ibrahim, Maigoshi Support Group, 08087010461

Gambo Y. Turaki, Community Education Forum, 07089348723
Iliya Jinkiri, Ward Development Committee, 08083394953
Munkaila Umar, Ward Development Committee, 08087305316
Mantau Adamu, Ward Development Committee, 08127438304
Salmatu Chiroma, Ward Development Committee, 08083961452
Hassan I Marafa, Ward Development Committee, 08083623059
Comrada Sadiq Sadiq Yusuf, Coalition of CSOs for Good Governance;
comradesadiq@gmail.com; 08058614559
Victoria Ayuba, Dass Youth Awareness Forum, 08061199276
Abdulrazak Yusuf, Community Education Forum, 08070641134
Abdulrahman A. Yakuba, Community Education Forum, 08077234921
Zakarai Inuwa, Community Coalition, 08155527878
Alhaji Maikasawa Sambo, Community Education Forum, 08076782116
Usuman Rabo, Ward Development Committee, 08052384518
Umaru Wakili, Community Coalition
Ayuba Kaduna, Community Education Forum, 08085783881
Abdulhamid Tanko, Community Coalition, 07082566505
Danjuma Garba, Ward Development Committee, 08073479926
Aminu Yahya, Ward Development Committee, 08076660434
Ibrahim A. Sadiq, Community Education Forum, 07057962446
Umar Ibrahim, Community Coalition, 07083168137
Ebayibu Gomdo, Community Coalition, 08027490695
Salihu Adamu, Community Coalition
Ibrahim Saidu, Community Coalition, 08088285084
Yakubu Ismail, Community Coalition, 08072162913
Kaka Katanga, Community Coalition
Saleh Baka, Community Coalition, 07085146390
Bulus Samaila, Blind Association
Yohanna Rabo, Blind Association
Jibrin Nuhusk, Community Coalition, 070891353218
Yusuf Ishaka, Ward Development Committee, 08025083606
Sulaiman Bako, Ward Development Committee, 08076746947
Atiku Y. Musa, Ward Development Committee, 08058636624
Dauda I. Gurama, Community Education Forum, 08086513844
Saleh Ibrahim Mohammed, Ward Development Committee, 08022811173
Alhaji Umar Samaila, Ward Development Committee, 07058494927
Sukumun N. Ezekiel, Ward Development Committee, 08025710469
Sarah Daniel, Ward Development Committee, 08134070853
Balkisu Idris, Community Coalition 08156564044
Umar Ahmed, Ward Development Committee; kgl@hotmail.com; 07051258641
Umar Y. Babaji, Ward Development Committee, 070811655509
Suwaiba Lowan, Program Assistant, CSACEFA; 08077041024
Yusufu Godiya Waziri, Program Officer, FACE-PAMgodiyawasiriyusufu@gmail.com;
08060837547

Local Government Authority- Ningi (11)

Saidu Ariju, Secretary; 08079375042
Rahmatu Isiaku, DPHS, ramatabic@gmail.com; 08058686076
Danjuma Musa, LGTBLS; danjuma.musa49@gmail.com; 08055975497
Ibrahim Baraya, Chairman, CEF; ibrahim60@ovi.com; 07031073885
Saleh Garba, M&E; 07039756570
Jibrin Musa Ninga, Supervisor; 08075384144

Samaila Umar, 08016448066
Bala Ilu, Chairman, Community Coalition; 08058644132
Ahmed Shuaibu Nasaru; 08072396190
Danliti Tela, CNO; 08058620400

11. Aishatu Jibrin, SNO; 07036461976

Ningi Community Organizations (14)

Binta Sabo Haruna, F/Secretary, Ward Development Committee, Ningi East; 08052957361
Binta Uba Shehu, Secretary, WDC, Ningi East; bintaubashehu@yahoo.com; 08050902545
Bebi Yunusa, Member, Tiffi WDC; 08076979742
Bala Ilu, 08058644162
Ibrahim Baraya, Chairman, Community Education Forum; 07031073885
Muhammad Danazumi Ningi, Secretary, WDC; mningi@gmail.com; 08039521990
Baba Zakaria Jangere, 08054708243
Hassan Usman Tiffi, Chairman, WDC Tiffi; 080745842840
Umar Iliya Ari, Chairman, WDC Ari; 08072620461
Shuga Ba Babaji, 80515511574
Yahaya Alarramma Secretary WDC, Ari; 08076908886
Shehu Umar, Chairman, WDC Ningi East; 08153198443
Nasiru Husami Nasaru, Vice Chairman, GEF; 08073174063
Gambo Ibrahim, Member, WDC; 070581127691

Local Government Authority-Bauchi (10)

Umar Aliyu, Chairman; 08023746650
Dauda Adamu, Senior Administrator; 0808181600
Faruk Gambo Jahun, DBCP; 08023622843
Babangida Abdullahi, 08186248140
Suleiman M. Bello, Deputy Director, Public Health Committee; 08039675173
Umar Ghani, Information Officer, 08054925662
Ibrahim Suleiman, 08084762373
Abubakar Muhammad, Assistant Information Officer; 08036596945
Saghir Auwar, Desk Officer, auwarsaghir@gmail.com; 08020531247
Ibrahim Jatau, 08050697956

Bauchi Community Organizations (51)

Mohammed Isa, Education Secretary LGA; 08036481715
Yusuf A. Fanti, HODSS, LGA; 08032059278
Abdulhamid Yahya, Chairman, CEF; 08050779086
FA Bakare, Secretary, CEF; 08057102443
Salihu Kargere, CEF; 08061307966
Yusuf Alhaji Usman, CEF; 08061307966
Sani Garba, Chairman, Bauchi Community Council; 08027370146
Daniel Martins, Secretary, Bauchi CC; 08035600455
Idris Abdulkarim, Chairman, WDC; 08036924796
Abubakar Abdullahi
Hassan Bawa
Yahaya Shehu, Secretary, WDC; 08065052200
Shehu Ahmed, 08028551538
Ibrahim Abdulhamid, 08030532608
M. Idris Dahiru
Saidu Abubakar, 08065474086
U. Ahmadu Ayuba, 08065474086

Nuhu Mohammed, Secretary KIDC; 08023712205
Bakoji Mohammed, Secretary WDC; 08021412362
Shehu S. Maimo, Chairman, WDC; 0818880269
Bako Umaru K., 08079298554
Yusuf Musa, 08026723463
Lawal Lame, 08061308155
Bara M. Yunusa, 08030681948
Ali Muhammad, 0807668819
Aliyu Mamuda, Secretary WDC; 08087313532
Laraba B. Mutashi, 08072756304
Fati Buba, 08038401788
Hauwa M. Abdullah, Treasurer, Community Coalition; 08025097579
Murjanatu Aminu, 08163857734
Hassana Aliyu, 08167133779
Alheri Luka, WDC member; 07035687580
Jamila Sule, Treasurer CEF, jameel201052@yahoo.com ; 08065341195
Umar Shehu Tirwun, Chairman, WDC; 08036956663
Murtala Bala; Secretary WDC Dandango, 08030659445
Musa Abdullahi, Secretary, WDC Durun; 08187575548
Danlami Mohammed, Member, WDC Galanbi; 08081448291
Auwal Isah, 08089919699
Alhaji Babiya Danmasani G., Chairman, WDC; 080833632
Umar Farouk Musa, Member, Community Coalition; 08030910747
Saidu Abubakar, Program Coordinator, Tattalingida; Tattalingida@gmail.com;
08065474086
Mahid Shitu Min; Secretary WDC: 07036935374
Rashida Safiyanu, WDC member
Ibrahim Usman, 070321572258
Ibrahim Garba, 08020960923
Adamu Jauro, 081531345
Mohammad Usman, 070384082449
Sani Chiroma Duri, 07036459661
Usman Gambo
Danladi Dalmod,
Mohammed Ibrahim, 08055550306

SOKOTO (224)

LEAD (13)

Tijjani Mohammed. Deputy Chief of Party; tmohammed@lead.rti.org; 08033138563
Salisu M. Lawal, SCSS; msalisu@rtilead.org; 08033043577
Hayatu Abdullahi, SFGS; habdullahi@rti.org; 08033932056
Donatus Callistus, M&ES; dcallistus@lead.rti.org; 08038809892
Dagang Gang, Senior Technical Manager; dgang@lead.rti.org; 08023578551
Abdulsalam Ibrahim, SGM; asibrahim@lead.rti.org; 080981889814
Musa M Wamakko, SFBS; mwamakllo@lead.rti.org; 08056676376
Gimba Goyo, ggoyo@lead.rti.org; 08033118476
Dr. Kabiru Atta, Senior Gender Advisor; katta@lead.rti.org; 08062830235
Bello Tahita Bello, Local Government Coordinator; bbello@lead.rti.org; 08067675830
Isah Usman, Local Government Coordinator; iusman@lead.rti.org; 08035054652
Awwal Ahmed, Office Manager; aahmed@lead.rti.org;
Abubakar Magaji Yabo, LGA Coordinator, ayabo@lead.rti.org; 08034432278A Sak

TSHIP (12)

A M Maishanu, Deputy Chief of Party; amaishanu@tshipnigeria.org; 08035928769
Benson Ojila, SDA; bojila@tshipnigeria.org; 08032816638
Sherifah Ibrahim, sibrahim@tshipnigeria.org; 08032848719
Usman Tijjani, HMISS; utijjani@tshipnigeria.org; 08065554283
Yusuf Zaki, AMS, yzaki@tshipnigeria.org; 08034510030
Ringpon J. Gwanzhi, M&ES; rgwanzhi@tshipnigeria.org; 08028735009
Dr. Zainab Mohammed, zmohammed@tshipnigeria.org; 08033395181
Fatima Inuwa, FPRHA; finuwa@tshipnigeria.org; 08033588834
Dr. Mohammed A Ibrahim, SMNHA; mibrahim@tshipnigeria.org; 08033014093
Dr. Kamil Shoretire, SMNHA; kshoretire@tshipnigeria.org; 08033248084
Dr. Goli Lamiri, SHSSA; glamiri@tshipnigeria.org; 08034944650
Ibrahim Ahmed Daifur, Cost Share Accountant; iadaifur@tshipnigeria.org; 08064607383

NEI (19)

Muhammad Alkali, M&E Advisor; muhammada@crea-nei.com; 08036880900
Ubaida Bello Muhammed, OVC.PA; Ubaidam@crea-nei.com; 08032234171
Umnukulthum Bello Sulaiman, Senior Accountant, unmus@crea-nei.com;
080035974021
Abubakar Sajo, LGA Mobilization Officer; Abubakar@crea-new.com; 08065631208
Mohammed Yusuf Gama, Senior Community Mobilization Officer, Muhammed@crea-nei.com;
08066464526
Muhammed Bello Yusuf, EGLASS Specialist, muhammedb@crea-nei.com;
08065550405
Haruna Aliyu Obida, Gender Training Advisor; harunao@crea-new.com; 080663733169
Zahra Maishanu, Teacher Education Advisor; Zahraun@crea-nei.com; 08036082109
Lawal Nurudeen, STTA; nurudeen@crea-new.com; 08055690018
Aliyu Abdullahi Isa, LGA Coordinator; Aliyui@crea-new.com; 08034544499
Abubakar Sajo, LGA Coordinator; abubakars@crei-nei.com; 08065631208
Mohammad Musa, LGA Coordinator; Mohammadm@crei-nei.com; 08032404551
Nura Ibrahim, DCOP; Mohammedi@crea-nei.com; 08036722623
Salawu Saheed, Project Officer; Salawus@crei-nei.com; 07031301108
Muhammad Nasiru, DBM; muhammadn@crea-nei.com; 08033258377
Menu Nesro, Director of Finance; menun@crea-nei.com; 08038671362
Shettima Mustapha, Grants Manager; shettiman@crea-nei.com; 08036635498
Rakiya Idris, Senior OVC Advisor; rakiyai@crea-nei.com; 08033188145
Abubakar Sajo, LGA Coordinator; abubakars@crea-nei.com; 08065631208

SIDHAS (1)

Usman Gwarzo, Zonal Manager Northwest; ugwarzo@sidhas.org; 08037001181

WASH (2)

Taiwo Olawale, Development and Business Manager; taiwoolawle@yahoo.com; 080507932902,
Engineer Sidi Abbas, Project Manager; washsokoto@yahoo.com; 07034226334

Fistula Care Project (2)

Dr. Adamu Isah, Deputy Project Manager; aisah@engenderhealth.org; 08066117710
Halima Abdullah, CMO; habdullah@engenderhealth.org; 08036436357

State Government of Sokoto (28)

Hon. Shehu Dalhatu, Commissioner, Ministry of Water Resources; 08032540588
Musa Abdullahi Gobir, Permanent Secretary, MWR; mugobir@yahoo.com;
08035075977
Garba A. Sokoto, MWR; 08078873868
Bello A. Mudi, DDW, MWR; 08039445391

Nasiru Muazu, Director, Water Board of Sokoto; munasumuh-mmad@yahoo.com; 08065893840
Samaila Adamu, Director of Planning, MWR; 07036495674
Abubakar A. Abubakar, MWR; 07030120448
Muazu Garba Sokoto, Director of Water, MWR; 08069323735
Sambo Bello Danchadi, Permanent Secretary, Ministry of Budget and Economic Planning; 08066121200
Shehu Abdullahi, DD Planning; MBEP; 081303005678
M. Ismail Gatawa, Director Administration, MBEP; 08065955339
Umar Sib Aliyu, Council Member, Coalition of NGOs; umarsb26@yahoo.com; 08036157362
Adamu L. Tambuwal, DB, MBEP; 08060756800
Kabiru Magayaki, USAID Desk Officer, Ministry of Local Government; 0803206515
Mamuda Galadima, Head, Special Needs Unit SUBEB; Mahmoudgaladima@yahoo.com 08036074739
Ibrahim Habiru; Ibrahim Habiru@yahoo.com; 08065480267
Prof. MG Maitafsir, Ag. Chairman SUBEB; profmaistafsir@yahoo.com; 08036861432
Muhammad Sani Gumi, PMI, SUBEB; 08065396884
Musa M. Gumbi, PMII SUBEB; 08036201401
Hon. Jibo Mazuga, PMIII SUBEB; 08036773015
Muhammad Bello Garba, DPRSD SUBEB, muhdbellog@yahoo.com; 08036153054
Abdullah HK Gobir, DQA SUBEB; ahkgobir@yahoo.com; 08036153054
Abubakar Usman Junaidu, Ag. General Manager, Rima Radio; aujunaidu@gmail.com; 08034387931
Adamu Abdullah Joda, Training Officer Local Government Steering Committee; 08035052052
Dadi Adase, DHPRS State Ministry of Health; dadiasab@yahoo.com; 08036283313
Muhammad Ladan, DDHPRS State Ministry of Health; mladansk@yahoo.com; 08063496283
Dan Mallam Chedi, Director Community Health Services, Sokoto State Primary Health Care Development Agency; danmallumchedi@yahoo.com; 08062295002
Ahmad Shehu, Chairman State Local Gov't Coordinating Committee; 08034521532

Sokoto House of Assembly (11)

Hon. Bello Muhammed, Deputy Leader; bbmuhammed@yahoo.com; 08035795553
Hon. Sule Hantsi Romo, Member; 08054635054
Hon. Abubakar Magaji, Member; Honmag75@gmail.com; 08035047462
Hon. Dayyabu Adamu, Member; 0803250970
Mohammed Mainasara Ahmed, Clerk; 08035074302
Abdullahi Aliyu D. aliyudukayo@yahoo.com, DLS; 08065366044
Hon. Malami Galadanci, Member; 0803250970
Suleiman Mohammed. D/Clerk; 08062550787
Hon. Bello Magaji, Member; 08036153101110.
Kabiru N. Mahe, Director; kabinimahe22@yahoo.com; 08035052072
Hon. Sani Yakubu, Head Research and Library; 070891474133

Local Government Authority-Bodinga (25)

Hon. Shehu B. Badar, Chairman; 08036352656
Sulaiman Liman Abubakar, Council Secretary; 08038905278
Umar M. Faku, DFS, 08076487785
Abubakar B. Umar, DDFS; 08038954474
Faruk Saidu Sifawa, DPM; 07035147672
Abubakar Maiyaki, IO, 08024279505Ts

Shehu Aliyu Tasau, Education Officer; 080329495761
Malami Abdulrazaq, Planning Officer; 08069144986
Aluyu Bello Binji, R/D; 07069279099
Abubakar Ahmed Ilella, DPHC; 0805941929
Bala Umar, M&E; 07064305541
Laitu Emmanuel, MSS; 070836304
Justina Peter, MSS; 07033416986
Muawuya Ibrahim, 08180866133
Garba Mohammad Sifawa, Chairman CEF; 07066738185
Bawa Sani Turakin Bodinga, Secretary , CEF; 08069032945er
Abdullahi Yahaya, Member CEF; 08069379713
Lawali Ibrahim Bodinga, Asst Secretary CEF; 08036847266
Basheer Tanimu Mohammed, Chairman Community Coalition; 08027369011
Junaidu Shuaibu, Youth leader; 07036813143
Aminu Sahabi, Member CC; 08060654798
Abuma Ibrahim, 08087393900
Abubakar Shehu, UCCC; 07062160192
Naakka Muazu, E/S LGEA; 08137427122
Sani Naaba, 08125290294

Bodinga Community Organizations (24)

Sarkin Arewa Aminu, Secretary WDC; 07038225042
Umaru Magaji, Secretary WDC; 07037351133
Mohammad Abdullahi, Member WDC; 07039039147
Abubakar Shehu
Bello Abubaker Secretary WDC; 08084768916
Abubakar Muhammad, Secretary WDC; 07031636578
Jafaru Aliyu, Secretary WDC; 08038098187
Abubakar Aliya, Secretary WDC; 07061998960
Ibrahim Tanimu, Member WDC; 08138053939
Tafidan Darhela, Secretary WDC; 08101740363597754428
Mohammad Danyaya, Chairman WDC 08104783571
Umaru Sahabi, Treasurer WDC, 07036359775
Abdullahi Umar, Secretary WDC; 07030891881
Hakimi Sanusi, V/C WDC;
Altine Marafa, Member WDC; 07039442139
Saratu Suleman, Member WDC 07068673892
Salamatu Mohammad, Member WDC; 07037716204
Ladam Roro, PRO WDC; 0703834262
Dandae Mohammad, Member WDC
Mallan Aliyu Dingyyadi, Proprietor Liman Aliyu Quaramic School Dingyyadi
Aliyu N. Yusuf, Asst Head Teacher Takatuka Primary School; 08171018398
Lawal Ibrahim Bochinga, Head Mater Sahabi-Bojo Primary School;
Naakka Muazu, Education Secretary; 08137427122
Sani Naaba

Local Government Authority-Silame (30)

Hon. Mani Maishinko, Chairman; 08033591943
Buhari S Sudan, Revenue Officer; 07034291231
Sarah Alabijah, Community Health Worker (CTTW), Maraba Dispensary; 08084467422
Abba A Dikko, VC; 08036061462
Ibrahim Mohammed, Councilor; 07085044883
Dahira Umaru, member; 07068334314

Abdulkadir Junaidu, DWH; 08139327274
Chiso Barga, member; 07038562316
Garba Namata Gandi, Member; 08153131603
Mohamme Umar, Member, 08037969468
Bello M Guili, Councillor; 08032590046
Umaru, Ajiya Silame, Councillor; 08062387946
Umaru Aliya Iss, D/Health; 07033366010
Umar M Kadadi, DANR; 08036076748
Halilu Ibrahim Gingi' Member; 08091393694
Umaru Dantani, P/O; 08028167800
Manuga Ruwa, Secretary; 08137701582
Tukur Ladan, DDAS; 08039091138
Umar F. Musa, DPM; 08035076843
20 Usman B. Dangiwa, DDP; 08064087578
Hamza Alyu, DSNO; 08000044263
Faruku Garba Silame, H/M; 080651241550
Umoru Moni, Teacher, 0706033419
Mallam Sani Dan Uta
Mainasara NaAllah, Principal, JSS Marafa; 08052553889
Mal Mansur Bello, DHM
Shehar Abdullahi, Teacher; 08022525879
Habib Ibrahim Ginja, E/S; 08091397694
Tahaya Usman S, P/O; 0708657065
Haruna Alhaji, QAO; 08069574334

Silame Community Organizations (18)

Muhammad Magaji, Chairman CEF; 0805602828
Marafa Silame, Vice Chairman Community Coalition
Ahehu Attahiru, PRO I, 08036251169
Mohammed Umar, Treasurer, Community Coalition; 08022525755
Chika Sani, PRO II, 07065672031
Bello Bargas, Treasurer CEF; 08036007978
Marafan Tozo, Member WCDP; 08022525751
Magagi Shehu, Member WCDP; 08089911730
Dunubin Laban, Chairman Community Education Forum; 0828074614
Cika Sibbi, MB CEF; 08135219166
Bala Dama, Secretary CEF; 08065124142
Sarkin Yanman Katami, Chairman WDC; 07082725182
Sauman Katami, Chairman CEF
Abubakar Haliru, Member CEF
Bashar Dangkaladima, Chairman WDC; 08032284462
Hassan Kebbi, Desk Officer, 07064423182
Bunu Ulmaru, Chairman WDC; 07065672104
Wakili Bello, Chairman WDC; 080874628781

Local Government Authority-Wamakko (19)

Bello Buba, Vice Chairman; 08032494744
Tambari Malami Yabo, SSPS; 08036542714
Aluyu Ahmad, DSP; 08067685767
Altine Umar, Planning Officer; 08038351094
Abdullah Ladan, D/WEH; 07068145707
Nasuru U. Alkali, DPM; 08033464240
A Sahabi Danfari Mohammad, DPM; 07081199124

Aliyu Abubakar, Councillor; 08034295562
Hon. Abubakar Jibrin, Supervisory Coucillor; 08069241869
Nafiu Sani Dalla Dalla, Supervisory Councillor PHC; 08067109068
Ibrahim Jaoji, Head Water Section; 08068471389
Muhammad Usman, DDPHC; 08064518964
Dije Galadima, I/C; 07065746608
Nura Musa Marina, H/Teacher; 08039160961
Abdullahi Alhaji, Desk Officer; 08063081819
Umaru Kokami, 07039063726
Sadiya Sambo, Ag. ES works, Sadiyasambo@gmail.com ; 08064535420
Hauwa Yahaya Isa W/coordinator LGEA
Zaki Abubakar, EMIS Officer; 08068216271

Wamakko Community Organizations (20)

Abdullahi Daniya, Secretary WDC; 08162680677
Mustapha Mohammad Kaura, Treasurer WDC; 0768162680677
Ibrahim Abubakar, Chairman WDC; ibra_kas@yahoo.com; 07066695663
Garba Ahmadu, Secretary WDC; 07038083835
Bala Abdullahi, Secretary CEF; 08100497066
Maryam Tamberi, Member CEF; maryamtamberi@yahoo.com; 07062218356
Abdullah Abubakar, Member CEF; 08162484404
Mukhtar Umar, Member Community Coalition; 08037542404
Abubakar G. Muhammad, Secretary Kaura-Kimba WDC; 07037304459
Sanusi Abubakar, Asst Secretary Community Coalition;, 08060366192
Muhmmed Abubakar, Member PO; 07064317006
Abubakar Umar, Member CC; 08035258168
Ibrahim Dikko, Member CC; 08024340959
Abubakar Ahmed, 07034292854
Ajiya Bello, Vice Chairman Tissas WDC; 07037452639
Shehu Madawaki, I/C PHC; 08035850320
Nasiru Abubakar, 08061575521
Sani Ubandawaki, Chairman WDC; 0803498482
Chairman WDC; 08174734537
Altine Dan Namoda, Chairman WDC; 07016024464

ANNEX V. CLUSTER MAPS AND IMPLEMENTING PARTNERS' LGAs

MAP OF STATES OF THE FEDERAL REPUBLIC OF NIGERIA AND SHOWING USAID FSS STATES

Map of USAID Projects in various LGAs of Bauchi State
List of cluster LGAs of USAID IPs in Bauchi State

Local Government Area	LEAD	NEI	T-SHIP	SIDHAS	WASH
Alkaleri		Yes	Yes	Yes	Yes
Bauchi	Yes	Yes	Yes	Yes	Yes
Bogoro			Yes		
Damban			Yes		
Darazo			Yes		
Dass	Yes	Yes	Yes	Yes	Yes
Ganjuwa		Yes	Yes		Yes
Giade			Yes		
Itas/Gadau		Yes	Yes		Yes
Jama'are	Yes		Yes		
Katagum	Yes	Yes	Yes		Yes
Kirfi	Yes	Yes	Yes		
Misau	Yes	Yes	Yes	Yes	Yes
Ningi	Yes	Yes	Yes	Yes	Yes
Shira			Yes		
Tafawa-Balewa			Yes		
Toro			Yes		
Warji			Yes		
Zaki			Yes		
Gamawa	Yes		Yes	Yes	

ABOUT BAUCHI

GENERAL INFORMATION

Bauchi State was created in February 1976 from the former North Eastern State by the then regime of General Murtala Mohammed. It originally included the area now in Gombe State, which became a distinct state in 1996. It is made up of 20 local government areas. Its capital is Bauchi.

Located in the North-Eastern part of the Nigeria, Bauchi State covers 45,837 square kilometers. Bauchi State is bounded by Kano and Jigawa to the north, Yobe and Gombe to the east and Kaduna State to the west and Plateau and Taraba State to the south.

The entire western and northern parts of the state are generally mountainous and rocky. This is as a result of the closeness of the state to the Jos Plateau and Cameroun mountains. Bauchi state is one of the states in the Northern part of Nigeria that span two distinctive vegetation zones, namely, the Sudan Savannah and the Sahel Savannah. Two main rivers transverse the state; they are the Gongola and Hadejia Rivers. The climatic condition of Bauchi State is very hot in the months of April and May, while December and January are the coldest months.

Bauchi State has a total of 55 tribal groups in which Hausa, Fulani, Gerawa, Sayawa, Jarawa, Bolewa, Kare-Kare, Kanuri, Warjawa, Zulawa, and Badawa are the main tribes.

Bauchi was derived from Bauchi town. Bauchi town is named after Baushe, who was a brave hunter during his time. Baushe was the first settler in Bauchi before the arrival of Mallam Yakubu the first Bauchi ruler. Bauchi, according to early Hausa translators means, "No animal ever escaped the trap and arrow of a hunter".

ECONOMY

Bauchi state is an agricultural state. Its vast fertile soil is an added advantage for agricultural products, which include maize, rice, millet, groundnut and guinea corn. Irrigation farming is practiced and supported by the use of dams like Balanga dam, etc. Cattle and other livestock are also reared in the state.

The state also has manufacturing industries in the area of Iron and Steel, Water, Ceramics, Food and Beverages etc.

TOURISM

Bauchi state is blessed with many tourist attractions. Bauchi State is home to the Yankari Game reserve (the biggest game reserve in West Africa), Premier Game Reserve, Rock Paintings at Goji and Shira, the State Museum among others. (References from nigeriagalleria.com)

USAID Projects in the various LGAs of Sokoto

Sokoto LGAs and USAID IP locations

Local Governments	TSHIP	NEI	LEAD	WASH	SIDHAS	ACQUIRE
Sokoto South	YES		YES		YES (Specialist hospital)	
Sokoto North	YES				YES (Holy Family)	
Bodinga	YES	YES	YES	YES		
Wammako	YES	YES	YES	YES	YES (Save the Child)	

Silame	YES	YES	YES	YES		
Shagari	YES	YES		YES		
Kware	YES	YES		YES		
Gwadabawa	YES					
Goronyo	YES		YES			
Illela	YES	YES	YES		YES (GH Illela, Save the Child CBO)	
Sabon Birni	YES	YES				
Isah	YES		YES			
Wurno	YES					
Tambuwal	YES		YES		YES (GH Dogon Daji, GH Tambuwal)	
Kebbe	YES	YES	YES			
Tureta	YES				YES (GH Tureta)	
Yabo	YES				YESGH Yabo	
Dange- Shuni	YES	YES	YES		YES (Amanawa GH)	
Gada	YES	YES				
Gudu	YES		YES			
Tangaza	YES					
Binji	YES					
Rabah	YES		YES			

ABOUT SOKOTO

GENERAL INFORMATION

Sokoto State was carved out of the then North Western State in February 3, 1976 by the former regime of General Murtala Mohammed. Its capital and largest city is Sokoto. The state is named after its capital Sokoto, a city with a long history and the seat of the Sokoto Caliphate.

Situated in the North Western corner of Nigeria, Sokoto State occupies 25,973 square kilometers. Sokoto State shares its borders with Niger Republic to the North, Zamfara State to the East, Kebbi State to the South-East and Benin Republic to the West.

Even before the arrival of the Fulani, the state concept had evolved in Hausa land. During this process some of the Hausa communities scattered over a wide area, had regrouped themselves into major units that are referred to as kingdoms.

Some of the emergent kingdoms include Kebbi, Zamfara and Gobir, all forming part of Sokoto State.

For purposes of vital identification, the people in each kingdom had distinct names by which they are referred to, e.g. people in Kebbi kingdom were known as Kabawa. Not only that, at a later stage people in each kingdom started to wear distinguishable tribal marks which were unique to them.

Fulani rule under the leadership of Usman Dan Fodio started with the Jihad in the early years of the 19th Century. By 1809 most of Hausa kingdoms were toppled and replaced with Islamic Governments under a unified administration whose headquarters was at Sokoto. This continued up to the arrival of the British.

The Sultan of Sokoto is a direct descendant of Usman Dan Fodio and is the spiritual head of all Muslims in Nigeria.

Sokoto State is in the dry Sahel, surrounded by sandy savannah and isolated hills.

ECONOMY

The region's lifeline for growing crops is the floodplains of the Sokoto-Rima river system (see Sokoto River), which are covered with rich alluvial soil. For the rest, the general dryness of the region allows for few crops, millet perhaps being the most abundant, complemented by rice, corn, other cereals and beans. Apart from tomatoes few vegetables grow in the region. The low variety of foodstuffs available has resulted in the relatively dull local cuisine.

ANNEX VI. SUMMARY OF LOCAL GOVERNMENT AND FOCUS GROUP DISCUSSIONS

USAID IMPLEMENTING Partners Collaboration: Team's LGAs Visits

FSS evaluation team members conducted visits to Dass, Ningi, and Bauchi Local Government areas of Bauchi State and Bodinga, Silame and Wamakko Local Government Areas of Sokoto State. The 6 LGAs visited were selected because of the concentration/cluster of USAID Implementing Partners (IPs) in the LGAs. The aims of the visits were to discuss on the support received by the LGAs from the IPs, the impact of the support to the LGAs and the communities involvements in policy and budget formations, the Team was also searching to witness the extent of synergy/collaboration and outcomes of activities carried out by the 3 flagship projects –TSHIP, NEI, LEAD and other projects SIDHAS, WASH and FISTULA Care both at the LGA levels and at the State Governments level. In addition, the visits were to find out the sustainability plans put in place by the LGAs after the expiration of the projects.

During the visits, the team interacted with LGA chairmen, vice chairmen, councilors, directors of various departments, deputy directors, monitoring and evaluation officers, planning officers and other key staff of the Local Government.

Administration of LGAs visited

In Bauchi State visits to the 3 LGAs (Dass, Ningi and Bauchi) revealed LGA Chairmen were appointed by the Governor of the State whereas, in the 3 LGAs (Bodinga, Silame and Wammako) of Sokoto state, the chairmen were elected in a democratic system. The difference in the administration of the LGAs showed in that in Bauchi state only the chairman of Bauchi LGA was present during the team's visit while in Dass LGA it was the deputy chairman that was available and in Ningi LGA it was the LGA secretary that met with the team and each of them had little knowledge of IPs activities in their LGA. The opposite was the case in Sokoto state where the chairmen for Bodinga and Silame and deputy chairman for Wamakko LGAs were present and actively participated in the discussion which not only indicated their knowledge of the IPs' activities around their LGAs, but also showed their levels of leadership and ownership of development plans and changes around their political domain. These can only be possible in an atmosphere where leadership feels responsibility to followership which invested votes in them.

LGAs Awareness of the Implementing Partner's:

In all the LGAs offices visited, the staffs were able to mention LEAD, TSHIP, NEI, GHAIN/SIDHAS WHO, and UNICEF as partners that they work with. They reported that NEI relates mostly with the Local Government Education Authority (LGEA) while they had no idea of WASH project although they said they used to see projects written WASH in schools, health facilities and communities. Hardly could anyone of them remember that there was Fistula project. But of all the projects in the LGA, knowledge about LEAD and its activities were more pronounced. In all the 6 LGAs visited, the LGAs have one of their staff designated as LGA LEAD focal person while it was only in Dass and Bauchi LGAs in Bauchi State that they mentioned having staffs designated as TSHIP focal persons.

Knowledge of Projects Executed:

In all the 6 LGAs visited the council personnel were able to mention that IPs conducted the same services in all the LGAs visited i.e. LEAD gives support in the area of advocacy, good governance, capacity building priority settings and water project, TSHIP supported the LGAs in area of capacity building, supportive supervision, renovation of health facilities, provision of ORT corners, supply of laptops, modems, health facilities equipments and drugs while NEI give Capacity building, Setting up of school based

management committee, Skills acquisition for OVC and Setting up of community education forum

In Wamakko LGA in Sokoto State the local government officials mentioned that GHAIN renovated their Office, gave them desk top computer and provided HIV test kits and equipments for TB and HIV testing. They also mentioned that HIV testing and counseling are conducted in 10 health facilities in the LGA. Also in Ningi LGA they mentioned that GHAIN provided computer for the LGA M&E Officer and also conducted training on data management in conjunction with TSHIP.

For WASH project, all the 6 LGAs the officials reported ignorance about what they are doing in the communities since they don't involve them in their activities.

There was mention of reactivation of Ward Development Committees in Dass and Bauchi LGAs in Bauchi State and Silame LGA in Sokoto state

Impacts of the IPs Activities in LGAs

Governance:

Due to LEAD Intervention in the LGAs which include capacity training, priority setting and tax payer census, the councilors, chairmen and directors in the council now:

Know their roles and responsibilities. In Silame LGA it was reported that before LEAD intervention that the LGA omits some steps they needed to take before holding their council meeting but now with the trainings received from LEAD they now follow all the appropriate steps for holding council meetings

Improved Record Keeping: The LGAs now keep proper records.

Open and Improved Management as attested to by the Director of PHC in Silame LGA. He stated that he got posted to the LGA 5 months ago from one of the non champion LGA and saw “*participatory government, people oriented leadership style*” in operation at the LGA

Active citizen's participation in budgetary progress. Previously the budget had been the sole efforts of the local government without community participation. As results of collaboration, now there is greater community involvement in the budgets of the local government with empirical line items on the budget. E.g. in Dass LGA in Bauchi State since 2011, there are now sub-heading on water maintenance, sanitation activities and dustbin provisions which came about as a result of community participation in the budgetary process. Quotes “*Budget is now community oriented not a one man show*” “*Communities are now aware of where they can come in*” Secretary Dass LGA. Also the Chairman Silame LGA said “*LGA Budget is people's budget*” because the needs of the community were factor into the budget that was prepared in 2013 compared to 2012.

Gender Priority: Silame LGA chairman said the LGA is now ensuring that all vulnerable groups are taken into consideration in all its plans and activities.

Increased internally generated revenue: in Wamakko LGA the staff spoken to report that with the intervention of LEAD and based on the tax payer census conducted the LGA was able to know that the number of tax payer in the LGA is over 4,000 compare with 2,000 records in previous years. The LGA staff in Wamakko LGA also mentioned that the sand tippers association had agreed to be paying N200 per tipper load of sand up from N50 previously paid because of the improvement to the motor park done by the LGA chairman.

Availability of skilled Manpower for health sector: Due to the intervention of IPs in Sokoto state, In Wamakko LGA it was reported that the state Local Government Service Commission posted 70 newly recruited staff to the health facilities in the LGA.

Capacity Building

In all the 6 LGAs visited, they indicated that most of the staff had received one form of trainings or the other from the USAID flagship IPs. These trainings include but not limited to:

LEAD's “Council Effectiveness trainings”, Leadership trainings, training on internally generated revenue, trainings on accounting and schedule of duties amongst many others

TSHIP training on Family Planning/reproductive health, Maternal/newborn health, intermittent preventive treatment in pregnancy, Child Health, Nutrition, Malaria and Monitoring & Evaluation. **NEI** training on literacy, numeracy, life skills and psychosocial.

The LGA staffs stated that the trainings resulted in improved skills of personnel to provide services to the communities. The deputy Director PHC in Wammakko LGA stated that “staffs who had forgotten about their responsibilities were refreshed during the trainings”

Service Delivery

Citizens’ participation in service delivery. Communities participate in maintenance and repair of damage water point’s e.g. WASHCOM existed in all LGAs visited.

All the 6 LGAs PHC Directors and Deputy Directors acknowledged that the intervention of IPs in their LGAs had **improved health care service delivery** to the community members but could not substantiate this claim with data. However visits to Ningi General Hospital in Ningi LGA in Bauchi State, Arkilla Primary Health Care (PHC) in Wammakko LGA and Maryam Abacha Women and Children Hospital in Sokoto North LGA in Sokoto state shows increased in client uptake of services such as HIV/AIDS, Family Planning, ANC and VVF.

The Matron of Ningi General Hospital had this to say about the presence of IPs in the hospital “Since GHAIN intervention, the number of patients on Antiretroviral Treatment (ART) has increased from 15 in 2008 to more than 1,000 clients now. Also before FISTULA Care intervention the hospital could not conduct Vesico-vaginal Fistula (VVF) it only refers but now conducts VVF operation with some of the patients coming from neighboring states. In addition the number of beds in the hospital had increased from 110 to 170 beds. This has translated to increased client flow into the hospital”.

Service Providers in Labour and Delivery unit in Maryam Abacha Women and Children Hospital said “Before TSHIP renovated the unit the number of deliveries were between 80 – 100 live births but with the trainings received and the renovation of the unit the number of live births is now up to 160. Also maternal death was reduced because of good antenatal care and proper management of labour”

The service provider in the VVF unit in Maryam Abacha Women and Children hospital stated that before the intervention of Fistula care pregnant VVF clients pays about N20,000 for the operation but now it is free. They also said that waiting time for VVF repairs have decreased due to the massive repairs undertaken by FISTULA Care

Data from Family Planning (FP) unit of Maryam Abacha Women and Children Hospital which was renovated by TSHIP shows that the new clients for Long term permanent FP methods such as Implanon increased from 60 in 2011 to 129 in 2012 and Jadel method from 39 in 2011 to 129 in 2012.

There was evidence of clustering of facilities in most of the LGAs visited e.g. in Silame LGA Marafa Koranic School and UBEC primary school are beside Marafa Dispensary.

- **Reactivation of Ward Development Committees** and other social organizations. This systemic re-activation of the existing community structures was evident in the 2 states. WDC members in Dass LGA reported that they have established emergency transport scheme where they have co-opted transport owners to register as members. Through this scheme they have transported patients needing medical attention from the community to health facilities free of charge. The WDCs had also contributed to improved service delivery by cleaning some of the health facilities sited in their communities (sanitation and hygiene at facility level), participation in vaccinations/immunization exercises of children in the communities, Identification of the OVC in the communities and making sure that they received adequate attention in the schools, reporting outbreak of diseases to health workers at the LGA level and making sure that drugs provided for such cases were not diverted and educating the community members on how to maintain hygiene in their homes.

What did not work well?

There does not appear to be synergy among the IPs in Sokoto State compared to Bauchi State.

In all the 6 LGAs visited, the 3 flagship IPs use different community structures to reach the goals e.g. LEAD use Community Representatives Committee, NEI use School based Management Committee and Community Coalition while TSHIP use Ward Development Committees, Community Based Health Volunteers and Traditional Birth Attendance (TBAs)

We could not verify synergies among IPs in the LGA budget process in the 2 states. It was confirmed by the LEAD Coordinators in the LGAs that TSHIP and NEI were not invited to the priority setting sessions in the communities nor at the presentation of the priorities to the LGAs. Although they reported that TSHIP and NEI community structures like WDCs and CCs participated in the sessions at the community level.

Differential allowances paid by IPs to community based groups who implement activities at the community level. This they said made some community members to show preference in the activities they participate in.

In some of the LGAs visited the PHC Directors stated that TSHIP did not carry them along in the implementation of project activities as expected. The Director PHC in Ningi LGA in Bauchi State said that *"IPs don't work through the LGA, they go into the communities most of the time to implement activities without the LGA knowledge and only when they have issues or problems do they involve the LGA"*

All LGAs visited in both states reported not knowing much about WASH activities in their LGA. E.g. Director Primary Health Care Department (DPHC) of Bodinga and Silame LGAs in Sokoto state stated that they don't know about WASH project in their LGAs and the construction of boreholes and toilet facilities in health facilities.

In 2 LGAs in Sokoto State i.e. Bodinga and Wammakko it was reported that TSHIP use different Traditional Birth Attendants (TBA) which are not the same TBAs used by the LGAs. In Bodinga LGA it was stated that TSHIP paid N2,000 to the TBAs while the LGA paid N1,000.

Duplication of efforts in some facilities by IPs. E.g. LEAD provided borehole and water for communities in Bagarawa in Bodinga LGA in Sokoto State which was also piped to the Model Primary Health Centre in Bagarawa. WASH also provided hand pump and VIP toilets in Model PHC Bagarawa. WASH and LEAD providing water in the same facility shows duplication of efforts which does not solve the primary needs of the facility which is electricity and accommodation for staff working there.

Duplication of efforts by Partners in some LGA – State Government providing computers to LGAs and also TSHIP, LEAD and GHAIN projects provided computers to the LGAs for their own specific project needs.

In Bodinga LGA, the Health Educator stated that regular meetings they normally have at TSHIP had stopped and also the Director PHC said that most times TSHIP invites his staff directly for meetings and trainings without going through him.

Collaboration: From the 6 LGAs visited, the team did not witness collaboration amongst the 3 flagship except between WASH and NEI and WASH and TSHIP. It was reported that in Silame LGA in Sokoto State, when WASH wanted to implement activities in the LGA they consulted with LEAD to ensure that there is no duplication of efforts in the LGA.

The other area of collaboration mentioned by the Primary Health Care (PHC) departments in the LGAs was the active collaboration of TSHIP with WHO and UNICEF in the Immunization Plus Days (IPD) activities. All the 3 partners' plan, finance, monitors and produce reports of the IPD together. Specifically in Wammakko LGA in Sokoto State where the exercise was ongoing during the evaluation team's visit, the Deputy Director PHC stated that all the health staff were on the field conducting the exercise with TSHIP, WHO and UNICEF staff in attendance. He stated that in the partnership, TSHIP, WHO and UNICEF jointly train the team members that will

conduct the exercise, UNICEF pays the community volunteers that enlightened the people, the vaccines were received from the state cold store while the LGA provides sweets for the children to be immunized, transportation for the team members, fridges to store the vaccines and constituting extra teams for the exercise if required.

Replication of Activities

The 3 LGAs visited in Sokoto State confirmed that the Ministry of Local Government requested LEAD to replicate the **Council Effectiveness Training Processes** for all the 23 LGAs (including both Champion and non Champion LGAs) in the state which LEAD had already done. This was funded by the Ministry of Local Government as demonstration of their buy-in to the LEAD program activities while LEAD provide the technical support for the state level trainings

Things done differently in Champion LGAs compared to non Champion LGAs

In Wamakko LGA it was reported these activities does not in non champion LGAs:

WASHCOM

Participatory Budgeting process

Data base of tax payers for improved Income Generation

Sustainability

All the LGAs visited are of the opinion that they will be able to sustain the water maintenance project especially through the water and sanitation committee.

Each of the LGAs visited in both states have developed 4 years strategic plans to guide the operation of the LGA long after LEAD had disengaged and left

In all the LGAs visited the budget process is assured will continue with the technique of greater citizen participation. This assurance was given because the process is people led can continue because now it is people oriented

In LGAs visited in Sokoto State they stated that there is state buy in on training of LGA officers by LEAD which they think would be sustainable after the end of LEAD project

LGAs visited in Sokoto State said the implementation of Schedule of Duties will continue because of government interest in it and political will to implement it. In Wammakko LGA they reported that they have even open register to track the resumption and closing time of staff.

The major constraint to sustainability expressed by the LGA staff in the 6 LGAs is late and non release of funds from the state coffers and poor internally generated revenue.

Recommendation

Other IPs should consider having LGA level coordinator which should be stationed in the LGA like LEAD does. This will guarantee being directly in touch with the target groups and could facilitate better coordination/synergies at the LGA levels

For the LGAs to have more oversight functions in the activities of the implementing partners and agencies working in the LGA and to ensure that the projects/activities are spread to provide for more people instead of concentrating the activities in one location local government officials and IPs need to have structural meetings that help each partner calculates its engagement, share and contributions to the development of each of the LGAs.

IPs to improve on the line of communication with the LGAs especially TSHIP and WASH

LGAs to organize donor coordination meetings which will afford them the opportunity of knowing what each donor is doing in the LGA and properly give them guidance

Summary of Focus Group Discussions

The group discussion was conducted in Bauchi, Ningi and Dass local government areas of Bauchi State and Silame, Bodinga and Wamakko local government areas in Sokoto State. The focus of the group discussion was measuring the popularity and impact of the Implementing Partners' (IPs) in the host community, examining their modes of operation as well as assessing the extent of synergy/collaboration and outcomes of the activities carried out by the flagship projects of TSHIP, NEI, WASH and LEAD in the focus states. Similarly, the discussion was to determine the sustainability of the projects when USAID eventually withdraws from funding the projects.

Peoples' Awareness of the Implementing Partner':

There is widespread awareness of the presence and activities of the Implementing Partners (IP's) among members of the communities WDCs (Ward development committees) representing LEAD and TSHIP and Community education forum (CEF) and Community coalition (CCs) representing NEI and WASH.

People unanimously testified that they are aware of IP's such as NEI, TSHIP, LEAD and WASH in their localities

The IPs popularized themselves through:

Sensitization and advocacy strategies which included radio and television, visits and meetings with the communities.

At the conception stage they identified and invited key stakeholders in the community through the gate keepers (traditional rulers) of respective communities.

The WDCs, CEFs and CCs were formed throughout the local government and empowered to carry out and advocate the programmes of the Partners'

Knowledge of Projects Executed:

People are aware of activities the projects carried out in their respective communities, some of which include:

TSHIP renovated Kaurar Kimba and Katami town dispensaries and provided pharmacy and laboratory units in Wamakko and Silame local governments respectively.

NEI renovated classrooms and provided learning materials to Dankala and Humburagi community schools in Silame and selected schools in Bodinga local governments.

NEI and WASH constructed boreholes and toilet facilities in selected schools in Wamakko, Bodinga and Silame Local governments.

Provision of a hand dug well to Kaurar Kimba town dispensary in Wamakko local government (by NEI and TSHIP).

Renovation and upgrading of a dispensary to a PHC in Kasarawa of Wamakko local government (by TSHIP)

Provision of learning materials, toilet facility and a hand pump to Barade primary School, Wamakko (by NEI and WASH)

Provision of toilet facilities in Gidan Bubu of Wamakko local government (by WOFAN)

Training for the maintenance of hand pumps in Silame, Wamakko and Bodinga (by LEAD)

Provision of drugs and ante-natal counseling (by TSHIP)

The community members were well informed that the IPs source of fund is USAID

Impacts of the Executed Projects on the Host Community:

The projects executed by the IPs have to a greater extent addressed the problem of water scarcity in many communities. A participant from Samaru community testified that the problem of water shortage in their community was addressed by the efforts of WDC which he believed was a product of the IPs intervention

More of our children go to and stay in school and they have water and toilet facilities

The community has imbibed the culture of sanitation and use of toilets as opposed to defecating on open grounds

Improvement in the sanitary conditions of the communities has improved the health status of the people

Improved people's awareness on the activities of the Local Government especially through the activities of LEAD.

"The community now has knowledge of Local Government expenditure that relate to them" (Community members Bauchi, Dass, Silame, and Wamakko);

"We also decide on the priority projects for our localities not what the Local Government feels or choices" (Community members, Bauchi, Dass, Silame and Wamakko).

"Before the coming of the IPs we have disorganised community youth groups, the IPs strengthened and fostered unity and revived the tradition of self help in our local government" (Community members, Wamakko).

"Before TSHIP intervention our women folks do not go for maternity nor our children immunised delivery is done at home, now Children are delivered at the health centers" (Community members, Silame and Wamakko).

Greater percentage of the participants stated that health care facility renovations, provision of drugs and delivery of some equipment have enhanced their health. Of particular mention was the provision of antenatal care for women which they said improved,

"Women now go to the health facilities for antenatal care".

Also, majority of them indicated that sanitation in the health facilities and in the communities improved. They attributed improvement in the sanitation in the facilities and communities to the construction of toilets and environmental sanitation campaigns conducted by TSHIP, NEI and WASH. All participants indicated that the discrimination faced by HIV/AIDS patients in the community has drastically decreased. Resistance to Polio vaccination according to the participants, has also been significantly reduced. In addition all the participants stated that disabled/handicapped people have been reasonably accommodated in the implementation of the projects. Specifically, they cited the incorporation of OVC into the activities of the communities and the setting up of skills acquisition centers for drop-outs as examples. They also reported that enrollment in primary school had increased dramatically, especially for the girl-child.

Some of them also reported that voluntary community service has improved.

"We now see the wisdom in organizing community labour and doing it more often and we reap the fruits of our labour" (Community members Bauchi, Dass and Wamakko).

"We are now responsible for the maintenance and security of the facilities provided in the communities" (Community members Bauchi, Dass, Ningi, Silame, Bodinga and Wamakko).

Greater proportion of the participants as well stated that the gap between leaders (government) the led (communities) improved.

"government is now more open and ready to release information to the people which was very difficult before". On the contrary, majority of participants stated that the state and LGAs have not shown an appreciable interest in adopting community structures in conducting their activities. According to them, top-bottom approach dominated planning, budgeting, implementation and evaluation of projects" (Community members Bauchi, Dass, Silame, Bodinga and Wamakko).

"facility renovations, provision of drugs and delivery of some equipment has enhanced health status of community members" (Community members, Silame and Wamakko).

They all claimed that; *"antenatal care attendance by women has improved significantly"*. Also, majority of them cited the incorporation of OVC into the activities of the communities and the setting up of skills acquisition centers for drop-outs as examples.

“Enrollment in primary school had increased dramatically, especially for the girl-child” (Community Dass).

“voluntary community service has improved, the community is beginning to see the wisdom in organizing community labour and doing it more often” (community Bauchi LGA). The communities were responsible for the maintenance and security of the facilities provided in the communities.

Greater proportion of the participants stated that the gap between leaders (government) the led (communities) improved. As a matter of emphasis, they reported that government was becoming more open and ready to release information to the people which they said was very difficult before. On the contrary, majority of participants stated that the state and LGAs have not shown an appreciable interest in adopting community structures in conducting their activities. To them, top-bottom approach dominated planning, budgeting, implementation and evaluation of projects.

Community Contributions to the Projects:

Community members contributed to the success of the programmes through:

Advocacies and public enlightenment on the projects by WDC’s, CEF’s and CC’s

Fund raising – Kaurar Kimba community raised about ₦240,000.00

Donations by some philanthropists in the area – a philanthropist in Gidan Bubu has constructed a block of class rooms which is due for commissioning very soon

Direct monitoring and maintenance of the projects and/or equipment

The host communities also provide land for some projects.

Some of the problems faced by the communities include:

Logistics

Inadequate funds to embark on bigger projects. “We cannot fence the primary school in Kaurar Kimba” (Community members in Wamakko LGA).

Inadequate female teachers and female nurses in the locality

Security challenges and vandalism

Lack of adequate cooperation and support from the larger community

Inadequate trained/skilled teachers and nurses in some primary schools and health facilities.

There is also inaccessible roads in many of the remote areas. Patients and women in labor have to be transported with donkeys.

During interaction, it was observed that the participants contributed differently to the projects in their respective communities.

“We are involved in digging pits, providing sand, water and other materials” (Community members from Ningi).

“We also contributed money to maintain, repair and replace damaged or broken boreholes provided in the communities” (Community members from Bauchi, Dass, Silame and Wamakko).

Participation in Planning, Budgeting and Implementation of the project activities:

None of the participants from Bauchi communities agreed to being involved in the process of planning and budgeting rather they participate in the implementation of most of the IPs activities.

5. Sustainability of the Projects: For sustainability, the participants indicated that the projects could be sustained through committees set in the different wards/communities. For education the School-Based Management Committees (SBMC) and for health facilities, they said it could be sustained through Ward Development Committees (WDC). Many of them also reported that some communities were already contributing to the sustenance of Skill Acquisition Centers in their communities.

6. Collaboration: Majority of the participants indicated that they had been invited for meetings in relation to the implementation of the projects' activities hence they agreed that there was collaboration between the Implementing Partners and community-based organizations. They cited the renovation of Malik Nursery and Primary School in Bauchi LGA, co-funded by NEI and WASH; boreholes and latrines in schools are constructed by WASH and NEI as examples. The community structures have contributed in realising the projects objectives.

Constraints

One of the major constraints emphasized by the participants was the high level of poverty in the rural communities. The participants reported that when facilities break down, it was always difficult to raise enough money for the repair because of poverty.

Recommendations:

There should be extension of the life span of the projects to 10 years not the usual 4 years; this will enable the intervention to be a complete mission or product.

The donor (USAID) should enhance and strengthen the monitoring and evaluation of the projects activities.

The activities of the IPs should be extended to cover all the LGAs for uniformity.

The IPs should ensure putting solid structures on ground to ensure sustainability of the interventions

ANNEX VII. IMPROVED AND EXPANDED SERVICE DELIVERY (HEALTH)

Increased access to Health Service:

Increased Human Resources to provide Health Care Services: Sokoto State Ministry of Local Government in 2012 recruited over 4,000 health personnel to bridge the gap in shortage of manpower as stated by the Executive Secretary Primary Health Care Development Agency. This was confirmed during the visit to Wamakko LGA where it was reported that due to the intervention of IPs in the LGA, the state Ministry of Local Government posted 70 of the newly recruited health workers to the LGA to provide skilled services to community members. This was also attested to by the Visit to Marafa Dispensary in Silame LGA where the Officer-In-Charge at the dispensary stated that she just resumed in the facility about 2 months ago and the visit to Model PHC Bagarawa in Bodinga LGA where the officers there also reported that they were newly posted to the health facility. The semi Annual data from the State Ministry of Health Distinct Health Information System (DHIS) for July – September 2011 shows that 4,200 health workers provided health services during the reported period but by January – June 2012 this has increased to 7,187. (Source: generated data from State Health Information System Semi annual data summary form for July- December 2011 and January – June 2012).

Also the health workers were trained to increase their skills in providing quality health services as shown by the number of health care workers trained by TSHIP in the last 3 years.

Table 1: Number of Health Care Workers (HCW) trained by TSHIP by category of Training. (2009 to 2012).

Indices	Bauchi State			Sokoto State		
	2009-2010 Financial Year (FY)	2010-2011 FY	2011-2012 FY	2009-2010 FY	2010-2011 FY	2011-2012 FY
Number of people trained in maternal/ newborn health	244	269	654	205	432	1182
Number of health workers trained in intermittent preventive treatment in pregnancy			601			1282
Number of people trained in FP/RH	311	625	624	219	1256	1344
Number of people trained in child health and nutrition	375	710	714	334	388	1036
Number of Health workers trained in case management with artemisin based combination therapy (ACTs)			1070			1282
Number of health workers trained in malaria laboratory diagnosis			842			365

Source: TSHIP Target Chart

Improved facilities for rendering health Services: TSHIP renovated 61 health facilities in Bauchi state and 46 in Sokoto State. FISTULA Care renovated the theatre and 2 blocks of VVF wards in Ningi General Hospital in Bauchi State and theatre and wards in Mariam Abacha Women and Children Hospital in Sokoto State. In TSHIP targets chart, it was reported that the number of service delivery points providing FP or counseling services increased from 284 in Bauchi State to 531 from 2009 to 2012 and 195 to 536 in Sokoto state within the same period.

Availability of VVF Services: In Bauchi and Sokoto States before the establishment of VVF centres by FISTULA CARE, the available VVF centers were in teaching hospitals which were considered out of the reach of common man because of the cost and complexity of the teaching hospital system. The Medical Director in Maryam Abacha teaching hospital in Sokoto State said that the cost of conducting the repairs in private hospitals is about N50,000. FISTULA Care brought the VVF care closer to the grassroots by establishing VVF centers in Ningi General Hospital in Bauchi State and Mariam Abacha Women and Children Hospital in Sokoto State where the services for fistula repairs are free. In 2010 when the project started in Bauchi state the baseline for VVF repairs in the state was “0” but by 2012 when all the structures needed to conduct VVF repairs were put in place in Ningi General Hospital they were able to conduct 119 VVF repairs between March 2012 and January 2013. (Source extracted data from VVF Repair register in Ningi General Hospital). *The service provides in the VVF unit* in Maryam Abacha Women and Children hospital stated that before the intervention of Fistula care, pregnant VVF clients pays about N20,000 for cesarean operation but now it is free. They also said that waiting time for VVF repairs have decreased due to the massive repairs undertaken by FISTULA Care

Improved Sanitation Practices and Infection Control in Health Facilities: By implementing WOFAN project in communities where other USAID implementing partners are working this has deepened USG intervention in such communities as community members see broad development across couple of one or more sectors. In particular, WASH by providing water points and VIP latrines in 22 and 20 health facilities in Bauchi and Sokoto states respectively has strengthened TSHIP hygiene and sanitation project components thereby improving infection prevention control. Also community members had the opportunity of benefitting from 2 USG intervention programs at the same location i.e receiving health care and access to safe water. Visit to PHC Bagarawa in Bodinga LGA and Marafa Dispensary in Silame LGA attested to this collaboration (Ref: Write –up on Nigeria WASH Project Deepens USG Intervention)

It is estimated that through the WASH project in Sokoto State a total of 12,450 pupils and health facilities clients benefited directly from the water project while about 131,062 are indirect beneficiaries from the project (Indirect beneficiaries were calculated based on estimated number of households in the benefiting community X 30 persons per household) (Ref: Sokoto WASH Project Beneficiaries 2011)

Availability of equipment and commodities: TSHIP provided maternal and child health and family planning equipments to health facilities in Bauchi and Sokoto States. In addition they worked with Deliver Project and State government to provide Family Planning commodities, with UNICEF to provide immunization vaccines and the Millennium Development Goals (MDG) project to provide Solar powered refrigerators to health facilities in Sokoto State as seen in Marafa Dispensary in Silame LGA. In addition TSHIP purchased Mother care kits and malaria drugs which were distributed to health facilities in Sokoto state as signed in Bagarawa PHC in Bodinga LGA and Maarafa Dispensary in Silame LGA .

All the activities carried out in both Sokoto and Bauchi states the health facilities culminated to increased access to health services as shown by the following data:

Table 2: Number of people provided ANC, FP and Child Health Services by TSHIP (2009 to 2012)

Indices	Bauchi State			Sokoto State		
	2009-2010 Financial Year (FY)	2010-2011 FY	2011-2012 FY	2009-2010 FY	2010-2011 FY	2011-2012 FY
Number of ANC visits by Skilled providers	105090	377684	381456	43551	138425	148110
Number of deliveries with a skilled birth attendant	14212	50941	66359	5693	16486	31169
Number of newborns receiving essential newborn care	6147	23013	29049	2145	6805	17010
Number of counseling visits for FP/RH	13725	39596	77326	9104	42965	119560
Number of children under 12 who received DPT3	88634	107664	69355	105626	122938	85645
Number of cases of childhood diarrhea treated	16279	53689	54043	33377	69773	70219

Source: TSHIP Target Chart

Improved Health Management Information System: TSHIP in its activities to improve and expand health information system contributed to the development of a uniform NHMIS training package for all states of the federation following the harmonized national information management information system (NHMIS) tools. TSHIP printed 84,985 copies of the revised NHMIS booklets and distribute to 20 LGAs in Bauchi State to improve the quality of health data. Copies of the printed NHMIS booklets were seen in Ningi General Hospital.

In addition, TSHIP trained 325 service providers selected from six LGAs in Bauchi state on the revised National Health Management Information System (NHMIS) data capturing tools (and also supported the SMOH in the use of NHMIS in all health facilities though cluster training for all providers in the State. Different types of trainings were conducted as follows:

State Level Training: Conducted Master Training at the State level for persons with clear responsibilities for HMIS and program managers. TSHIP, FHI 360 and training consultant, with Federal Government officials trained the state level trainees. The trained personnel replicated the training at the LGA level.

Zonal Level Training: The training was conducted by the trained state trainers for officers with clear responsibilities for HMIS and program managers drawn from the LGAs. This was supervised by TSHIP, FHI 360 and the State officials.

Facility Level Trainings: The trained zonal level trainers (LGA Officers) conducted the LGA level training. facilities were grouped into clusters for the training.

As part of collaborative efforts with government to improve HMIS, TSHIP and FHI 360 supported the establishment and reactivation the Health Data Consultative Committee (HDCC) at the State Ministry of Health (SMOH) in both Bauchi and Sokoto States. The HDCC worked closely with the Monitoring and Evaluation Technical Working group (M&ETWG) which was established with technical support from TSHIP. The HDCC meetings were sponsored at different

times by TSHIP, FHI 360 and State Governments. Also TSHIP and FHI 360 participate in monthly M&E meetings organized by Bauchi Agency for HIV/AIDS & TB & Malaria Control (BACATMA)

In order to ensure that quality health data useful for decision making is reported, TSHIP supported the monitoring and evaluation (M&E) units in 20 LGAs in Bauchi State and 23 LGAs in Sokoto State to conduct Data Quality Assessments (DQAs). During the DQA, TSHIP team provides on-the-job training to improve the capacities of service providers at the facility level, and managers at state/LGA level. (Report of State & TSHIP Internal Quarterly DQA – April 23rd to May 2nd 2012).

In Ningi and Bauchi LGAs visited the PHC Directors and M&E Officers reported that TSHIP supported LGAs to conduct Integrated Supportive Supervision (ISS) by providing them with ISS tool and transport fare while the LGA in turn shared the report with TSHIP.

All the HMIS activities conducted resulted in increased number of LGAs and health facilities making routine HMIS return to states as well as increased use of health data for decision making. According to TSHIP records, 60 health facilities received at least one supportive supervision visit during the first year while 439 and 707 received during the 2nd and 3rd year respectively in Bauchi State. Similarly, in Sokoto State 23 health facilities in year 1, 205 in year 2 and 270 in year 3 received at least one supportive supervision visit. Also data from TSHIP show that at the inception of the project in 2009 only 45% of supported health facilities in Bauchi State and 30% in Sokoto State were reporting HMIS indicators in a timely manner but with the intervention of TSHIP and other partners to improve HMIS in the States the number of health facilities in 2012 reporting HMIS indicators in a timely manner rose to 86% in Bauchi and 100% in Sokoto States. *(Source TSHIP Targets Chart)*

ANNEX VIII. LOCAL GOVERNMENT AREAS AND WARD COMMITTEES

LGA DESCRIPTIONS

Nigeria Local Government Functions and Structure

The local government is the third tier of the administrative structure in Nigeria. There are 774 Local Government Areas (LGAs) in the country. The functions and responsibilities of the LGA administration are to assist in maintaining order and good governance within the area of its authority. A LGA should have a population range of 150,000 to 800,000 and it has both elected and traditional councils under the direct supervision of the respective State's Ministry of Local Government. An elected council is made up of the Chairman and Councilors, who are elected by members of the community through direct ballot. The Federal Government of Nigeria attaches great importance to the local government as an instrument of development and a training ground for administration.

The Local Governments in Nigeria have the following structures

- (a) The Policy Making Body, which is composed of:
 - The Executive Chairman,
 - The Vice Chairman,
 - Supervisory Councilors,
 - Councilors.
- (b) The Executive Body, which is composed of:
 - The Secretary to the LGA (Chief executive),
 - Heads of Departments, and
 - Subordinate Staff
- (c) The Departments in the Local Government Council:
 - General and Administrative Department (Headed by the Deputy Secretary),
 - Treasury Department (Headed by the Treasurer),
 - Works Department (Headed by the Civil Engineer Technical Officer),
 - Health Department (Headed by the Principal Health Superintendent),
 - The Maternity Division of the Medical Department (Headed by the Senior Midwifery Sister)
 - The Dispensary Division of the Medical Department (Headed by the Higher Pharmacy Officer),
 - The newly introduced Farm Division to be (headed by the Farm Manager).
- (d) Traditional Rulers:

“In order to preserve the traditional position of our Obas/Obi/Emirs and Chiefs, the government has decided that, there should be a Traditional Council for each Local Government Authority area or a group of Local Government Authority areas over which a traditional ruler has suzerainty. A Traditional Council consists of traditional office holders, the Chairman of the Local Government authority, one or two traditional representatives of each Local Government Authority council, as may be considered appropriate and any other person(s) who may be desired, in order to make the traditional Council broadly representative of the major facts of life in the entire area.

Functions of the Traditional Council:

The Traditional Council has the following functions:

- To advise the Local Government Authority or a group of Local Government Authorities on matters referred to them by the elected council;

To discuss common problems and make suggestions to the Local Government Authority or authorities in the area;

To make representations or express opinions to Local Government authorities, on matters that may not strictly be the responsibility of the Local Government authorities, provided they are of concern to the area as a whole;

To determine or advise the traditional ruler on all matters including the conferment of traditional titles and appointments there to; and

To advise on and determine customary laws and practices on all matters referred to it including those related to land.

Functions of Local Government

Each arm of the policy making body as well as the executive departments has specific functions to perform. These constitute the functions of Local Government in Nigeria as codified under the constitution of the federal republic. The functions of Local Governments, as spelt out in the constitution, are as follows:

Consideration and making of recommendations to the state commission on economic planning or any similar body on economic development of the State, particularly in so far as the area of authority of the Council and of the State are affected;

Collection of rates, and radio and television licenses;

Establishment and maintenance of cemeteries, burial grounds and homes for the destitute or infirm;

Licensing of bicycles, trucks (other than mechanically propelled trucks), canoes, wheel barrows and carts;

Establishment, maintenance and regulation of markets, motor parks and public conveniences;

Construction and maintenance of roads, streets, drains and other public highways, parks, open spaces, or such public facilities as may be prescribed from time to time by the House of Assembly of a State excluding federal and state roads;

Naming of roads and streets and numbering of houses;

Provision and maintenance of public conveniences and refuse disposal;

Registration of births, deaths and marriages;

Assessment of privately-owned houses or tenements for the purpose of levying such rates as may be prescribed by the House of Assembly of a State; and,

Control and regulation of:

out-door advertising and hoarding,

movement and keeping of pets of all descriptions,

shops and kiosks,

restaurants and other places for sale of food to the public, and

Laundries.

Others functions of LGAs include

Responsibility for basic environmental sanitation and other aspects of preventive health services;

Administration of maternity centers, dispensaries and leprosy clinics and Health Centres;

Jurisdiction over local inland waterways not designated as international water ways;

Rural water supply and extension of urban water supply;

Construction, and maintenance of primary schools;

Agriculture and veterinary extension services;

Town Planning;

Maintenance of law and order; and

A-forestation

The Local Government should, in addition, provide such services as:

- Inspection of meat and abattoirs
- Nursery, primary and adult-education
- Information and public enlightenment
- Scholarships and bursaries
- Public libraries and reading rooms
- Agricultural and animal health extension services and veterinary clinics.
- Fire services
- Lighting and drainage
- Support for arts and culture
- Control of pollution
- Control of beggars and prostitution,
- Homes for destitute, the infirm and orphans
- Public utilities including road and water transport
- Public housing programs
- Regulation and control of buildings
- Town and country planning
- Operations of commercial undertakings
- Control of traffic and parking
- Pipe sewerage systems

Each LGA is administered by a Local Government Council. The Council comprises of and led by Chairman who is the Chief Executive of the LGA, and other elected members who are referred to as Councilors. **The Chairman is normally elected, but can, under special circumstances, also be appointed.** He/she supervises the activities of the LGA and presides over all meetings of the Council. All members are enjoined by law to meet, as far as practicable, the aspirations of the people who elect them. Committees, focusing on specific issues, play very important roles in the day-to-day business of the Councilor. They assist the Councils in decision-making and are usually required to report their discussions to the Councils. A Local Government Council is the pivot of socio-economic planning and development in its area of authority. Being also the tier of government closest to the people, it is considered a most important facilitator of economic and social development at the grassroots level.

The local government councils also work hand- in-hand with state governments on issues such as:

- the provision and maintenance of primary education;
- the development of agriculture and natural resources, other than the exploitation of minerals, and
- the provision and maintenance of health services.

Finally, LGAs now have the discretionary power to plan for the development of its area of jurisdiction.

Revenue of the LGA

The bulk of resources for the administration of the different LGAs as provided in the constitution are in the federal budget. And such revenue going to the different components of the Nigerian federations is located inside the revenue sharing formula. The current formula in use is skewed in favor of the Federal Government, which takes 52.68 per cent of allocation from the Federation Account. The 36 states have a combined share of 26.72 per cent, **while the 774 local government areas in the country take 20.6 per cent from the federation account.**

The rest of the revenue sharing is with the states within the Niger delta identified as “Oil Producing States” Oil-producing states share 13 per cent in accordance with the principle of derivation.

Other revenue coming to the local government is Internally Generated Revenue such as taxes and other fees. Different LGAs raise different amount as the IGR because what a local government is able to raise depend on the level of economic activities in that LGA. Also years of proceeds of “oil boom” have made local governments redundant in the areas of IGR because it is more lucrative to expect the huge resource from the federation accounts than to go ‘cap in hand’ begging for taxes and levies.

There has been agitation for changes in the revenue sharing formula in favor of other components of the federation outside the federal government. The governors are spearheading the agitations for these current changes. The new revenue sharing structure proposed by governors is Federal 35%, State 42%, & Local Government 23%;

STRUCTURE OF WARD DEVELOPMENT COMMITTEE- WDC

Operational Guidelines for WDCs

1. MEMBERSHIP

COMPOSITION

Shall Comprise of Traditional and Religious Leaders, Economic Associations, Community-based Organizations, Farmers and Herdsmen Groups, Informal Groups Adequate representation of villages Development Committees under the ward Representation of Women, Youth, Physically Challenged, WASHCOMs, School-Based Management Committees, School- Based Management Committees (SBMCs), Parent Teachers Associations (PTA), Traditional Birth Attendants (TBAs), Health Workers, Elected Councillors from the Ward, Other Vulnerable Groups.

FUNCTIONS

Organizing and conducting inclusive Community Needs Assessment/
Priority Setting
Engagement with Local Government on implementation of the Community identified Needs.
Providing input, on behalf of the Community, in LGAs decision making
Channelling Community Priorities to the LG Councils for inclusion into the budget
Providing Informing and Feedback to the community of LGA initiatives
Monitoring the execution of projects at community level
Mobilizing and sensitizing community members on LG projects.
Documentation of Meetings and other key activities
Promote sense of ownership and sustainability of Government and community projects
Promote Gender mainstreaming in all sectors

KEY ACTIVITIES

Capacity Building and Mentoring other Organizations or Groups within the Ward
Advocacy Campaigns to LGCs on development issues
Organizing and conducting Community Dialogue/Town Hall Meetings
Demanding for increase in delivery of services from LG
Monthly and Quarterly Meetings
Budget Tracking to ensure compliance
Community Sensitization/Mobilization programs on LGA Projects and other development issues
Engaging and sensitizing Community members on their Civic Responsibilities
Organizing Advocacy and sensitization activities on general issues

KEY PARTNERS

Local Government Councils
Community Members
WASHCOMs
ODAP Committees
School-Based Management Committees
Development Agencies
CBOs, Economic Associations, Community Associations, Key Ministries/Agencies,
House of Assembly

2. LEADERSHIP
COMPOSITION

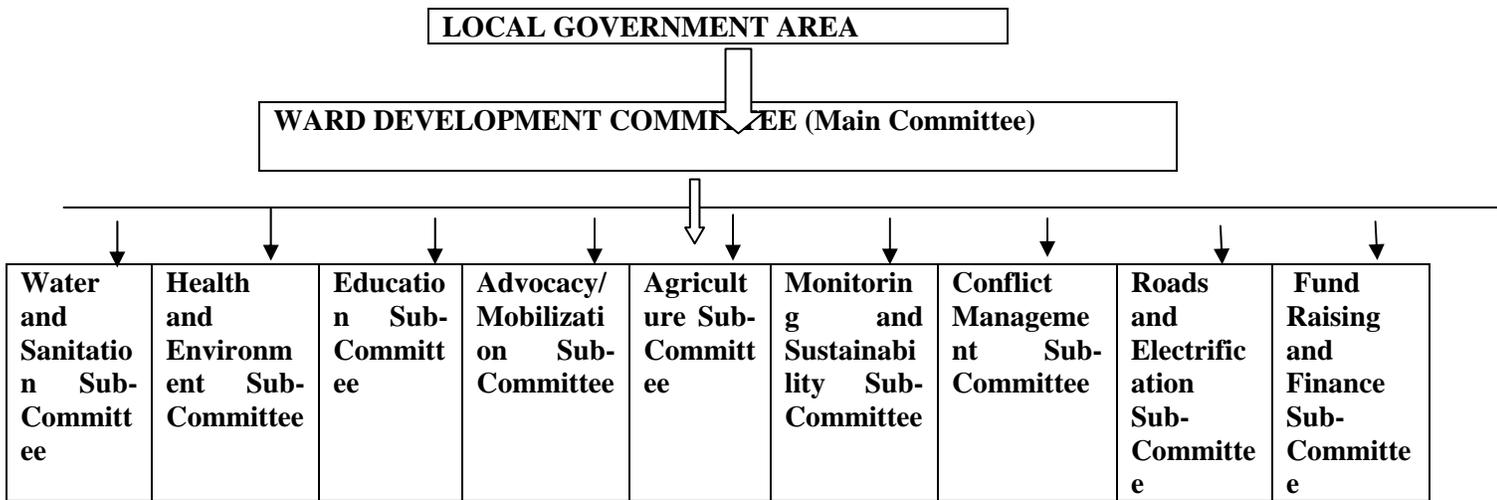
Chairperson
Deputy Chairperson
Secretary
Assistant Secretary
Publicity Secretary
Treasurer
Financial Secretary
Auditor
Ex-Officio Members

3. SUB-COMMITTEES

Water and Sanitation Sub-Committee
Health and Environment Sub-Committee
Education Sub-Committee
Conflict Management Sub-Committee
Advocacy and Mobilization Sub-Committee
Monitoring and Sustainability Sub-Committee
Agriculture Sub-Committee
Roads and Electricity Sub-Committee
Fund Raising and Finance Sub-Committee

4. SOURCE OF FUNDING

Community Members Contribution,
Funds Raising activities in the community,
Partners Contributions
Grants, Assistance, Donations, Aids, ETC



U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov