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Leadership, Empowerment, Advocacy and Development (LEAD)

## Quarterly Report

Annual – October 1, 2015, to September 30, 2016

Submission Date: Monday, October 31, 2016

Contract/Agreement Number: 620-A-00-10-00001-00

Activity Start Date and End Date: November 11, 2014, to September 30, 2017

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This document was produced for review by the United States Agency for International Development Nigeria (USAID/Nigeria).

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## LIST OF ACRONYMS

ACCORD	Accord for Development
AGP	adolescent girls program
AHEAD	Adolescent Health Education and Development
ALGON	Association of Local Governments of Nigeria
ANC	antenatal care
AOR	Agreement Officer's Representative
BACATMA	Bauchi State Agency for the Control of HIV/AIDS, Tuberculosis, and Malaria
BASNEC	Bauchi State Network of CSOs
BOT	board of trustees
BPT	Budget and Planning Tool
CAC	Corporate Affairs Commission
CBO	community-based organization
C BSP	community-based strategic planning
CC	community coalition
CCDS	Center for Creative Development Strategies
CDC	community development committee
CEF	community education forums
CHANGE	Community Health and Gender Education
CIEPD	Community Initiative for Enhanced Peace and Development
CLGA	champion local government area
CLTS	Community-Led Total Sanitation
COLIDEIN	Collaborative Living and Development Initiative
CONSS	Coalition of NGOS in Sokoto State
CPP	Community Partnership Project
CSO	civil society organization
DAGS	director of administration and general services
DFID	United Kingdom Department for International Development
DLI	Development and Leadership Institute
EDC	Enrollment Drive Campaign
EMIS	education management information system
ERC	Education Resource Center
ES	education secretary
FAWOYDI	Fahimta Women and Youth Development Initiative
FOMWAN	Federation of Muslim Women's Associations in Nigeria
FY	fiscal year

GJSS	government junior secondary school
HR	human resources
ICT	information and communication technology
HPBH	hand pumped borehole
IEC	information, education, and communication
IGR	internally generated revenue
IPSAS	International Public Sector Accounting Standards
IQLC	integrated Qur'anic learning center
IQTE	Islamiyya, Tsangaya, and Qur'anic education
IT	information technology
JAMB	Joint Admissions and Matriculation Board
JSS	junior secondary school
LEAD	Leadership, Empowerment, Advocacy and Development
LGA	local government area/authority
LGDF	Local Government Development Framework
LGEA	Local Government Education Authority
LGSC	Local Government Service Commission
LHI	Life Helpers Initiative
M&E	Monitoring and evaluation
MADEPIN	Manpower Development and Environmental Protection Initiative
MCHC	Maternal Child Health Care
MDA	ministry, department, and agency
MDG	Millennium Development Goal
MIS	management information system
MOE	Ministry of Education
MOH	Ministry of Health
MOLG	Ministry for Local Government Affairs
MSH	Management Sciences for Health
MTEF	Medium-Term Expenditure Framework
N	Nigerian Naira
NASU	Non-Academic Staff Union
NCDI	Ningi Community Development Initiative
NEI	Northern Education Initiative
NEMIS	Nigeria Education Management Information System
NEPHWAN	Network of People Living with HIV/AIDS in Nigeria
NGO	nongovernmental organization
NULGE	National Union of Local Government Employees



NURTW	National Union of Road Transport Workers
NUT	National Union of Teachers
OCA	organizational capacity assessment
OOSC	out-of-school children
OVC	orphans and vulnerable children
P4P	Partners for Peace
PEST	political, economic, sociological, and technological trends
PET	Public Expenditure Tracking
PHC	primary healthcare
PHCDA	Primary Health Care Development Agency
PIND	Partnership Initiatives in the Niger Delta
PPP	public-private partnership
PTA	parent-teacher association
QIT	quality improvement team
RARA	Reading and Access Research Activity, Nigeria
RIMA	Rivers State Microfinance Management Authority
RPDI	Right Path for Development Initiative
RUWASSA	Rural Water Supply and Sanitation Agency
RWDP	Rahama Women Development Program
SAME	State Agency for Mass Education
SBMC	School-Based Management Committee
SDG	Social Development Goal
SDT	service delivery team
SIP	service improvement plan
SP	strategic plan
SSHDP	State Strategic Health Development Plan
STCI	Save the Child Initiative
SUBEB	State Universal Basic Education Board
SWOT	strengths, weaknesses, opportunities, threats
TSHIP	Targeted States High Impact Project
TWG	Technical Working Group
UDDA	Udubo Development Association
UNICEF	United Nations Children's Fund
USAID	U.S. Agency for International Development
USG	U.S. Government
WASH	water, sanitation, and hygiene
WASHCOM	water, sanitation, and hygiene committee

WDC	Ward Development Committee
WHO	World Health Organization
WODASS	Women Development Association for Self-Sustenance
WOWICAN	Women's Wing of the Christian Association of Nigeria
YMCA	Young Men's Christian Association

## I. PROGRAM OVERVIEW/SUMMARY

<b>Program Name:</b>	Leadership, Empowerment, Advocacy and Development ( LEAD)
<b>Activity Start Date and End Date:</b>	November 11, 2014, to September 30, 2017
<b>Name of Prime Implementing Partner:</b>	RTI International
<b>Agreement Number:</b>	620-A-00-10-00001-00
<b>Name of Subawardee:</b>	PLAN International USA (formerly Center for Development and Population Activities)
<b>Major Counterpart Organizations</b>	Local Government Areas (LGAs); Bauchi, Sokoto, and Rivers state legislatures
<b>Geographic Coverage (cities and or countries)</b>	Bauchi, Sokoto, and Rivers states
<b>Reporting Period:</b>	October 1, 2015, to September 30, 2016

### I.1 Program Description/Introduction

The Leadership, Empowerment, Advocacy and Development (LEAD) Project in Nigeria has entered into the final 20 months of activity implementation, corresponding to an extension from November 11, 2014, to September 30, 2017. This annual report highlights current activity implementation across LEAD's three streamlined objectives in Bauchi, Sokoto, and Rivers states. Activities carried out under the extension build on achievements and innovations associated with the original period of performance (November 2009–November 2014) and, therefore, provide opportunities for institutionalizing the sustainability of the project. Sustainability of key innovations, particularly those safeguarding the LEAD approach, remains the project's major implementation focus during the extension period. The critical stakeholders are the Nigerian states, selected champion LGAs (CLGAs) in target states, Nigerian civil society partners, and the private sector.

#### **Goal and Objectives**

The goal of the project is to create sustained momentum toward improved local governance in Nigeria. The specific objectives for project Years 1–5 were to

- Strengthen capacity of local governments
- Increase the transparency of local government operations
- Increase the capacity of local organizations
- Improve service delivery

For this extension period (November 11, 2014–September 30, 2017), the project objectives have been modified to the following:

- Strengthened local government capacity and increased transparency of local government operations
- Increased capacity of local organizations
- Improved access to basic education and reading and strengthened health system

The LEAD Project recognizes the interrelated nature of these objectives. For example, strengthening the capacity and transparency of local councils and service departments while increasing the competence of civil society organizations (CSOs) to engage with local governments in a dialogue over community priorities in health and education sectors should result in better services in these sectors, targeted improvements in access to basic education and reading, and strengthened health systems. Therefore, this annual report focuses on areas that reinforce and build on that interrelationship. Similarly, the implementation of the work plan emphasizes a One Team approach, with strong communication across the project's technical units. **Table 1** presents a summary of results.

#### **LEAD's Implementation Principles**

- **Building accountable and effective local government through “With Many”** approach to local governance. The With Many approach brings stakeholders together to dialogue about concrete issues in which all stakeholders have standing to contribute ideas. Through this approach, trust and confidence are built among the stakeholders, which ultimately foster creative and sustainable solutions.
- **Building capacity and creating an environment for change by working with local “champions”**—communities that demonstrate a commitment to improved governance and are willing to undertake new practices. Best practices are disseminated through a variety of information channels and consistent messages about the value of innovation—“Making Noise.”
- **Building a sustainable approach.** To create governance improvements and sustained momentum toward better local governance, LEAD
  - plans with local partners by involving them in all phases of the project, from annual work planning to implementation and ongoing monitoring
  - trains and supports local partners who conduct activities; these partners are the implementers and, as such, they receive the recognition, which helps improve their capacity and legitimacy.

#### **Geographic Targets**

The project operates with selected CLGAs in the states of Bauchi (8 CLGAs), Sokoto (12 CLGAs), Rivers (6 CLGAs), and Kano.

**Table 1. Summary of Results to Date**

<b>Standard Indicators</b>	<b>Baseline FY 2016</b>	<b>Annual Target 2016</b>	<b>Q1 FY 2016</b>	<b>Q2 FY 2016</b>	<b>Q3 FY 2016</b>	<b>Q4 FY 2016</b>	<b>Annual Performance Achieved to the End of Reporting Period (%)</b>	<b>On Target Y/N</b>
Number of subnational government entities receiving USG assistance to improve their performance		65	60	82	64	26	357	Y
Number of government officials receiving USG-supported anticorruption training		520	247	276	222	136	169	Y
Number of training days provided to executive branch personnel with USG assistance		35	31	25	16	10	234	Y
Number of people affiliated with nongovernmental organizations receiving USG-supported anticorruption training		600	621	362	30	0	169	Y

Note: The Annual Performance column depicts level of achievement expressed as a percentage of actual versus planned.

## 2. ACTIVITY IMPLEMENTATION PROGRESS

### 2.1 Progress Narrative

Key program accomplishments are summarized by objective below.

#### **Objective 1 (Strengthened local government capacity and increased transparency of local government operations)**

Improving the capacity of elected and appointed local government officials remains a cornerstone that can support better governance practices and the sustainability of good governance. In the first quarter (October–December 2015) of the reporting period in Bauchi State, LEAD conducted on October 12–17, 2015, trainings on leadership and management skills for key basic education stakeholders, and as a follow-up, convened a roundtable discussion on November 5, 2015, for school-based management committees (SBMCs) and community education forums (CEFs) in Bauchi. At the roundtable, participants discussed the major challenges identified during the training as a hindrance to access to basic education in Bauchi State and devised an advocacy plan to address these issues with the state-level policy makers and to advocate for measures to improve the access. Through this integrated approach to project implementation, the activities of LEAD's Objectives 1 and 3 are leveraged and value is added. Similar trainings in leadership and management for education stakeholders were conducted in Sokoto for Round 2 champion LGAs (CLGAs) in Kebbe, Isa, and Gudu on December 14–23, 2015. In addition, LEAD continued building the capacity of state legislators, as a follow-up to the orientation training conducted in FY 2015 for the Eighth Assembly in Bauchi, and conducted another training on December 14–16, 2015, for the Bauchi House of Assembly members and staff. The training focused on budget/International Public Sector Accounting Standards (IPSAS) and constituency outreach techniques. LEAD also continued to bolster internally generated revenue (IGR) mobilization, as subgrantees rolled out IGR mobilization training awareness campaigns to highlight the benefits of paying taxes in the CLGAs.

In the January–March 2016 reporting period, LEAD conducted a reassessment of the Local Government Development Framework (LGDF)<sup>1</sup> in the eight CLGAs of Bauchi State from February 18 to March 2, 2016, which showed an appreciable level of progress in the performance and operations of the LGAs in all seven functional areas during the life of the project. In continuation of the engagement of the participatory budget process in Bauchi, the project conducted a two-day stakeholders' consultative forum on the 2016 state budget with specific focus on health and education components. In Bauchi, Sokoto, and Rivers states, LEAD provided training for officers from the Office of the Auditor-General for Local Government (OAGLG) on the use of the Audit Manual developed with support from the project. Meanwhile, in Sokoto, LEAD also conducted a five-day in-depth technical training for internal auditors and inspectors of 23 LGAs and selected ministry, department, and agency (MDA) officials. A workshop on training the trainers on financial management for health and education managers in Sokoto MDAs promoted best practices and triggered step-down trainings by the managers for health

<sup>1</sup> The LGDF is an assessment LEAD performs to determine CLGAs' performance across the following seven functional areas: (1) strategic policy and planning; (2) project planning and implementation; (3) institutional and personnel development; (4) assets and infrastructure management; (5) financial management; (6) service delivery; and (7) external relations.

and education departments at the LGA/Local Government Education Authority (LGEA) level. LEAD also provided technical assistance and logistics support to the Sokoto State Joint State and LGA Technical Planning Committee meeting held on March 10, 2016.

In the April–June 2016 reporting period, in Bauchi, LEAD conducted a training for local government internal auditors on the content and application of the Audit Manual that was developed and produced earlier, as well as paid an advocacy visit to the OAGLGs to monitor implementation and progress of action plans. We also paid an advocacy visit to the Local Government Service Commission (LGSC) to discuss the transfer of CLGA staff to non-CLGAs; supported the non-CLGAs in Bauchi State with a training on tax/fee base mapping/inventorying/enumeration; collated feedback on communities' priority needs of basic education and primary health care services included in the 2016 CLGAs' budget in Bauchi State; and gathered additional feedback on the implementation of the action plan developed during the leadership and management trainings (in December 2015) conducted for basic education stakeholders in Bauchi State. The LEAD team also conducted a reassessment of Round 1 CLGAs using the LGDF.

In Sokoto State, the project also completed the LGDF reassessments for Rounds 1 and 2 CLGAs (which occurred April 4–May 6, 2016); continued conducting LGAs' asset register and providing internally generated resource (IGR) database monitoring and mentoring; and supported a step-down training on financial management by the State Universal Basic Education Board (SUBEB) for the basic education officials in Sokoto State. On June 13–15, 2016, LEAD conducted a technical training on developing a communication/advocacy and strategic plan for 30 National Union of Local Government Employees officials in Sokoto State.

For the July–September 2016 reporting period, LEAD conducted meetings to disseminate the score card assessment reports to the three featured CLGAs of Bauchi State (Dass, Misau, and Ningi), provided support to non-CLGAs in Bauchi State on tax/fee base mapping/inventorying/enumeration training (June 21–July 19, 2016); and on September 26–29, 2016, conducted a performance review workshop on Bauchi State 2016 Budget for health and education sectors with key stakeholders in Bauchi.

In Sokoto State, LEAD provided technical support to the Sokoto State government on aligning its budgeting practices to comply with IPSAS on accrual basis and to develop asset and liability register, and in August 2016 supported CONSS to review and provide comments on the proposed amendment to Sokoto State Public Procurement Law. Meanwhile, in Kano State, we conducted a baseline assessment on Public Expenditure Financial Management (PEFM) on September 20–23, 2016.

### ***Objective 2 (Increased capacity of local organizations)***

In Bauchi State, LEAD supported our civil society organization (CSO) partners by organizing a three-day strategic plan development workshop November 23–25, 2015, to further enhance their organizational capacity. In Sokoto State, LEAD conducted an organizational capacity assessment (OCA) for one of the stakeholders, the National Union of Local Government Employees (NULGE) Sokoto Branch. At this advanced stage of project implementation, after a series of foundational capacity building trainings has been administered already to core partner CSOs, we shift the capacity building efforts to focus on a more complex and tailored approach involving individual or small-group mentoring and constructive technical assistance monitoring. Most important, the bulk of the local capacity building work is now being led by the more experienced CSOs, whose expertise was increased by LEAD, for smaller and less-experienced local organizations, and in particular, for community-based local organizations. This CSO-to-

CSO mentoring and training strategy promotes sustainability of the local capacity building process once the project ends.

In the January–March 2016 reporting period, LEAD conducted a review meeting with our CSO subgrantees in Bauchi State on February 4, 2016, to share experiences, achievements, results, and successes, as well as review challenges during the implementation of project activities in the first quarter (October–December 2015). We also organized on February 17–18, 2016, a CSO Networking and Coalition Building Conference in Bauchi, which provided an avenue for experience sharing among the networks and other CSOs in Bauchi State. LEAD facilitated the annual OCA reassessment of five LEAD CSO partners and one former subgrantee in Bauchi, with the view of identifying remaining gaps and developing capacity building plans to address them. Our CSO partners have been steadily implementing their LEAD grant programs in CLGAs of Bauchi, Sokoto, and Rivers, engaging in such activities as mentoring and training community structures and other stakeholders on advocacy, training on budget processes and tracking of public expenditures, monitoring service improvement plan (SIP) implementation in health and education sectors, providing assistance to nonformal learning centers, and supporting psychosocial counseling of pupils.

LEAD carried out monitoring visits to our five CSO subgrantees in Bauchi State April 15–17, 2016;<sup>2</sup> conducted a quarterly review meeting with 40 representatives of CSOs, community structures, and the media on April 20–21, 2016, to gauge their engagements and accomplishments on issues of basic education and health services at the local level; conducted an organizational capacity assessment of High Level Women Advocates (HILWA), a gender organization established in Bauchi on June 16, 2016; introduced Organizational Performance Index (OPI); and disseminated the report of the Community Scorecard to our CSO partners.

Through the activities of our CSO subgrantees in Bauchi, LEAD supported the development, production, and distribution of the CSO database, conducted quarterly and town hall meetings; and monitored technical training and non-formal learning centers and adolescent girls programs.

In advance of issuing new subgrants for the extension period to the two remaining CSO partners BASNEC and WODASS, we amended their subagreements. We also held a series of coordination meetings July 28 to August 11, 2016, to promote CSO coordination and networking, while a work plan for the subgrantees in the extension period was developed.

**Objective 3 (Improved access to basic education and reading and strengthened health system)**

LEAD has achieved substantial results in improving access to basic education and in increasing enrollment, retention, and progression of pupils in schools, with a special focus on girls. In both Bauchi and Sokoto states, LEAD conducted community mappings and identified school-aged children who do not attend school and consequently facilitated stakeholders' actions to enroll them. LEAD also organized extensive enrollment drive campaigns and basic education awareness activities in the targeted LGEAs with the support of our CSO partners. We also worked with the nonformal learning centers in both Bauchi and Sokoto states to increase the capacity of the center

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<sup>2</sup> The five CSO subgrantees were Rahama Women Development Program (RWDP), Fahimta Women and Youth Development Initiative (FAWOYDI), Women Development Association for Self-Sustenance (WODASS), Bauchi State Network of CSOs (BASNEC), and Young Men's Christian Association (YMCA).



instructors and facilitators to teach literacy and numeracy. LEAD aimed to create conducive learning environments in the centers by increasing the center instructors' and facilitators' psycho-social counseling skills, with the ultimate goals of increasing retention and improving learning outcomes for their students. Recognizing the "change agent" role of community-based education stakeholders, LEAD introduced two trainings for SBMCs from CLGAs in Sokoto: one on improving school governance to support implementation of the recently developed SIPs, and the other on the Mentoring and Monitoring Pack to support SBMC sustainability.

LEAD completed two major tasks to provide technical assistance to government education agencies in the October–December 2015 reporting period of project Year 7. First, the project revised the Budget and Planning Tool (BPT) to increase its effectiveness and successfully deployed it to the Ministries of Education and related MDAs in Bauchi and Sokoto, which enabled government stakeholders to use effective budgeting and planning methods for the education sector. Second, education management information systems (EMISs) have been strengthened through intensive hands-on training offered by LEAD for EMIS officers and data officers from the pilot LGEAs on the application of the revised EMIS Toolbox, also in both states.

LEAD's interventions during the October–December 2015 reporting period to strengthen health systems have been based on the three-pronged approach. First, LEAD supported government officials in Bauchi and Sokoto states by conducting a gap and situation analysis of current health plans as one step in developing the 2016–2020 State Strategic Health Development Plans. Second, LEAD took up the challenge to improve the health sector by supporting Sokoto State to develop guidelines for the effective implementation of reforms in human resources for health management. Finally, health systems strengthening activities on the local government level have been concentrated on establishing and operationalizing SIPs for primary healthcare (PHC) in the eight CLGAs of Bauchi State. With service delivery teams (SDTs) for PHC now established, SIPs for PHC drafted by CLGAs, and 80 PHC facilities selected for improvement through partnerships between LEAD, CLGAs, and the communities, the SIPs' implementation is **well underway and on pace to achieve measurable** results including the establishment of a model minimum package of care for PHCs in project locations.

On February 16–18, 2016, in Bauchi, LEAD conducted a training session for participants from Katagum, Gamawa, Jama'are, and Misau LGEAs on psychosocial counseling for instructors/facilitators of nonformal learning centers and teachers of pilot schools. In Sokoto State, LEAD conducted a similar training on February 22–24, 2016, for educators from Bodinga, Dange/Shuni, and Isa LGAs, and then on March 1–3, 2016, for Silame, Ilela, and Wamakko LGAs, which provided teachers and facilitators with knowledge and skills on the effective ways of rendering psychosocial counseling. LEAD also conducted a three-day workshop on management information systems for MDAs in Sokoto State on March 2–4, 2016, to strengthen the use of the systems in management and administrative decision making for effective service delivery in basic education.

In the area of health governance, on March 21–24, 2016, LEAD conducted an action planning workshop on the State Strategic Health Development Plan (SSHDP) in Bauchi State focusing on the strategic objectives, intervention areas, and activities that would support the implementation of the overall health plan in 2016 to 2020.

On water maintenance and services improvements, LEAD continued to empower communities to scale up and sustain water maintenance strategies put in place in the CLGAs in Bauchi State. The project facilitated a review meeting by stakeholders on

March 7–17, 2016, to look at the progress made in the implementation of SIPs for basic education in the eight CLGAs in Bauchi.

LEAD conducted a follow-up meeting with parent–teacher associations (PTAs) and school-based management committees (SBMCs) in Bauchi, reviewed a Bauchi State strategic document on improving access to basic education, and conducted a dissemination workshop on the outcomes and findings from schools and community mappings conducted in Sokoto State. For health governance, LEAD supported the development of action plans, building of consensus, and costing of activities for the 2016–2020 SSHDP in both Bauchi and Sokoto states. For service delivery, roll out of PHC service improvement plan (SIP) in Bauchi was supported; we conducted the adoption of the community partnership project (CPP) implementation manual by stakeholders in Bauchi State; supported implementation of SIPs for basic education and PHC delivery in the CLGAs of Sokoto State; and conducted a public hearing on the draft human resources for health (HRH) policy implementation guidelines in Sokoto State. Updates on water services maintenance were also reported in both Bauchi and Sokoto states.

In Bauchi State, LEAD conducted the deployment of service improvement plan (SIP) Methodology to nonformal education (NFE) sector in August; in addition, communities increased their ownership of water maintenance in CLGAs of Bauchi State and a two-day workshop held throughout September 2016 on networking and experience sharing on SIPs Implementation in the CLGAs.

In Sokoto State, the project conducted a 2-day workshop on September 18–19, 2016, that focused on improving access to basic education/primary healthcare and maintenance of schools/health facilities.

### **Rivers State Activities' Implementation**

*Objective 1: (Strengthened local government capacity and increased transparency of local government operations)*

LEAD actively worked with the three Round 2 CLGAs that were selected in September 2015: Bonny, Tai, and Obio/Akpor. LEAD administered the LGDF assessment and supported production of a capacity development plan for Bonny LGA. The project involved all three CLGAs and their communities in participatory strategic planning, and facilitated town hall meetings on community priority setting. To empower CLGAs with the knowledge of and skills in increasing their IGR, LEAD conducted a comprehensive workshop on the IGR improvement strategy throughout October–November 2015; as a result, all six Rivers CLGAs (Akuku-Toru, Bonny, Khana, Obio/Akpor, Okrika, and Tai) developed IGR improvement strategies and implementation plans. In addition, LEAD introduced a tool to assist stakeholders (CSOs and LGAs) in mapping all community-based business organizations in the CLGAs, which will contribute to solidifying local revenue base. The highlight of the LEAD's first-quarter activities was our advocacy for and subsequent facilitation of the process of domestication of the Nigerian Fiscal Responsibility Act. In cooperation with the Ministry for Local Government Affairs (MOLG) and Office of the State Auditor-General for Local Governments, LEAD brought together representatives from the CLGAs to draft the Fiscal Responsibility for LGAs Bill. The government and CSO stakeholders intend that the continuing process will culminate in adoption by the State House of Assembly and subsequent implementation by all 23 local governments in Rivers of the Fiscal Responsibility for LGAs Law, which will contribute to anticorruption measures.

In Rivers State in the second quarter of the reporting period, on February 1–5 and February 8–12, 2016, LEAD conducted training sessions for external and internal auditors of the 23 LGAs in Rivers State on the content and application of the Audit Manual and facilitated a workshop on IPSAS Compliant Budgeting and Financial Reporting in Rivers State for the six CLGAs February 29–March 2, and March 29–31, 2016. LEAD also provided a three-day leadership and management training for key officials of the three Round 2 LGAs on February 23–25, 2016, while subgrantee Center for Creative Development Strategies (CCDS) conducted a workshop on participatory budgeting for community representatives in Obio/Akpor LGA.

Also during January–March 2016, CSO partners conducted a series of activities to empower community structures in Rivers State. Accord for Development (ACCORD) organized a training session on effective engagement with CLGAs for community representatives and ward development committees (WDCs); Community Initiative for Enhanced Peace and Development (CIEPD) conducted a capacity building training for CDCs and CBOs on community needs assessment, resource mobilization, public expenditure tracking and budget advocacy strategies in Akuku-Toru LGA; CCDS facilitated a town hall meeting on citizens' participation in local governance in Obio/Akpor LGA, and a one-day workshop on participatory budgeting for community representatives in Obio/Akpor. Support for Mankind Development Initiative and CIEPD mobilized the communities of Okrika and Akuku-Toru for a tax enlightenment rally on January 25, and March 15, 2016, respectively. CSO partners working with the LGA council staff have commenced mapping of business communities in CLGAs and undertaken activities to strengthen documentation in Tai and Bonny LGAs.

In Rivers State, LEAD conducted a reassessment of Round 1 CLGAs using the LGDF, paid a sensitization visit to the new commissioner for the Ministry of Local Government Affairs and OAGLG, conducted a town hall meeting on government stewardship and accountability, empowered community structures in CLGAs, presented IGR improvement strategy and implementation plan for validation, and conducted awareness campaign for taxpayers in four CLGAs.

The inauguration of ward development committee in Obio/Akpor CLGA took place, and capacity building for community development committees in Bonny CLGA was conducted.

#### *Objective 2 (Increased capacity of local organizations)*

To enhance capacity of the local partners in Rivers, LEAD conducted an OCA for two new CSO grantees—Development and Leadership Institute (DLI) on October 2, 2015, and CCDS on October 15, 2015—and assisted them in developing capacity building plans based on identified strengths and weaknesses. LEAD continued to mentor a coalition of local CSOs that concentrates on the issues of good governance, Right Path for Development Initiative (RPDI) and supported a two-day retreat for their executive members, which was focused on RPDI organizational development. LEAD also conducted an in-depth monitoring and evaluation (M&E) training for our six CSO partners<sup>3</sup> receiving grants, to steer local organizations toward results-oriented activities that produce measurable outcomes.

In January–March 2016, LEAD Rivers State CSO grantees focused their activities on capacity building for community empowerment structures and on conflict sensitivity and peace building in CLGAs. A training of trainers on financial management, town hall

<sup>3</sup> The six subgrantees include ACCORD, CCDS, CIEPD, DLI, RPDI, and Support for Mankind Development Initiative.

meetings, and workshops held throughout the quarter for internal auditors and participatory budgeting engaged stakeholders in acquiring knowledge and skills and providing their input in the community-based project interventions.

LEAD conducted a strategic plan development workshop for CSOs and network, established a partnership with the State Ministry for Social Welfare and Rehabilitation, monitored CSOs on successful proposal writing and resource mobilization, and trained CSOs on advocacy and media engagement.

LEAD supported the public presentation of Rivers State CSO Directory, and conducted a project close-out and dissemination conference on August 30, 2016.

*Objective 3: (Service delivery and local economic development)*

To strengthen service delivery in the CLGAs, LEAD supported formation of the SDTs and development of SIPs. LEAD also held a series of activities to promote community-led total sanitation (CLTS). Through partnership with the Rural Water Supply and Sanitation Agency (RUWASSA) in Rivers State, LEAD convened a planning meeting with representatives of the six LEAD CSO partners on October 14, 2015, to start the process. Additional CLTS events were workshops held with representatives of water, sanitation, and hygiene (WASH) Units, WASH committees (WASHCOMs), community development committees (CDCs), and partner CSOs of the LEAD CLGAs. The workshops strengthened the ability of local stakeholders to promote sanitation in their communities and to oppose open defecation. Energized by the LEAD workshop, participants created a CLTS network and collaborated to organize Open Defecation-Free Campaigns across the CLGAs. LEAD supported this grassroots initiative, because it brought together CLGAs and their communities in a close partnership to improve sanitation and stimulated demand for improved service delivery.

In the second quarter of the reporting period (January–March 2016), CSOs assisted CLGAs to address water and sanitation problems by holding town hall meetings; with facilitation from CCDS, a town hall meeting on WASH was held at the Obio/Akpor council secretariat February 18, 2016, and another town hall meeting to end open defecation in Obio/Akpor LGA was held on February 29, 2016. Similarly, LEAD subgrantee ACCORD organized a town hall meeting on January 29, 2016, in Khana LGA secretariat to promote open defecation-free communities.

To promote local economic development in Rivers, LEAD conducted a workshop on December 14, 2015, on the power of cooperatives. The workshop, facilitated by LEAD's staff and operators of a renowned microfinance institution, Rivers State Microfinance Management Agency (RIMA), brought together community members, CSOs, and representatives of the local government councils from CLGAs to harness the benefits of cooperatives for economic development. As an outcome of the workshop, LEAD partnered with RIMA to obtain its assistance with implementing local economic development activities.

On February 22, 2016, LEAD initiated a training of enumerators for local infrastructure mapping in Khana LGA, to improve management and utilization of local government resources; and on March 15, 2016, in the same CLGA, initiated the domestication of Rivers State Water, Sanitation, and Hygiene Policy.

Subgrantees, with support from LEAD, also initiated advocacy and sensitization activities and then planning actions through the second quarter of the reporting period, in preparation for implementation of community partnership projects (CPPs) and youth economic empowerment programs at the LGAs.

We conducted a quarterly meeting on CLTS on April 13, 2016, also conducted a mapping of local infrastructures, and roundtable discussion on service delivery and citizens' participation in local governance; and conducted training on entrepreneurship and small business management for beneficiaries of youth economic empowerment program.

### **Crosscutting Issues**

**Gender Mainstreaming.** On November 23–24, 2015, LEAD facilitated a workshop on mainstreaming gender into local governance and community development projects in Rivers State, supported the identification of basic education champions and development of advocacy strategies for girls enrollment in schools in Bauchi and Sokoto, and conducted a workshop to review the 2015 budgets and plan to mainstream gender into the 2016 local government and state budgets in Sokoto.

LEAD provided technical support to the Ministry of Education, State Agency for Mass Education (SAME), and nonformal learning centers in Sokoto State on best practices in adult education management, instruction, and supervision, which will reinforce the centers and stimulate enrollment.

In the second quarter of the reporting period, women leaders participated in Obio/Akpor CLGA's participatory budgeting workshop held on March 17, 2016. Their participation ensures that women provide input about the community's needs; and shift the paradigm so that future budgeting exercises address women's issues and priorities.

During the July–September 2016 reporting period in Sokoto State, LEAD supported the revival of the State Council on Education to galvanize the communities' support on mainstreaming gender and improve education access and retention for girls in the state.

The meeting that occurred on July 18, 2016, was attended by MDAs such as the Ministry of Women Affairs, Ministry of Religious Affairs, Emirate Council, SBMCs, PTAs, CBMCs, Ministry of Health, Chairmen of CLGAs, members of State House of Assembly, donor partners, Sokoto Small and Medium Enterprise Development, and CSOs.

During the meeting, participants discussed the following issues: the alarming rate of out-of-school children particularly girls, school security and safety, gender-inclusive sensitivities and standards (e.g., determining the locations of schools to ensure girls safety), classroom environment's inconducive atmosphere for learning, inadequate and unqualified teachers, locations of schools, effects of poverty as a barrier to girls' education.

A subcommittee was set to look into the strategies that were suggested to bridge the gender gaps and also develop a frame work in schools that is girl friendly.

Some of their recommendations to bridge the gender gap are as follows:

- Making infrastructural improvements such as providing chairs tables, and constructing toilet facilities for girls' education
- Mobilizing community, traditional, religious leaders, and stakeholders to advocate on the importance of educating girls
- Identifying risk factors and barriers associated with girls' receiving an education
- Ensuring economic empowerment of parents, especially female members of the household who tend to be the most vulnerable to economic hardships
- Advocating for domestication of gender policy on education

- Legislation prohibiting girls from working as street vendors selling goods instead of attending school
- Conducting house-to-house sensitization of community based on lessons learned from previous immunization campaigns
- Providing guidance and counseling service should be encouraged among the female teachers in the school.

The honorable commissioner for education also enjoined LEAD to organize the meeting on a quarterly basis and should cover all the champion and nonchampion LGAs. A total of 76 participants (57 men and 18 women) attended the meeting.

**Communications.** LEAD produced 1,500 copies of the October–December 2015 edition of the *LEADing Innovation* newsletter for distribution to partners and key stakeholders in Bauchi, Sokoto, and Rivers states. The newsletter highlighted our key accomplishments from activities conducted in education and health governance and service delivery. LEAD also provided technical support to CSO partners in Bauchi and Sokoto states on the production of information, education, and communication (IEC) materials such as posters and handbills that were used during enrollment campaign activities at the LGA levels.

In Rivers State, LEAD also actively collaborated with mass media outlets to disseminate information about our activities, with several events featured on radio and TV programs. Specifically, LEAD coordinated the Community-Based Strategic Plan Development Workshop for Tai CLGA and the Gender Mainstreaming Workshop that was held on November 23–24, 2015, which were featured on the *African Independent Television* and *Today's FM Radio Station*, respectively.

In the January–March 2016 reporting period, CIEPD in Rivers State conducted a tax rally that was featured in the *Beacon* newspaper, and in a published blog, [robygoldblog.com](http://robygoldblog.com).

## 2.2 Implementation Status

### **Objective 1: Strengthened Local Government Capacity and Increased Transparency of Local Government Operations**

#### *Training Workshop on Leadership and Management Skills for Stakeholders on Access to Basic Education in Bauchi and Sokoto States*

In Bauchi, LEAD conducted a three-day training workshop on Leadership and Management Skills for key stakeholders on basic education October 12–17, 2015. The training was implemented in collaboration with the Bauchi State Universal Basic Education Board (SUBEB) and MOLG for LGEA representatives from Ningi, Katagum, Gamawa, and Dass CLGAs (October 12–14, 2015), and then for representatives from LGEAs from Bauchi, Jama'are, Misau, and Kirfi CLGAs (October 14–17, 2015). A total of 88 participants (87 men and 1 woman), representing 10 from each of the focal LGEAs, attended the training. They included the deputy chairman, Bauchi State House of Assembly Committee on Education; director of Planning and the EMIS officer from SUBEB; Education secretaries; directors, chairmen, and secretaries of SBMCs and CEFs; and representative of the Commissioner of MOLG. Some of the major challenges identified during the training as barriers to accessing basic education in Bauchi State included the following:

- Teacher postings and transfers are centralized under the SUBEBs instead of

localized at the LGEAs

- Unqualified teachers may be recruited or hired based on political patronage, rather than a due process based on merit
- Primary schools may be constructed in areas where they are not needed or without incorporating the needs of the community or consulting with the LGEAs, SBMCs, and CEFs
- MOLGs may purchase and allocate teaching equipment and materials through the joint account without consulting with LGEAs on their priority needs
- Payments of teachers' salaries by the MOLG on behalf of the LGEAs result in several irregularities, including areas of promotion, annual salary increases, and allowances
- Teaching and non-teaching staff are not equitably distributed between urban and rural areas, leading to over-staffing in some schools and under-staffing in others
- Schools and teachers face a lack of effective supportive supervision, which results in poor pupil attendance, retention, and completion
- Primary school teachers are transferred and assigned to manage junior secondary schools (JSS), thus creating a loss of institutional knowledge and teaching experience at the primary level
- Traditional leaders have abandoned their role of assisting in enforcing pupils' daily attendance and ensuring discipline
- The variation between teachers' salaries and the salaries of other cadres and the shelving of certain allowances affect teachers' morale.

To address the prioritized/selected challenges, training workshop participants followed the action plan for implementation as shown in **Table 2**.

**Table 2. Action Plan to Improve Basic Education**

Issue	Action	Responsibility	Time Frame <sup>a</sup>
Functions and autonomy of LGEAs should be fully restored	Advocacy to House of Assembly and SUBEB	CEFs, SBMCs, Non-Academic Staff Union, and National Union of Teachers	Nov 2015
Lack of effective supervision of schools and teachers	Formation of committees on supervision/visitation to schools	Education secretary (ES), Service Improvement Teams, CEFs, SBMCs, and Management Staff	Nov 2015–Jan 2016
Enrollment, retention, and completion	Sensitization/mobilization of communities	LGEAs, CEFs, SBMCs, and Service Improvement Team	Oct–Dec 2015
Inadequate classrooms and furniture in schools	Advocacy to SUBEB	SBMCs, CEFs, ES, and Chairmen of LGAs	Dec 2015

Issue	Action	Responsibility	Time Frame <sup>a</sup>
Increase learning ability	Inter-school quiz and competitions	Quiz and debate committees	Oct–Dec 2015

<sup>a</sup> Since the meeting and action items were developed, the Standing Committees have been established in Bauchi, Gamawa, Jama'are, Katagum, Misau, and Ningi LGAs. Advocacy visits were conducted (see discussion near Table 3 on the next page).

Similarly, in Sokoto State, LEAD conducted a two-day training in each of the three zones on leadership and management for education stakeholders in the Round 2 CLGAs December 14–23, 2015. A total of 119 participants (97 men and 12 women) drawn from the 12 LGEAs attended the training program in three selected zones (Kebbe, Isa, and Gudu). The participants included education secretaries, deputy education secretaries, school services, chairmen of SBMCs, chairmen of CEFs, PTA representatives, and heads of schools.

Some of the leadership and management challenges identified during the training included political interference, unwillingness of some parents to enroll their children in school, absenteeism of teachers, lack of proper division of labor, financial problems, staff development, teachers' welfare, and inadequate supervision by education management.

#### Key Results

- Stakeholders developed an action plan for improved access to basic education
- Synergy created among CEFs, SBMCs, SUBEB, and MOLG on basic education
- Education secretaries committed to conducting a step-down training on leadership and management skills at the LGEA level for sectional heads and supervisory headmasters
- Chairmen and secretaries of SBMCs and CEFs from various focal LGEAs held a one-day state-level meeting with the support of LEAD to carry out advocacy visits to SUBEB, the Ministry of Education, State House of Assembly, Executive Governor of Bauchi State, and traditional rulers to address some of the challenges to access to basic education in Bauchi State
- Capacity, spirit of team work, and collaboration between the key stakeholders strengthened.

#### *State-Level Roundtable Discussion with SBMCs and CEFs in Bauchi*

As a follow-up to the Leadership and Management Skills training held in October 2015, LEAD facilitated a roundtable discussion in Bauchi on November 5, 2015. The discussion was held to address some of the major access problems and to map out strategic measures and advocacy plans for engaging state government agencies, traditional rulers, and the general public to meet these challenges. Because some of the issues raised during the October 2015 training required state intervention, we convened this meeting to discuss strategies and plan for advocacy to the State House of Assembly, MOLG, Teachers' Service Commission, SUBEB, and other critical stakeholders. After careful deliberations and considerations during the one-day discussion, a seven-member committee was formed and tasked with paying advocacy visits to their identified state-level stakeholders (the MDAs). A timeframe from November



to mid-December 2015 for the actions of the committee was agreed upon, after which the committee would provide feedback (discussed below). The committee members included the state chairman and secretary of CEF, the state chairman and secretary of SBMC, the Yeriman Bauchi and district head of Alkaleri, the district head of Udubo in Gamawa CLGA, the district head of Wandii in Dass CLGA, and the chief imam of Misau Central Mosque.

A total of 33 participants (32 men and 1 woman) from the eight focal LGEAs attended the one-day roundtable discussion. The participants included chairmen and secretaries of SBMCs and CEFs. LEAD's chief of party Tijjani Mohammed opened the meeting.

**Table 3** provides the work plan that the committee developed at the roundtable. (It should be noted that the original proposed time frames were adjusted to accommodate the availability of members of the Bauchi State House of Assembly; activities were shifted to occur in January 2016.)

In January 2016, committee members wrote and submitted a letter to the State House of Assembly that outlined the key challenges/issues hindering access to basic education listed in Table 3; the House of Assembly members promised to investigate any complaints and take appropriate actions as needed to address citizens' concerns.

**Table 3. Work Plan to Be Implemented by the Committee**

Issue	Actions	Responsibility	Time Frame
Teacher postings and transfers are centralized under the SUBEBs instead of localized at the LGEAs	<ul style="list-style-type: none"> <li>Advocacy to the State House of Assembly, Teachers' Service Commission, and SUBEB on decentralization of teachers' posting</li> </ul>	Committee of 7	Second week of December 2015
Unqualified teachers may be recruited or hired based on political patronage	<ul style="list-style-type: none"> <li>Advocacy to State House of Assembly, Teachers' Service Commission and SUBEB to revert back to the teachers recruitment and development policy</li> </ul>	Committee of 7	Second week of December 2015
Primary schools may be constructed in areas in which they are not needed or without regard for the needs of the community or consultation with the LGEAs, SBMCs, and CEF	<ul style="list-style-type: none"> <li>Advocacy to House of Assembly, Teachers' Service Commission and SUBEB</li> <li>Contracts should be awarded to one vendor not multiple</li> <li>Contractors should always consult with SBMCs/CEFs and ES to identify locations where schools should be built/refurbished and contract mechanism</li> </ul>	Committee of 7	Second week of December 2015

Issue	Actions	Responsibility	Time Frame
Purchase and allocation of teaching materials by the MOLGs through joint projects without consulting LGEAs about their needs and priorities	<ul style="list-style-type: none"> <li>Each LGA should forward its priorities/needs to MOLG for review and procurement</li> </ul>	Committee of 7	Second week of December 2015
Payment of teachers' salaries by the MOLGs on behalf of the LGEAs results in several irregularities	<ul style="list-style-type: none"> <li>Advocacy to MOLG on the need to address discrepancies in salaries and allowances of teachers in the field and other staff</li> </ul>	Committee of 7	Second week of December 2015
Teaching and non-teaching staff are not equitably distributed between urban and rural areas, leading to over-staffing in some schools and under-staffing in others	<ul style="list-style-type: none"> <li>Advocacy to House of Assembly, Teachers' Service Commission, and SUBEB</li> </ul>	Committee of 7	Second week of December 2015
Lack of effective supervision to schools and teachers results in poor pupils' attendance, retention, and completion	<ul style="list-style-type: none"> <li>Supervisor should be qualified (knowledge and experience)</li> <li>Need to revive training centers like ERC (Education Resource Center) to train supervisors</li> <li>SBMCs and CEFs should organize periodic supervisions of schools</li> </ul>	Committee of 7	Second week of December 2015
Transfer of primary school teachers to manage JSS reduces the pool of experienced teachers at the primary level	<ul style="list-style-type: none"> <li>Advocacy to Bauchi State House of Assembly, Teachers' Service Commission, and SUBEB on the need for transfer of primary school teachers to revert back to LGEAs;</li> <li>Transfer teachers from JSSs back to primary schools</li> <li>Need to merge some JSSs with primary schools</li> </ul>	Committee of 7	Second week of December 2015

Issue	Actions	Responsibility	Time Frame
Traditional rulers no longer serve as support in enforcing pupils' daily attendance and discipline in primary schools.	<ul style="list-style-type: none"> <li>Courtesy/advocacy visits to traditional rulers on the need to ensure pupils' attendance and discipline in schools</li> </ul>	SBMCs and CEFs	Second week of December 2015
Variation between teachers' salaries and other cadres and non-payment of certain allowances affects teachers' morale	<ul style="list-style-type: none"> <li>Advocacy to Bauchi State House of Assembly, Teachers' Service Commission and SUBEB</li> </ul>	Committee of 7	Second week of December 2015
Lack of full CLGA/LGEA autonomy in Nigeria	<ul style="list-style-type: none"> <li>Advocacy to Bauchi State House of Assembly and Ministry of Education</li> </ul>		Second week of December 2015

#### *Improvement of Internally Generated Revenue*

In Bauchi State, LEAD supported one of our subgrantees, the Young Men's Christian Association (YMCA), to conduct an IGR mobilization training workshop in Katagum and Gamawa CLGAs on October 8–9, and October 21–22, 2015. The objectives were to identify the current revenue sources of the CLGAs and LGEAs, assess their potential for increased revenue mobilization, and also identify areas of improvement. The training enabled the CLGAs to identify gaps in their current revenue mobilization and ways to ameliorate them.

At the end of the training, the representatives from Gamawa and Katagum CLGAs developed IGR improvement plans that identified several gaps in revenue mobilization, actions to be taken to address the issues, and persons responsible for addressing the gaps. The plans covered the period between November 2015 and January 2016. The CLGAs commenced implementation of the IGR improvement plans by purchasing new computers for their revenue departments, repairing vehicles for the revenue departments, and developing plans for the provision of allowances to revenue collectors. In the January–March reporting period, the Gamawa and Katagum CLGAs have updated information on all eligible tax payers and have increased allowances for revenue collectors. Since then, both CLGAs have increased their revenue. For instance, in Gamawa LGA, revenue rates were increased for food stuffs, cash crops, and domestic animals. This has improved Gamawa's revenue base to about 500 percent. In Katagum, all revenue leakages were tightened.

In the same vein, LEAD also supported our subgrantees in Bauchi State to conduct a one-day tax enlightenment and education campaign in the eight CLGAs (Misau, Jama'are, Gamawa, Ningi, Dass, Bauchi, Katagum, and Kirfi). The tax enlightenment campaign, which took place at the conference halls of the CLGAs on November 16, and December 1, 2015, was held in collaboration with the CLGA stakeholders, facilitated by LEAD's subgrantees Bauchi State Network of CSOs (BASNEC), YMCA, Women Development Association for Self-Sustenance (WODASS), Rahama Women Development Program (RWDP), Fahimta Women and Youth Development Initiative (FAWOYDI). A total of 358 participants (343 men and 15 women) from the eight CLGAs

attended the enlightenment campaign. They included community-based organizations (CBOs), WDCs, traditional rulers, members of the tax payers' forum, and LGA officials. T-shirts, face caps, posters, and handbills were shared with stakeholders during the campaign to support the subgrantees in developing tax payer recognition of the importance of paying taxes for better and improved services.

#### Key Results

- Jama'are, Misau, and Ningi CLGAs have commenced discussions and interactions with key tax payers to address some of the issues raised during the campaign, such as renovating and extending markets and motor parks, reviewing tax rates, etc. Plans are underway in Misau for the LGA to sponsor and conduct its own tax campaign.
- CLGAs agreed to conduct quarterly interactive sessions with key stakeholders in the revenue sector as well as to address some of the issues raised during the campaign.
- Ultimately, each participating CLGA has seen an improvement in their tax collections.

#### *Training on Budget/IPSAS and Constituency Outreach*

As a follow-up to the orientation training conducted by LEAD for newly elected members of the Bauchi State House of Assembly in August 2015, there was a request from the members for additional training support from the project. LEAD, in collaboration with the legislative arm, conducted training for members on budget/IPSAS and constituency outreach techniques December 14–16, 2015, in Kaduna. All of the elected members and staff of the State House of Assembly, led by the speaker and the clerk, attended the workshop. The activity enhanced the capacity of elected lawmakers with the much-needed skills and techniques on public financial management (in particular, in the budgeting process), especially with regard to IPSAS. The training also provided participants with enhanced knowledge of the processes of effective community mobilization and participation in governance and promoted inclusion of community priority projects in the state government budgetary allocations. A total of 39 participants (30 members and 9 Assembly staff, including 2 women) attended the training.

#### Key Results

- Capacity of the legislators on budget process, constituency outreach, and greater responsiveness to the citizens' needs enhanced
- Members saw the need for and promised to open constituency offices
- Members saw the need for transparent and accountable budget formulation and implementation at state and LGA levels in Bauchi State

#### *Reassessment of LGDF in the Eight CLGAs of Bauchi State*

In Bauchi State, LEAD facilitated another reassessment of the LGDF in the eight CLGAs (Bauchi, Dass, Gamawa, Jama'are, Katagum, Kirfi, Misau, and Ningi) on January 18–February 2, 2016. The reassessments were conducted in the conference halls of the respective CLGAs to gauge the impact of the LEAD Project's interventions from inception in 2010 in the seven key functional areas (strategic policy and planning, project planning and implementation, institutional and personnel development, assets and infrastructural management, financial management, service delivery, and external

relations). In addition, the reassessment was meant to serve as a yard stick to determine the CLGA's areas of strength and weaknesses in order to map- out steps that would further improve the CLGAs' performance and also institutionalize the annual LGDF assessment process at the Local Government Service Commission (LGSC).

A total of 318 participants attended the reassessment in the eight CLGAs, each meeting bringing together 15 LGA staff and 25 participants from CSOs/CBOs, traditional/religious leaders, women's groups, youth, the business community, physically challenged community members, etc. **Table 4** shows the number of participants, disaggregated by gender.

**Table 4. LGDF Reassessment Meeting Participants**

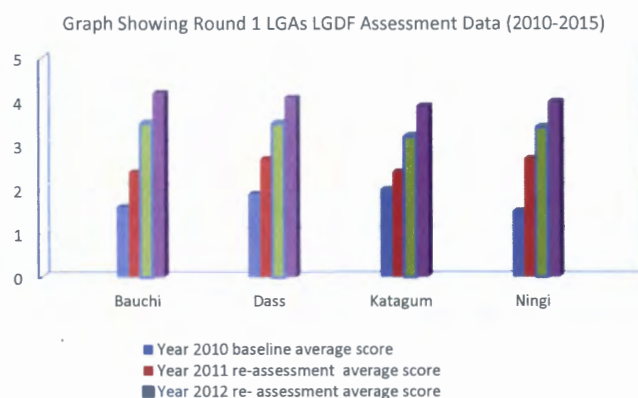
LGA	Total Participants	Men	Women
Misau	40	38	2
Katagum	40	33	7
Gamawa	40	36	4
Jama'are	40	37	3
Dass	39	33	6
Ningi	38	29	9
Kirfi	40	35	5
Bauchi	41	36	5
Total	318	277	41

Annual LGDF reassessment data demonstrate substantial impact of the LEAD project's intervention, from the 2010 baseline score to the appreciable progress level reached in 2015 by the CLGAs in general operations and performance, as indicated in **Table 5** and **Table 6** and **Figure 1** and **Figure 2** below.

**Table 5. Round 1 CLGA LGDF Scores from Baseline to 2015**

Round 1 CLGAs	Year 2010 Baseline Average Score	Year 2011 Reassessment Average Score	Year 2012 Re-Assessment Average Score	Year 2015 Reassessment Average Score
Bauchi	1.6	2.4	3.5	4.2
Dass	1.9	2.7	3.5	4.1
Katagum	2.0	2.4	3.2	3.9
Ningi	1.5	2.7	3.4	4.0

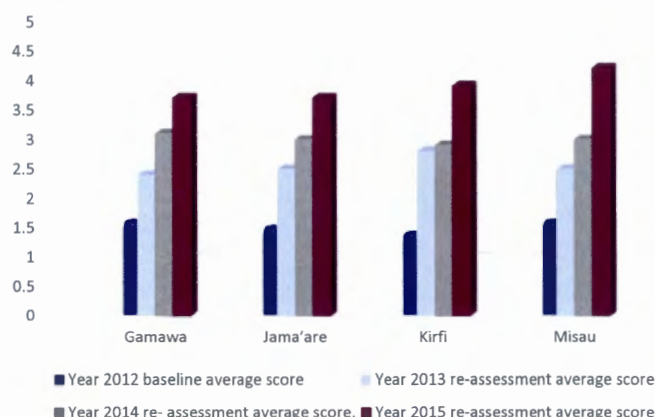
**Figure 1. Round 1 CLGAs LGDF Assessment Data (2010–2015)**



**Table 6. Round 2 CLGA LGDF Scores from Baseline to 2015**

Round 2 CLGAs	Year 2012 Baseline Average Score	Year 2013 Reassessment Average Score	Year 2014 Reassessment Average Score	Year 2015 Reassessment Average Score
Gamawa	1.6	2.4	3.1	3.7
Jama'are	1.5	2.5	3.0	3.7
Kirfi	1.4	2.8	2.9	3.9
Misau	1.6	2.5	3.0	4.2

Figure 2. Round 2 CLGAs LGDF Assessment Data (2012–2015)



### Key Results

- There has been a steady improvement in the general operations and performance of the CLGAs based on the 2015 LGDF reassessment scores indicated above.

### Stakeholders' Consultative Forums Analyze Proposed Bauchi State 2016 Health and Education Budgets

In Bauchi, LEAD supported the state government by conducting a Budget Consultative and Analysis Forum for stakeholders in the health and education sectors. The consultative sessions on 2016 health budget sector took place on February 29–March 1, 2016, at River Edge Hotel, Bauchi. A total of 41 participants (24 men and 17 women) attended the health forum. Participants included directors of LGA PHC services; deputy directors from the Ministry of Health, Primary Health Care Development Agency (PHCDA), MOLG, Bauchi State Agency for the Control of HIV/AIDS, Tuberculosis and Malaria (BACATMA); and representatives from various CSOs and media. A similar forum was organized in the same place for education sector stakeholders on March 3–4, 2016. A total of 24 participants (23 men and 1 woman) attended, including heads of local government administration, education secretaries, and representatives from SUBEB, SBMCs, CEFs, and the media.

Besides engaging the participants in the overall review of the 2016 proposed state budget, the forums allowed stakeholders to conduct a detailed analysis of proposed health and education budgets as well as of gender-related issues. They encouraged stakeholders to appreciate government funding of these key sectors in the budget and to provide inputs that will ensure their greater alignment with citizens' priorities and needs. Similarly, the forums gave the participants an opportunity to provide constructive criticisms on allocations, and increased the capacity of CSOs and the media to advocate and track timely budget releases and implementation. At the end of the stakeholders

consultative forums, advocacy committees on both health- and education-related issues were formed to attend the public hearing planned by the Bauchi State House of Assembly as well as to address various health and basic education issues with the relevant organizations.

Key Results:

- Advocacy committees on health and basic education issues agreed to participate in the proposed public hearing on the 2016 budget to be conducted by the Bauchi State House of Assembly.

*LEAD Trained Officials from the Sokoto and Bauchi States OAGLG and MOLG on the Application of the Audit Manual*

In Sokoto, LEAD conducted a five-day training on the content and use of the newly developed Audit Manual for the OAGLG in Sokoto State from February 22 to 26, 2016. With this activity, the project provided technical assistance to the OAGLG and MOLG to build capacity of the executive branch and state employees to effectively perform their audit functions and to improve internal control mechanisms in local government operations. This training promoted accountability and transparency in the CLGAs' operations, in line with Objective 1 of LEAD. Participants included the state auditor-general for Local Governments, deputy auditor-general for Local Governments, external auditors for the 23 LGAs of Sokoto State, and directors of LGA Pensions, Internal Audit, LGA Audit, Primary Education Pension, Planning, Finance and Supply, and Administration, all from the OAGLG. In all, 35 participants (33 men and 2 women) attended the training.

Similarly, the second session of the five-day in-depth technical training for internal auditors and inspectors of 23 LGAs and selected MDA officials in Sokoto State took place February 29–March 4, 2016. With this activity, LEAD provided technical assistance to the state and local governments by training their staff on the content and application of the Audit Manual for improved internal control mechanisms and audit functions in the local governments. The activity enhanced professional expertise of the officers and stimulated interactive discussions, peer learning, and experience sharing that have reinforced transparency and accountability of local government operations. Pre- and post-tests were administered in the beginning and end of the training to gauge the capacity development of the participants as a result of the intervention. Test results showed a measurable accumulation of knowledge. Participants developed an action plan for transforming newly acquired skills into action and to step-down training to other LGA officials. Participants included 23 LGAs internal auditors and local government inspectors and the directors of Monitoring and Inspectorate, Local Government Matters, and Planning, along with the internal auditor and deputy director of Local Government Matters, all from the Ministry for Local Government and Community Development. Twenty-seven participants attended the training, all of them men.

Hand in hand with the project intervention in Sokoto, LEAD provided technical assistance to the state government of Bauchi by training the staff of the OAGLG on the content and application of the Audit Manual, for improved internal control mechanisms and audit functions in the local governments. The five-day professional training activity, conducted at the State Game Reserve in Yankari, Bauchi, from March 7–11, 2016, enhanced skills of the officers for improved auditing of the LGAs and stimulated interactive discussions, peer-to-peer learning, and experience sharing that will reinforce internal controls, transparency, and accountability of local government operations. Pre- and post-tests in the beginning and end of the activity reflected on the level of new



knowledge that the participants obtained as a result of the training. On the last day of the activity, participants developed an action plan to improve LGA auditing functions of the state government and to address such issues, among others, as a need for adequate supply of materials and computers, staff accommodation at the workplace, and their professional development. The action plan would also address better collaboration among state functionaries with responsibility for local government affairs, such as MOLG, LGSC, Pension Board, OAGLG, and SUBEB. Forty government officials have been trained (38 men and 2 women), including 4 directors from the OAGLG, 6 area controllers, 6 area auditors, 10 audit team leaders, 10 assistant team leaders, and 3 pension auditors. The auditor-general for Local Government had a prominent role in this event, organized by LEAD in close cooperation with the state government.

Key Results:

- Capacity of Sokoto State and LGA audit officials built on accountability and transparency in the local government operations
- Action plan developed for step-down trainings to LGA officials. The first round of step-down trainings for LGA and LGEA internal auditors were conducted; a second round of training is currently being developed for directors in State MDAs.
- Technical support provided to the Bauchi Office of State Auditor-General for Local Government, with capacity of external auditors for LGAs in the state built
- Action plan to improve state government LGA audit functions, with clear steps, responsibilities, and timeframe identified.

*Training of the Trainers' Workshops on Financial Management for Health and Education Managers in Sokoto*

LEAD conducted two two-day trainings of trainers for Basic Education officials and for PHCDA of Sokoto State. The activity was designed to train education and health managers on financial management; improve their functional skills of recording and analyzing financial transactions of both revenue and expenditure; forge synergy, understanding, and good working relationship between the Finance Unit and the Internal Audit Unit of these organizations; further boost transparency in budget and procurement processes, and services related expenditure; and prepare participants for a step-down training targeting the above objectives. Action plans were developed at the end of the training and the Ministry of Education conducted a step-down training on financial management for all of their parastatal departments. The Ministry of Finance postponed its training and will reschedule in FY17.

During the training of trainers for education managers, conducted February 1–2, 2016, the SUBEB secretary gave approval for stepping down the training to all other basic education staff in charge of finance and budget. The executive governor of Sokoto State called the SUBEB secretary thanking USAID/RTI's LEAD Project for supporting his education initiative by conducting this training. Participants included education secretaries; the SUBEB secretary; officials from SAME and the State Agency for Nomadic Education; all directors of SUBEB; directors of Administration, Planning and Finance from the Ministry of Education; representatives of the OAGLG and state; the secretary of the Sokoto State House of Assembly House Committee on Education; director of the treasury of the Ministry of Finance and director of the budget from the Ministry of Budget and Economic Planning. Thirty-two participants attended the training (25 men and 7 women).

Similarly, during the training of trainers for health sector managers that took place on February 4–5, 2016, participants were made up of the PHCDA Secretary; all directors of PHCDA; directors of Administration, Planning and Finance from the Ministry of Health and Hospital Services Management Board; representatives of the Offices of the Auditor-General for Local Government and State; the secretary of the Sokoto State House of Assembly Health Committee; the director of internal audit from the Ministry of Finance, and the schedule officer in charge of health from the Ministry of Budget and Economic Planning. Twenty-five participants attended the training (21 men and 4 women).

At the end of the workshops, participants made the following recommendations to improve financial management in health and education MDAs:

- Internal auditors should be independent in the discharge of their responsibilities for effective financial management
- There should be a specific budget for recruitment of women teachers
- Internal auditors should be insulated from undue political interference in the discharge of their functions for effective financial management
- The State Strategic Health Plan must be developed and implemented
- Auditing should be conducted periodically for health agencies and departments
- The health sector should not be subjected to political interference in the procurement process
- The Medium-Term Sector Strategy in Sokoto State should be developed to serve as basis for budgeting process
- Adequate M&E mechanisms should be put in place
- Finance and Audit departments should work hand in hand for efficient financial management.

An action plan that will facilitate the implementation of step-down training on financial management for staff of the health sector MDAs was developed at the end of the workshop. As aforementioned, the Ministry of Education conducted a step-down training.

#### *Support to Joint State and Local Government Technical Planning Committee*

In the January–March 2016 reporting period, LEAD supported the Sokoto State Joint State and LGA Technical Planning Committee meeting that took place on March 10, 2016. The quarterly meeting addressed budget allocations in the state government budget that were directly affecting programs, projects, and service delivery at the local government level. Four thematic groups were formed to tackle various issues, such as to identify projects in the 2016 state budget that were proposed by CLGAs for inclusion as a result of community priority settings; to review Social Development Goals against the baselines; to develop terms of reference for the Budget Tracking and Monitoring Subcommittee that will be formed at the next meeting; and to identify policies, projects, and programs included in the 2016 state budget that have direct impact on the provision of service delivery to the communities. Strategies and recommendations were proffered to guide the workings of the subcommittees and address all the issues identified. Participants included service directors from the Ministry of Budget and Economic Planning, directors of Planning from MDAs, planning officers from the 23 LGAs of

Sokoto State, and selected WDC leaders. In all, 63 participants (42 men and 21 women) attended the meeting.

*Training for the Local Government Internal Auditors on the Content and Application of the Audit Manual in Bauchi*

- In Bauchi, LEAD conducted a four-day step-down capacity building training for officers involved in local government audit functions. The training was the second round of support designed to guide users of the Audit Manual that was recently produced in collaboration with the OAGLG.<sup>4</sup> The training took place from April 4 to 7, 2016, at River Edge Hotel, Bauchi. The participants included internal auditors of local governments and LGEAs. Senior auditors from OAGLGs that benefited from the first round of training in March 2016 formed the core team of resource persons with an external consultant serving as the lead facilitator. The training focused on applying principles described in the Audit Manual to internal audit procedures. The key objectives of the training were to support the OAGLG and the management of each CLGA in Bauchi to develop their capacity on the internal controls and audit functions of their respective offices. This was to ensure a uniform method of internal reporting in all the LGAs in the state. At the end of the training, a clear action plan was developed to guide the use of the manual (*Annex B*).
- A total of 46 participants (45 men and 1 woman) attended the training. They comprised 20 local government internal auditors, 20 LGEA internal auditors, and 6 staff from the OAGLG.

Key Results:

- The training established the connection between the Audit Manual and the capacity of internal auditors to carry out functions in line with the principles and procedures outlined in the manual
- Enhanced commitment of the OAGLG to partner with relevant state offices to secure a better environment for internal audit function at LGAs and LGEAs
- A channel of direct communication between the OAGLG and internal auditors to facilitate real-time exchange of information and whistle blowing was established
- Procedures to establish Audit Alarm Committee as prescribed in the Model Financial Memoranda was agreed upon
- Action plan to address issues that arose during the training with clear decisions on steps to take, responsible parties, and time frame was developed.

*Advocacy Visit to the OAGLG to Monitor Implementation/Progress of Action Plans in Bauchi*

As a follow up to the first round of the training conducted on the Audit Manual in March 2016, LEAD paid an advocacy visit to the OAGLG. A meeting was held with auditor-general and his directors on June 14, 2016, to find out the level of implementing the action plans that were developed during the training and the step-down training conducted for LGA internal auditors held from April 4 to 7, 2016. The goal of the meeting was to assess the level of commitment, sustainability of efforts, and progress made to address the challenges identified during the training; we discovered that some positive

<sup>4</sup> Refer to the LEAD Semiannual Report October 2015–March 2016 for more information about the Audit Manual.

steps were being taken by the OAGLG in addressing the challenges. A total of 12 (all males) management staff attended the meeting. **Table 7** and **Table 8** summarize the extent of implementation compared with the action plans developed during the two rounds of training held in March and April 2016.

**Table 7. Implementation of Action Plan on Audit Manual Training (First Round) Held at Yankari Game Reserved, Bauchi, March 7–11, 2016**

S/No.	Challenges/Issue	Action Taken	Results	Remarks
1.	Lack of tailored ethical guide for auditors in the OAGLG	Consultation is in progress	Set aside	First draft of code of ethics is in progress. This process was halted once we learned that guidelines must be made at the national level instead of state level.
2.	Inadequate supporting tools for auditors	No action	No results	Limited funds continue to be an issue
3.	Insufficient human resources	No action	No action	Funding for additional staff to be included in 2017 budget
4.	No implementation of audit recommendations	Preliminary discussion with chief Clerk Bauchi State House of Assembly	Further discussion will continue after the State House of Assembly starts its new session	In progress
5.	Inadequate office space	No action	No results	Limited funds
6.	Lack of accommodation for auditors conducting field inspections	No action	Awaiting the implementation of 2016 budget	Is in 2016 approved budget
7.	Gaps in the Audit Manual	Copies restricted to staff of OAGLG	Staff are studying the manual	Comments are expected. Gaps that would cover LGAs and not restricted to State MDAs alone have been identified and will be incorporated in the next round of printing.

**Table 8. Implementation of Action Plan on Audit Manual Training (Second Round) Held at Riveredge Hotel Resort, Bauchi, April 4–7, 2016**

S/N	Challenge/Issue	Action Taken	Results	Remarks
1.	Lack of internal audit reporting template	Reporting template developed	Reports received from Dambam and T/Balewa LGAs	A reporting template has been developed by the OAGLG already.
2.	No frame work for quarterly internal auditors reporting	Framework developed	Yielded results	Completed
3.	No structured career development for internal auditors	Liaised with LGSC	In progress	Discussion still ongoing because Commission members have just been appointed into office
4.	Only one woman among the 40 internal auditors	OAGLG has liaised with LGSC on gender inclusiveness	In progress	Process has started and will continue through the budgeting cycle
5.	Lack of working materials and necessary equipment	No action	No result	MOLG to include in 2017 budget
6.	Non-functional Audit Alarm Committee	Letters have been written to activate audit alarm committees	Audit alarm committees reactivated	Awaiting actions by the various committees
7.	No presentation of internal audit report to the local government councils	Internal audit reports are now presented by some local governments (e.g., Dambam, T/Balewa LGA)	There is improvement	Other LGAs (Katagum, Dass, and Shira) submitted reports
8.	Challenges of independence where internal auditors work within the local government of their origin	Discussion is ongoing between the OAGLG and LGSC	LGSC has agreed to take action	The OAGLG is awaiting the LGSC's actions. Now that the last LGSC members have been appointed progress is expected in FY17

*Advocacy Visit to the LGSC on the Transfer of LGA Staff*

LEAD held another follow-up meeting with the permanent secretary of the LGSC of Bauchi on Tuesday June 14, 2016, to discuss the issue of rampant transfer of staff from LEAD's CLGAs to non-CLGAs. We recommended that staff transfers should be made within the eight LEAD-supported CLGAs to maintain sustainability of the project's

interventions. The permanent secretary assured us that that the request will be addressed and promised to fully collaborate with the LEAD Project to achieve our goals.

*Support to Non-CLGAs in Bauchi State on Tax/Fee Base Mapping/Inventorying/Enumeration Training*

As a result of the successful tax mapping and inventory intervention provided to Bauchi State by the LEAD Project, which led to increase of IGR increase in the CLGAs, the executive chairman of Bauchi State Board of Internal Revenue requested that LEAD provide technical support to the non-CLGAs to improve the state's overall internal revenue profile. This was agreed at a meeting with the executive chairman on Wednesday, June 15, 2016, in his office. LEAD was mandated to provide technical support to the board during a planned training on tax mapping and enumeration to all eight CLGAs.

The tax mapping exercise enabled the LGAs to identify potential tax payers as well as identify new revenue sources for the LGAs to strengthen their IGR. The initial trainings were conducted in the LGAs' conference halls June 21–July 19, 2016. Overall, in June, 23 participants from each LGA comprising 8 LGA directors, 1 revenue officer, 9 revenue staff/collectors, 5 representatives of the tax payers and two representatives from the Office of the Board of Internal Revenue were trained.

The first round of the non-CLGAs included Zaki LGA with a total attendance of 29 participants (all men), Shira LGA with a total of 28 participants (all men), Itas/Gadau LGA of 25 participants (all men), Giade LGA had a total of 25 participants (24 men and 1 woman), Dambam LGA with 25 participants (all men), Darazo LGA with 25 participants (24 men and 1 woman), and Warji LGA with 25 participants (all men). The objectives of the training were to support the non-CLGAs in strengthening the transparency of their revenue mobilization through a system that allows for conduct inventor of all the eligible tax/fee payers with high value taxes and fees, to improve accountability in IGR mobilization at the LGA level, increase the IGR of the LGAs for improved service delivery, ensure efficiency in revenue collection and management by the LGAs, and strengthen the LGAs' management control systems in IGR mobilization.

**Key Results**

- Participants identified unutilized revenue sources with significant potentials for revenue generation.
- Participants are fully trained to lead tax mapping and enumeration in their respective LGAs

*Feedback on Community Priority Needs of Basic Education and Primary Health Care Services Included in the 2016 LGAs' Budget in Bauchi State*

**Table 9. Katagum LGA Community's Priority Needs on Primary Health Care Included in 2016 Budgets**

S/N	Geo Code	Project Title	Amount Voted (N)	Location
1.	23010106	Purchase of van	20,000,000.00	Bulkachuwa

S/N	Geo Code	Project Title	Amount Voted (N)	Location
2.	23010122	Purchase of medical equipment's/materials	40,000,000.00	Ward level
3.	23020102	Construction of staff quarters	40,000,000.00	Gambaki
4.	23020106	Construction of primary health center	67,000,000.00	Nassarawa 'B' Azare
5.	23020118	Provision of infrastructures	45,000,000.00	Ward level
6.	23030105	Repairs of health facilities	43,000,000.00	Ward level
7.	23040105	Provision of water	20,000,000.00	Ward level
8.	23010112	Provision of furniture	2,000,000.00	Matsango
9.	23030101	Repairs/renovations	10,000,000.00	Ward level
10.	23020127	Construction of incinerator	11,000,000.00	Ward level
<b>Total</b>			<b>298,000,000.00</b>	

After the first extension of the LEAD Project for 21 months from November 2014 to June 2016 to ensure sustenance of the gains made by Northern Education Initiative (NEI) and Targeted States High Impact Project in the basic education and health care sectors, LEAD facilitated community priority needs assessments on basic education and primary health care in the eight CLGAs from June 8 to 30, 2016.

The exercise enabled CLGAs/LGEAs to implement projects that will directly address constituents' needs, whereas previously authorities usually implemented projects that had little or no direct bearing on citizens' needs. LEAD recently carried out a reassessment to confirm the inclusion of these community priority needs in the 2016 annual budget development. The encouraging results show a significant improvement in the ownership drive of the budget process by citizens as can be seen in *Tables 9–17*.

**Table 10. Katagum LGA Community's Priority Needs on Basic Education Included in 2016 Budgets**

S/N	Geo Code	Project Title	Amount Voted (N)	Location
1.	23020107	Construction of 2 blocks of classrooms and store	68,400,00.00	Ward level

S/N	Geo Code	Project Title	Amount Voted (N)	Location
2.	23010118	Construction of toilets	5,400,000.00	Dagaro and Ragwam
3.	23010112	Provision of furniture	55,100,000.00	Ward level
4.	23010112	Installation of boreholes	6,650,000.00	Ward level
5.	23020119	Renovation of classrooms	11,300,000.00	Ward level
6.	23010125	Construction of library	12,900,000.00	Bakin Kasuwa 'A'
7.	23020119	Provision of uniforms	1,600,000.00	Gangai and
8.	22020302	Provision of text books	47,638,000.00	LGEA
9.	23020107	Construction of laboratory	19,200,000.00	Bakin Kasuwa 'A' and Bakin Kasuwa 'B'
10.	23010103	Construction of staff quarters	27,600,000.00	Gangai, Bidir, Yaju and Madara
11.	23020107	Fencing	32,620,000.00	Yaju and Buskuri
12.	22020601	Recruitment/hiring of security staff	3,828,700.00	LGEA
13.	22020501	Training and in-service training of teachers	300,000.00	LGEA
<b>Total</b>			<b>224,136,700.00</b>	

**Table 11. Gamawa LGA Community's Priority Needs on Basic Education included in 2016 Budgets**

S/N	Geo Code	Project Title	Amount Voted (N)	Location
1.	20520701	Renovation of primary school	5,000,00.00	Alagarno
2.	20520701	Renovation of JSS	10,000,000.00	Alagarno
3.	20520705	Completion of primary school	3,000,000.00	Gololo North
4.	20520704	Renovation of nursery/primary school	10,000,000.00	Gamawa South Primary School
5.	20520703	Renovation of day primary school	15,000,000.00	Gamawa North Primary School
6.	20520709	Renovation of primary school	5,000,00.00	Korganemi



S/N	Geo Code	Project Title	Amount Voted (N)	Location
7.	20520211	Construction of new classrooms	5,000,00.00	Marana
8.	20520706	Construction of primary school	5,000,00.00	Lamido Bange
9.	20520702	Completion of primary school	3,000,000.00	Kuluwa
10.	20520704	Completion of primary school	3,000,000.00	Ibrahim
11.	20520704	Completion of primary school	3,000,000.00	Gayau Sengo
12.	20520714	Completion of primary school	2,000,700.00	Dallori
13.	20520718	Completion of primary school	3,000,000.00	Garin Makama
14.	20520715	Completion of primary school	3,000,000.00	Kiri Kasosi
15.	20520716	Completion of primary school	3,000,000.00	Kankare
16.	20520717	Completion of primary school	5,000,000.00	Kesa
<b>Total</b>			<b>63,000,700.00</b>	

**Table 12. Gamawa LGA Community's Priority Needs on Primary Health Care Included in 2016 Budgets**

S/N	Head	Subhead	Project Title	Amount Voted (N)	Location
1	23020101	20520701	Construction of Dispensary at Alagarno	5,000,000.00	Sabon Gari
2	23020101	20520702	Construction of Dispensary at Ganelboji	5,000,000.00	Ganelboji
3	23020101	20520703	Construction of Dispensary at Jungudori	5,000,000.00	Jungudori
4	23020101	20520707	Construction of Maternity at Jadori	5,000,000.00	Jadori
5	23020101	20520708	Construction of Maternity at Kachallari	5,000,000.00	Kachallari

S/N	Head	Subhead	Project Title	Amount Voted (N)	Location
6	23020101	20520709	Construction of Health Clinic at Jullahi	5,000,000.00	Jullahi
7	23020101	20520710	Construction of Dispensary at Lariski	5,000,000.00	Lariski
8	23020101	20520711	Construction of Maternity at Bakori	5,000,000.00	Bakori
9	23020101	20520712	Completion of Dispensary at Danchuwa	2,000,000.00	Danchuwa
10	23020101	20520713	Completion of Dispensary at Agwado	1,500,000.00	Agwado
11	23020101	20520713	Completion of Dispensary at Katsinawa	1,500,000.00	Katsinawa
12	23020101	20520713	Completion of staff quarters at Bulaburin	2,000,000.00	Bulaburin
13	23020101	20520717	Construction of dispensary at Gubori	5,000,000.00	Gubori
14	23020101	20520711	Construction of dispensary/staff quarters at Yarimari	10,000,000.00	Yarimari
15	23020101	20520711	Construction of dispensary/staff quarters at Karakafchi	10,000,000.00	Karakafchi
16	23020101	20520710	Construction Of dispensary/staff quarters at Lafiyari	10,000,000.00	Lafiyari
17	23020101	20520704	Construction of Maternity clinic/staff quarters at Kubdiya	10,000,000.00	Kubdiya
18	23020102	20520712	Construction of staff quarters at Tarmasuwa	20,000,000.00	Tarmasuwa

S/N	Head	Subhead	Project Title	Amount Voted (N)	Location
19	23020102	20520718	Construction of staff quarters at Kaigamari	20,000,000.00	Kaigamari
20	23020102	20520711	Construction of staff quarters at Marana	20,000,000.00	Marana
21	23020102	20520712	Construction of staff quarters at Nainawa	20,000,000.00	Nainawa
22	23020102	20520716	Completion of Maternal Child Health Care (MCHC) Udubo	30,848,899.00	Udubo
23	2003105	20520715	Rehabilitation of Health Centers	10,000,000.00	6 PHCs
24	23040105	20520700	Water pollution prevention and control	5,000,000.00	Across the LGA
<b>Total</b>				<b>217,848,899.00</b>	

**Table 13. Ningi LGA Community's Priority Needs on Primary Health Care Included in 2016 Budgets**

S/N	Head	S/Head	Project Title	Amount Voted (N)	Location
01	2302	0106	Construction of new health facilities	84,000,089.00	in the 18 wards
02	2303	0105	Renovation of PHCs	40,000,000.00	in the 18 wards
03	2301	0122	Procuring medical equipment	18,000,000.00	in the 18 wards
<b>Total</b>				<b>142,000,089.00</b>	

**Table 14. Ningi LGA Community's Priority Needs on Basic Education Included in 2016 Budgets**

S/N	Head	S/Head	Project Title	Amount Voted (N)	Location
01	21	010101	Recruitment/posting of qualified teachers	280,412,946.00	Government junior secondary school (GJSS)/primary schools
02	23	010112	Supply of furniture	45,000,000.00	Ningi LGEA headquarters, GJSS and primary schools
03	23	020107 030106	Establishment of new primary schools, construction of new classrooms & rehabilitation of existing primary schools	107,500,000.00	GJSS and primary schools
04	23	050103	Hiring effective supervisors	25,000,000.00	GJSS and primary schools
05	22 22	0210 0310	Enhanced, teachers motivation, and welfare	30,000,000.00	But GJSS and primary school teachers
<b>Total</b>				487,912,946.10	

**Table 15. Jama'are LGA Community's Priority Needs on Primary Health Care Included in 2016 Budgets**

S/N	Head	S/Head	Project Title	Amount Voted (N)	Location
01	Jama'are 230301 230201 220205	A 23030105 23020106 22020501	<ul style="list-style-type: none"> <li>Upgrading of maternity to PHC</li> <li>Construction of dispensary</li> <li>Deployment of additional qualified health Staff</li> </ul>	1,000,000.00 Pending <sup>a</sup> 200,000.00	Jama'are A Beguwa Jama'are
02	Jama'are 230301 220210 220210	B 23030105 22021004 22021004	<ul style="list-style-type: none"> <li>Upgrading of under-five clinic to maternity</li> <li>Provision of toilet</li> </ul>	Pending <sup>a</sup> 500,000.00 Pending <sup>a</sup>	Jama'are B Kogi River Bank Jama'are B

S/N	Head	S/Head	Project Title	Amount Voted (N)	Location
			<ul style="list-style-type: none"> <li>Fencing of under-five clinic</li> </ul>		
03	Jama'are 230201 220210 220204	C 2302106 22021004 22020406	<ul style="list-style-type: none"> <li>Construction of Maternity</li> <li>Provision of Toilet</li> <li>Construction of refuse collection center</li> </ul>	Pending <sup>a</sup> 670,000.00 500,000.00	Jama'are C Jama'are C Jama'are C
04	Jama'are 220210 220205 230101	D 22021004 22020501 23010106	<ul style="list-style-type: none"> <li>Fencing of dispensary</li> <li>Posting of qualified health staff</li> <li>Purchase of ambulance</li> </ul>	Pending <sup>a</sup> 200,000.00 Pending <sup>a</sup>	Abuja Ward Jama'are D Jama'are D
05	D/jeji 210201 221205 230201	A 23020106 22020501 23020116	<ul style="list-style-type: none"> <li>Extension of ward</li> <li>Posting of qualified health personnel</li> <li>Construction of Drainage</li> </ul>	Pending <sup>a</sup> 200,000.00 1,200,000.00	D/jeji PH D/Jeji PHC D/Jeji PHC
06	D/Jeji 220210 230201 220205	B 22021004 23020105 22020501	<ul style="list-style-type: none"> <li>Fencing of PHC Health Clinic and Maternity</li> <li>Provision of water facilities</li> <li>Posting of qualified health staff</li> </ul>	Pending <sup>a</sup> 1,800,000.00 200,000.00	S/Kafi, Marmaji & Mabai S/Kafi, Marmaji & Mabai S/Kafi, Marmaji & Mabai
	D/Jeji 230261 230201 220205	C 23020116 23021005 220202501	<ul style="list-style-type: none"> <li>Completion of PHC</li> <li>Provision of water facilities</li> <li>Posting of qualified health staff</li> </ul>	Pending <sup>a</sup> 9,000,000.00 200,000.00	Haraa D/Jeji C D/Jeji C
08	D/Jeji 230201 230201 220205	C 2302010 23020102 220202501	<ul style="list-style-type: none"> <li>Completion of PHC construction of staff quarters</li> </ul>	Pending <sup>a</sup> Pending <sup>a</sup> 200,000.00	Hanafari Hanafari Hanafari

S/N	Head	S/Head	Project Title	Amount Voted (N)	Location
			<ul style="list-style-type: none"> <li>Posting of qualified health staff</li> </ul>		
09	Galdimari 230201 210101	23020105 21010101	<ul style="list-style-type: none"> <li>Provision of water facilities</li> <li>Recruitment of security personnel</li> </ul>	1,800,000.00 720,000.00	Galdimari PHC Galdimari PHC
10	Jurara 230201 220205 230101	23020105 22020501 23010106	<ul style="list-style-type: none"> <li>Provision of water facilities</li> <li>Posting of qualified health staff</li> <li>Purchasing an ambulance</li> </ul>	1,800,000.00 200,000.00 Pending <sup>a</sup>	Jurara PHC Jurara PHC Jurara PHC
11	Lariye 230201 230201 230101	23020106 23020106 23010106	<ul style="list-style-type: none"> <li>Construction of Maternity</li> <li>Upgrading of dispensary to PHC</li> <li>Purchasing an ambulance for referral cases</li> </ul>	Pending <sup>a</sup> 1,500,000.00 Pending	Lariye PHC Lariye PHC Lariye PHC
12	Dakodako Yangamai 220205 230101 230201	22020501 23010122 23020106	<ul style="list-style-type: none"> <li>Posting of qualified health staff</li> <li>Supply of medical equipment</li> <li>Construction of maternity</li> </ul>	200,000.00 2,000,000.00 Pending <sup>a</sup>	Yangamai Yangamai Ayass

<sup>a</sup>Pending means that all approvals have been received, but will be transferred to the 2017 budget.

**Table 16. Jama'are LGA Community's Priority Needs on Basic Education Included in 2016 Budgets**

S/ NO.	CHALLENGE	ACTION TAKEN	RESULTS	REMARKS
1.	Centralization of posting and transfer of Teachers at SUPEB headquarters instead of the usual practice by LGEAs	The matter was addressed during the education secretaries weekly meeting at SUBEB Headquarters	Transfer returned to LGEAs	Done
2.	Recruitment of unqualified teachers based on political consideration by	Discussed in the LGEA management meeting and	Resolved that NCE should be the	Done

S/ NO.	CHALLENGE	ACTION TAKEN	RESULTS	REMARKS
	allocating slots to stakeholders in place of due process	forwarded to SUBEB chairman	minimum teaching qualification for	
3.	Siting of Primary schools constructions without or limited reference to priority needs and consultation with the LGEAs, SBMCs and CEFs	Forwarded to SUBEB for further considerations	The issue was resolved with proximity considered for siting new primary school	Done
4.	Purchase and allocation of teaching equipment/materials through LGA's Joint Projects without relating to LGEAs on their needs and priorities.	Advocacy visit was paid by the SBMC, CEF and LGEA authority to the Member in the State House of Assembly	Promised to consider the priority setting using EMIS Tool box for budgetary allocations	In process
5.	Delay in implementing teacher's promotions in time affect their morale	Forwarded to SUBEB for further action	Awaiting	In process
6.	Mal- distribution of Teaching and none Teaching staff between urban & rural areas leads to over and under staffing in some schools	Forwarded to SUBEB Chairman	A committee was constituted to look into it	In process
7.	Lack of effective supervision to schools results to poor pupil's attendance, retention, completion and management of school's furniture and equipment	Inadequate and non-payment of running cost to LGEA for more than 6 months. Complain was forwarded to SUBEB	A committee constituted which include LGEA, CEF and SBMCs to monitor school activities	In process
8.	Movement of primary school teachers to manage JSS has negative impact on the teaching strength at primary level and the supervisory role of LGEAs.	LGEA, SBMC, CEF and other stakeholders resolved to improvise before government intervention.	Voluntary teachers provided in some Schools	Situation improved
9.	Lack of effective supervision to schools results to poor pupil's attendance, retention, completion and management of school's furniture and equipment.	LGEA management and the SBMC came out with strategies on improving supervision	Attendance and retention improved	Completion and transition improved
10.	The shelving of certain allowances of Teachers transferred to administrative needs re-consideration	Observation was reported to SUBEB	Awaiting	In process
11.	Lack of full LGA/LGEA autonomy in Nigeria	Paid advocacy to National assembly member representing Jama'are Constituency	Awaiting	Awaiting

**Table 17. Misau LGA Community's Priority Needs on Basic Education Included in 2016 Budget**

S/N	Head	S/Head	Project Title	Amount Voted (N)	Location
01	22	22020102	Local travels and transportation	3,300,000	Misau LGEA
02	22	22020308	Advocacy aids and materials	1,200,000	Misau LGEA
03	22	22020310	Construction of Toilet	3,000,000	Hardawa Gwaram
04	22	23010122	Purchase of teaching materials	2,750,000	Misau LGEA
05	23	23010125	Purchase of library books	13,000,000	Beti Jarkasa Zadawa
06	23	23020107	Construction of classrooms	250,000,000	Beti south Ajili Zadawa "A" Zadawa "B"
07	23	23030110	Rehabilitation of existing classrooms	5,500,000	Jarkasa Beti North
08	23	23030115	Installing new boreholes and repairing solar pumps	2,200,000	Hardawa Beti/Maffarwo D/Kasuwa
<b>Total</b>				<b>280,950,000</b>	

**Table 18. Misau LGA Community's Priority Needs on Primary Health Included in 2016 Budget**

S/N	Head	S/Head	Project Title	Amount Voted (N)	Location
01	230201	23102010	Construction of maternity	47,000,000	Gundari Ward Sarma Sirko
02	230391	23030105	Renovation of dispensary	12,000,000	Gwaram Gugulin Sarma Kakudi North
03	230201	23020126	Construction of drainages	3,000,000	Hardawa
04	220205	22020501	Local training	2,200,000	
05	23010	2301022	Purchase medical equipment	22,000,000	Beti Jarkasa Zadawa



S/N	Head	S/Head	Project Title	Amount Voted (N)	Location
06	23010	23030127	Updating ICT materials	250,000	PHCDA
07	230501	23050102	Monitoring and evaluation	600,000	PHCDA
<b>Total</b>				<b>87,050,000</b>	

*Feedback on the Implementation of the Action Plan from the Leadership and Management Training Conducted for Basic Education Stakeholders in Bauchi State*

LEAD in collaboration with the Bauchi SUBEB conducted a three-day leadership and management training on basic education for key education stakeholders at Yankari Game Reserved on October 12–17, 2015, and a one-day roundtable discussion on November 5, 2015. The training was to strengthen the capacity of education managers to effectively meet the current needs and challenges of basic education. At the end of the training, 11 major challenges hindering access to basic education in Bauchi State were identified, an action plan was developed, and a seven-member committee was formed to pay advocacy visits to all relevant agencies to address the challenges. In the Jama'are CLGA, the committee at the LGEA level undertook the following actions as shown in **Table 19**.

**Table 19. Jama'are LGEA Action Plan Implementation on Challenges Hindering Access to Basic Education**

S/N	Challenge	Action Taken	Results	Remarks
1.	Centralization of posting and transfer of teachers at SUBEB headquarters instead of the usual practice by LGEAs	The matter was addressed in the education secretaries weekly meeting at SUBEB headquarters	SUBEB's role in teacher assignments has been restored	Completed
2.	Recruitment of unqualified teachers based on political consideration by allocating slots to stakeholders instead of due process	Discussed in the LGEA management meeting and forwarded to SUBEB chairman	Agreement reached that only teachers that have received National Certificate of Education	Completed
3.	Siting of primary schools construction without or limited reference to priority needs and consultation with the LGEAs, SBMCs, and community education forums (CEFs)	Forwarded to SUBEB for further considerations	Allocated in the state 2017 budget	In process
4.	Purchase and allocation of teaching equipment/materials through LGA's Joint Projects without consulting LGEAs on their needs and priorities	Advocacy visit was paid by the SBMC, CEF, and LGEA authority to Member State House of Assembly	Awaiting result	In process
5.	Delay in paying teachers' their promotions affects their morale	Forwarded to SUBEB for further action	Awaiting	In process

S/N	Challenge	Action Taken	Results	Remarks
6.	Unequitable distribution of teaching and non-teaching staff between urban and rural areas leads to over- and under-staffing in some schools	Forwarded to SUBEB Chairman	Teacher posting now managed by LGEA	In Process
7.	Lack of effective, supportive supervision of schools results in poor pupil attendance, retention, completion, and management of school's furniture and equipment	Inadequate and non-payment of running cost to LGEA for more than 6 months. Complaint was forwarded to SUBEB	A standing committee was established between LGEA, SBMCs, CEFs, PTAs, and WDCs for monitoring	Completed and transition improved
8.	Movement of primary school teachers to manage JSS creates loss of institutional knowledge and teaching experience at the primary level and usurps the supervisory role of LGEAs.	LGEA, SBMC, CEF, and other stakeholders resolved to provide volunteer support as a stop-gap measure while the government deliberates	Voluntary teachers provided in some schools	Situation improved
9.	The shelving of certain allowances for teachers transferred to administration should be reconsidered	Observation was reported to SUBEB	Awaiting	In Process
10.	Lack of full LGA/LGEA autonomy in Nigeria	Conducted advocacy to National Assembly member representing Jama'are Constituency	Awaiting	Awaiting

#### *LGDF Reassessments in Rounds 1 and 2 CLGAs in Sokoto State*

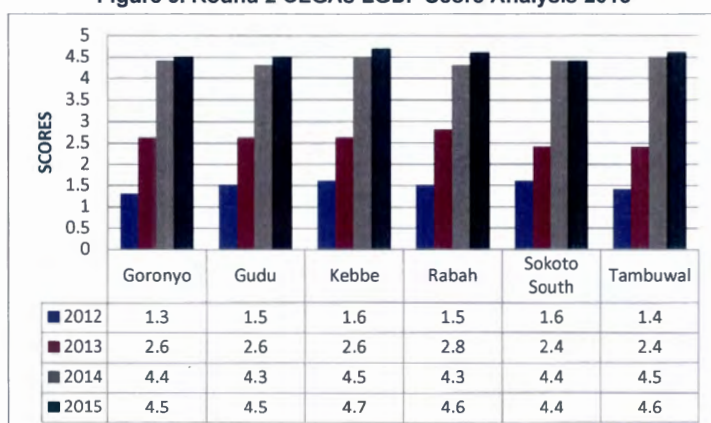
In Sokoto, LEAD conducted LGDF reassessments of Rounds 1 and 2 CLGAs April 4–May 6, 2016, to determine the level of progress. This reassessment was conducted in all 12 CLGAs in Sokoto State (i.e., Bodinga, Dange/Shuni, Goronyo, Gudu, Ilela, Isa, Kebbe, Rabah, Silame, Sokoto South, Tambuwal, and Wamakko). The activity included participation from chairmen of the caretaker committees who are also the directors of Personnel Management, along with the 6 CLGA directors, planning officers, information officers, coordinators of women's activities, and community representatives (traditional leaders, religious leaders, WDC, women's groups, youth groups, and physically challenged). A total of 313 participants attended the workshop in all the 12 CLGAs (275 men and 40 women).

Finally, summaries of the scores were produced according to the functional areas and overall scores for each CLGA, which is compared with the 2012–2015 results are presented in tables and graphs (*Table 19* and *Table 20* and *Figure 3* and *Figure 4*). The final results of the LGDF assessment will be disseminated to the CLGAs in another forum (in FY17) for validation and we will invite the same participants present during the reassessment exercise.

**Table 20. Round 2 CLGAs LGDF Score Analysis 2012–2015**

	2012	2013	2014	2015
Goronyo	1.3	2.6	4.4	4.5
Gudu	1.5	2.6	4.3	4.5
Kebbe	1.6	2.6	4.5	4.7
Rabah	1.5	2.8	4.3	4.6
Sokoto South	1.6	2.4	4.4	4.4
Tambuwal	1.4	2.4	4.5	4.6

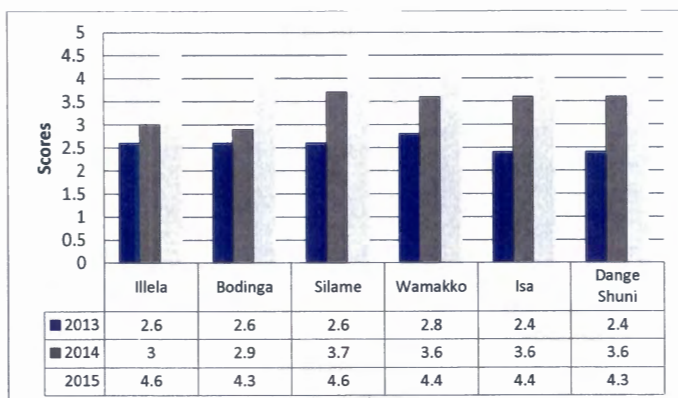
**Figure 3. Round 2 CLGAs LGDF Score Analysis 2015**



**Table 21. Round 1 CLGAs LGDF Score Analysis 2015**

	2013	2014	2015
Ilela	2.6	3	4.6
Bodinga	2.6	2.9	4.3
Silame	2.6	3.7	4.6
Wamakko	2.8	3.6	4.4
Isa	2.4	3.6	4.4
Dange/Shuni	2.4	3.6	4.3

**Figure 4. Round 1 CLGAs LGDF Score Analysis 2015**



*CLGAs' Asset Register and IGR Database Monitoring and Mentoring*

In Sokoto State, the LEAD Project continued to provide an intensive two-day workshop "Asset Register and IGR Database Monitoring and Mentoring Support" to CLGAs from April 25 to 28, 2016, with the activity completed in Wamakko and Dange/Shuni LGAs. Technical assistance to LEAD CLGAs to maintain a comprehensive asset/tax/revenue data pool for effective and efficient council/management decision, supports transparency and accountability in LGA revenue mobilization and generation, and ultimately stimulates its growth. Participants were made up of the directors of Finance, Personnel Management, Agriculture, Public Works, and Health; planning officer, revenue officer, assistant revenue officer, sectional head of Water, officer in charge of Local Government Data/ICT, and coordinators of women's activities. Twenty-three CLGA staff have been trained in Wamakko and Dange/Shuni: 21 males and 2 females.

**Table 22** indicates attendance by LGA, disaggregated by gender.

**Table 22. Attendance Record for Asset Register and IGR Database Workshop**

S/N	LGA	Female	Male	Total
1.	Sokoto South	4	9	13
2.	Bodinga	1	10	11
3.	Illela	1	10	11
4.	Dange/Shuni	1	10	11?
5.	Wamakko	1	11	12?
	<b>Total</b>	<b>8</b>	<b>50</b>	<b>58</b>

**Table 23** is a tabular representation of the details of statuses, achievements, and next steps of the CLGAs toward ensuring the availability of records to strengthen IGR mobilization and generation through improved data management techniques in the CLGAs.



**Table 23. Asset Register and IGR Database Monitoring and Mentoring Dashboard of CLGAs**

CLGA	Status	Achievements	Next Steps	Responsible Partners
Silame	The CLGA has 3 functional computers located in one room with a generator for power.	The CLGA has captured all of the taxpayers' data on record in the database	Collation of asset records from all departments to capture them in the newly installed Asset Management Database template in their computer	Directors, deputy directors and computer operators from each department, LEAD LGSC
Wamakko	Wamakko uses the LGEA's computer room for its ICT needs	The CLGA has transferred all of the taxpayers' data to the database	Wamakko has submitted a copy of the handover document to LEAD, which contains records of the LGA assets	Directors, deputy directors and computer operators from each department, LEAD LGSC
Ilela	The CLGA has started using the former MDG office as its computer room with one installed computer and plans to add 2 more	The CLGA has transferred all of the taxpayers' data to the database	Collation of asset records from all departments in order to capture them in the recently installed asset management database template on their computer	Directors, deputy directors and computer operators from each department, LEAD LGSC
Isa	Isa does not have a dedicated computer room but uses the computer assigned to the Personal Assistant to the DPM for its urgent needs	Some progress has been made toward entry of taxpayer records in the database. There has been no more progress with transfer because of the lack of electricity	IGR database needs to be updated immediately as well as the collation of Asset Record from all departments to capture them in one database (Asset Management Database) template in their computer	Directors, deputy directors and computer operators from each department, LEAD LGSC

CLGA	Status	Achievements	Next Steps	Responsible Partners
Goronyo, Kebbe, Tambuwal, Bodinga, Rabah, Dange/Shuni, Sokoto South, and Gudu	All 8 CLGAs have no existing computer room or set to enable them to capture their records in a computer database. Therefore, no substantial progress towards having their taxpayer/IGR database updated has occurred. It will certainly also hinder the achievement of setting up the Asset Management Database	Kebbe has demonstrated a willingness to immediately renovate a computer room. Dange/Shuni IGR records are said to be with the former P.O of the LGA. This has not been verified yet. Despite having a computer room Sokoto South has been unable to make much progress toward having its database in place. All other remaining CLGAs have no computer room and none of the records available in any computer at the LGA.	LEAD will make plans to ensure that all CLGAs IGR/Asset records are captured in a database	Directors, deputy directors and computer operators from each department, LEAD LGSC

*Support for Step-Down Training on Financial Management by SUBEB for LGEA Basic Education Officials in Sokoto State*

The LEAD Project extended technical support to SUBEB to conduct a two-day step-down training for LGEA Basic Education officials of Sokoto State from April 21 to 22, 2016, thus extending the impact of the project beyond the 12 targeted LGEAs. We trained education managers, administrators, finance and accounting staff on financial management; improved functional skills of education management officials in the areas of recording and keeping financial transactions of both revenue and expenditures; forged synergy, understanding and good working relationships between the Finance Unit and the Internal Audit Unit of these organizations. The training further increased transparency in the budget and procurement processes, enabling more effective and efficient budgeting for service delivery in the basic education sector. At the end of the training, participants developed an action plan to strengthen financial management in LGEAs and other education MDAs. Participants comprised education secretaries from the 11 non-LEAD target CLGAs, selected officials from SAME, State Agency for Nomadic Education, all finance officers from the 23 LGEAs of Sokoto State, selected finance and accounts staff from the Ministry of Basic and Secondary Education, staff of the State OAGLGs. In all, 66 participants attended the training (2 women and 64 men).

*Technical Training on Communication/Advocacy and Strategic Plan for NULGE Officials in Sokoto State*

On June 13–15, 2016, LEAD conducted a three-day technical training on developing a communications, advocacy, and strategic plan for Nigerian Union of Local Government Employees (NULGE) officials in Sokoto State. The training was aimed at building organizational capacity of NULGE in developing and implementing a strategic plan, including its critical goals, objectives, risks, and assumptions. In so doing, NULGE officials' enhanced their knowledge of anticorruption and public expenditure tracking strategies. The training stimulated discussions around actions that place NULGE at the forefront in Sokoto of advocating for local government autonomy.

A total of 36 participants (33 men and 3 women) attended the training workshop. Participants were drawn from 23 LGAs in Sokoto State, and NULGE State officials training was conducted at Karma Guest Hotel Gusau Zamfara State.

*Community Priority Needs on Basic Education and Health Included in 2016 Budgets*

In Bauchi State, LEAD facilitated the development of community priority needs assessment on basic education and primary health care needs in the eight CLGAs and the eight focal LGEAs in Bauchi State. The activity took place from June 8 to 30, 2015 to enable them sufficient time to execute projects based on citizens' prioritized needs. Based on this development, it was encouraging to confirm that the CLGAs/LGEAs have included many of the communities' priority needs in the 2016 annual budget development based on LEAD's advocacy. Including citizens' needs in the budget provides an indication of sustaining the approach for the future as shown in **Tables 24–26** from Bauchi, Dass, and Kirfi LGAs, whereas that of Gamawa, Jama'are, Katagum, Misau, and Ningi were discussed in the LEAD April 1–June 30, 2016 Quarterly Report.



**Table 24. Bauchi LGA: Community Priority Needs on Primary Health Care Included in 2016 Budgets**

S/No	Head	S/Head	Project Title	Amount Voted	Location	Remarks
1	230201	23020105	Provision of water facility (sinking of boreholes)	N100,000,000	K. Dumi, Jamda, Inkil, L/Katagum, Gunli Kurwala, Gungu, Mun B/Kogi, L/Katagum;	
2	230201	23020116	Construction/provision of waterways (drainage/culvert)	N50,000,000	Dispensaries, Dandango, Mararaba, Gwaskwaram PHCs and Galambi, Dan Amar, and Garba Noma P. Schools.	
3	220206	22020605	Cleaning & fumigation services (sanitation & toilet facilities)	N10,000,000	Dan Amar B, Makama Pr. Schools, Dan Kade, Tashar Babaye PHC, Rimin Jahun, and Rumba Disp.	
4	230301	23030105	Rehabilitation/repairs of health facilities	N30,000,000	Kofar Dumi, Dan kade, Jahun PHC, Rimin Jahuri, Dan Dango, Jamda, L/Katagum, Dawaki, and Gungu Disp toilets.	
5	230201	23020106	Construction/provision of health facilities including upgrading & walling/fencing	N190,000,000	Dan Amar B, Tirwun, Dandango, T/Babaye, L/Katagum, Gwaskwaram, PHC, and Kwagwal, Jalingo, Gungu, and Mun Hayi Maternity	
6	230201	23020102	Construction/provision of residential building (staff quarters)	N27,000,000	Gubi, Gunli, Birshi, Kadage, Lukshi dispensaries, and Habli, T/Gambo, Dindima, Dawaki, Doya, Kangere, Rimin Jahun PHCs, and Bayan Fada Mat	Upgrading, expansion, and fencing
7	230201	23020103	Construction/provision of electricity	N34,000,000	Kundu/Durum, L/ Katagum, Miri, Kengere, Zungur, and PHCs	
8	230101	2310122	Purchase of health medical equipment	N40,000,000	Tirwun, Habli, Kengere PHCs, and Inkil, Gwaskwaran PHC, Disp/Mat	
9	230201	23020114	Construction/provision of roads	N150,000,000	Tirwun, Dankade, T/Babaye, L/ Katagum, Dawaki, and Kangere PHCs	
10	220204	22020402	Maintenance of office furniture	N1,000,000	Inkil Dispensary/Rumba PHC	
11	230101	23010105	Purchase of motor vehicle	N30,000,000	Dankade PHC	
					Doya PHC and Birshi Disp/Office	

S/No	Head	S/Head	Project Title	Amount Voted	Location	Remarks
12	230201	23030106	Construction/provision of public schools	N120,000,000	Dan amar B	New establishment

**NOTE.** Out of the total sum of N2,385,946,046 allocated for capital projects in the 2016 budget, N833,000,000 was allocated to the health sector. This amount represents about 35% of the capital costs, which is encouraging.

**Table 25. Dass LGA: Community Priority Needs on Basic Education Included in 2016 Budget**

S/No	Head	S/Head	Geocode	Project Title	Amount Voted	Location
1.	2301	23010124	20530605	Purchase of teaching/learning aids & equipment for literacy classes	N1,000,000	Bakin Kogi
2.	2301	23010124	20530607	Purchase of teaching/learning aids & equipment for literacy classes	N1,000,000	Badel
3.	2301	23010124	20530606	Purchase of teaching/learning aids & equipment for literacy classes	N1,000,000	Bashi
4.	2301	23010124	20530603	Purchase of teaching/learning aids & equipment for literacy classes	N1,000,000	Bundot
5.	2301	23010125	20530604	Purchase of library books and equipment	N4,000,000	Dass Library
6.	2301	23020107	20530602	Construction of public school classrooms	N9,000,000	Sukwana Primary School
7.	2301	23020107	20530611	Construction of public school classrooms	N8,000,000	Dutsen Kura Primary School
8.	2301	23020107	20530601	Construction of public school classrooms	N7,000,000	Lirr Primary School
9.	2301	23020107	20530609	Construction of public school classrooms	N9,000,000	Kwangal Primary School
10.	2301	23020107	20530605	Construction of public school classrooms	N7,000,000	Dorza Primary School
11.	2301	23020107	20530610	Construction of public school classrooms	N5,604,300	Gwa Primary School
12.	2303	23030110	20530604	Renovating the library	N2,526,250	Dass Library

**Table 26. Dass LGA Community Priority Needs on Primary Health Care included I 2016 Budget**

S/No	Head	S/Head	Geocode	Project Title	Amount Voted	Location
1.	230101	23010106	20530600	Purchase of ambulance	N5,000,000	PHC Office
2.	230101	23010106	20530601	Purchase of ambulance	N5,000,000	Bajar Health Center
3.	230101	23010106	20530613	Purchase of ambulance	N5,000,000	Zumbul HC
4.	230101	23010106	20530606	Purchase of ambulance	N5,000,000	Bangim MCH
5.	230101	23010106	20530609	Purchase of ambulance	N5,000,000	Durr Model PHC
6.	230101	23010122	20530600	Purchase of health/medical equipment	N80,000,000	40 health facilities
7.	230201	23020106	20530607	Renovating & upgrading of H/C to PHCs	N13,000,000	Lukshi Maternity
8.	230201	23020106	20530601	Renovating & upgrading of H/C to PHCs	N12,000,000	Bajar Maternity
9.	230201	23020106	20530612	Renovating & upgrading of H/C to PHCs	N11,000,000	Wandi Maternity
10.	230201	23020118	20530601	Fencing	N3,000,000	Bajar Health Clinic
11.	230201	23020118	20530613	Fencing	N5,000,000	Zumbul Health Clinic
12.	230201	23020118	20530605	Fencing	N5,000,000	Badel Health Clinic
13.	230201	23020118	20530602	Fencing	N4,000,000	Baraza PHC
14.	230201	23020118	20530604	Public latrine construction	N6,000,000	Dass Central Market
15.	230201	23030105	20530601	Rehabilitation/repairs of health centers	N5,000,000	Zumbul Dangri H/C
16.	230201	23030105	20530601	Rehabilitation/repairs of health centers	N5,000,000	Galagam Dutse Dispensary
17.	230201	23030105	20530606	Rehabilitation/repairs of health centers	N5,000,000	Butur Dispensary
18.	230201	23030105	20530612	Rehabilitation/repairs of health centers	N5,000,000	Gwaltukurwa Dispensary

S/Nq	Head	S/Head	Geocode	Project Title	Amount Voted	Location
19.	230201	23030105	20530602	Rehabilitation/repairs of health centers	N5,000,000	Gala H/C
20.	230201	23030105	20530602	Rehabilitation/repairs of health centers	N5,000,000	Bandas Dispensary
21.	230201	23020106	20530605	Installation of hand pumped borehole	N2,000,000	Bashi MCH
22.	230201	23020106	20530601	Installation of hand pumped borehole	N2,000,000	Bajar MCH
23.	230201	23020106	20530607	Installation of hand pumped borehole	N2,000,000	Butur Dispensary
24.	230201	23020106	205306011	Installation of hand pumped borehole	N2,000,000	Jalban Dispensary
25.	230201	23020106	20530602	Installation of hand pumped borehole	N2,000,000	Bandas Dispensary
26.	230201	23020106	20530603	Installation of hand pumped borehole	N2,000,000	Dabardak Dispensary

#### *Dissemination of Score Card Assessment Reports in Three CLGAs of Bauchi State*

LEAD facilitated the dissemination of the interactive PDF reports of the community score card survey conducted in 2015 in all the champion LGAs (Misau, Dass and Ningi) of Bauchi State. The community score card was a social audit survey that captured the communities' priority service needs and their perception of LGAs performance in providing service delivery across sectors of governance, health, education, and water and sanitation. The dissemination meetings aimed to provide the results of the survey to LGA council members and community members and identify areas where additional interventions and support are needed.

The first exercise took place in Misau LGA on Tuesday, August 9, 2016, in the LGA council chamber. The acting chairman of the council declared the opening session and actively participated in the dissemination and discussions. Overall, 44 participants (43 men and 1 woman) comprising directors, sectional heads, and representatives of WDCs and CSOs from all 16 wards attended the meeting. PowerPoint presentations of the reports on governance, health, education, and water and sanitation were made, and recommendations on how to address the identified gaps were mapped out. Participants commended LEAD for our support and guidance.

The final dissemination of the interactive PDF reports took place in Ningi CLGA on Wednesday, August 24, 2016, in the LGA council chambers. The newly appointed chairman of the council, Alhaji Sule Wada declared the session open with an opening remark. He commended LEAD for the support provided to the CLGA and pledged a stronger partnership during his tenure. A total of 47 (46 men and 1 woman) participants, including council directors and representatives from CSOs/CBOs, attended the session. PowerPoint presentations of the reports on governance, health, education and water and sanitation were made and recommendations on how to address the identified services gaps were mapped out. Questions, comments and recommendations were made for further consideration in order to close the gaps identified.

#### *Support to Non-CLGAs in Bauchi State on Tax/Fee Base Mapping/Inventorying/Enumeration Training*

As a result of the successes recorded after the tax mapping and inventory intervention provided to Bauchi State by the LEAD Project, namely an increase in IGR for the CLGAs, the executive chairman of Bauchi State Board of Internal Revenue requested that LEAD provide technical support to the non-CLGAs in the state to increase their internal revenue. We provided two rounds of training.

The first round was conducted in the LGAs' conference halls from June 21 to July 12, 2016, with a total of 23 participants from each LGA comprising LGA directors, revenue officer, revenue staff/collectors, representatives of the taxpayers and two representatives from the office of the Board of Internal Revenue.

The second round of the training occurred from July 19 to August 2, 2016 that included Alkaleri LGA, with a total attendance of 27 (all men) participants; Shira LGA with a total of 24 men and 1 woman participants; Bogoro LGA with 23 men and 2 women; Tafawa Balewa with 33 all men; and Ganjuwa with 25 all men.

The objectives of the training were to support the non-CLGAs in strengthening the transparency of their revenue mobilization through a system that allows for inventorying of all the eligible tax/fee payers with high value taxes and fees, to improve accountability in IGR mobilization at the LGA level, increase the IGR of the LGAs for improved service delivery, ensure efficiency in revenue collection and management by the LGAs, and strengthen the LGAs' management control systems in IGR mobilization.

### Key Results

- Participants identified unutilized sources with significant potentials for revenue generation
- Participants fully prepared to lead tax mapping and enumeration in their respective LGAs.

#### *Baseline Assessment on Public Expenditure Financial Management (PEFM) in Kano State*

In partnership with Kano State Ministry of Budget and Economic Planning, LEAD facilitated in conducting a comprehensive self-assessment of Kano state public expenditure financial management on September 20–23, 2016. Designed to be a capacity building activity for MBEP, the assessment aimed to provide a tool that the government could use, with support from the USAID LEAD Project, to assess their own strengths, weaknesses, gaps in processes, procedures, and capacities. Based on the results of the assessment, the government can then identify a range of interventions and improvements to their systems, processes, and capacities, and to develop appropriate solutions. Thus, the problems and solutions will be “owned” by the government rather than being perceived as being imposed from outside. The assessment was grounded in current global best practice approach to PEFM reforms, which tends to emphasize the need to review not only the technical processes, but also the related roles, responsibilities, and information that are required to ensure effective allocation and the use of scarce resources.

Hence, the PEFM Assessment Tool aims to provide a comprehensive review of all aspects of PEFM, including a review of systems and processes, institutional and legal issues, and capacities for PEFM. The results of the assessment, with the assistance of the LEAD Project, will be used to develop a tailored program of support and for discussion with donors on the reliability of the government’s PEFM system and areas where further support would be required for strengthening the system. We incorporated a focus group discussion methodology, and in addition to MBEP, involved other key MDAs, including Ministry of Finance, Health, Education, SUBEB, Water Resources, Environment, Agriculture, and Works, which has responsibility for capital infrastructure projects. Participants included commissioners, permanent secretaries, directors of Budget, Planning, Finance, and budget and planning officers of respective MDAs. An assessment report will be shared with USAID and subsequently disseminated with stakeholders during the second week of October 2016.

#### *Performance Review Workshop on Bauchi State 2016 Budget for Health and Education Sectors with Key Stakeholders in Bauchi*

LEAD conducted a three-day performance review workshop on the Bauchi State 2016 budget focusing on the health and education sectors with key stakeholders at Yankari Game Reserve Hotel in Bauchi September 26–29, 2016. The workshop was declared opened by the permanent secretary of MBEP after a welcome address by the Chief of Party of the LEAD Project. Presentations by relevant MDAs were made and extensive deliberations by participants on the sectoral allocations and the performance level of each budget item with specific attention to basic education and primary health care services. Participants included chairmen of education and health committees from the Bauchi State House of Assembly; permanent secretaries; chairmen of MDAs; directors from the Ministries of Health, Education, and MOLG, and OAGLG; USAID implementing partners, comprising of ECR, FHI 360, NEI Plus, SFHI, and CSOs. A total of 27 participants (all men) attended the workshop.

At the end of the workshop, participants developed action plans for some of the major challenges identified for immediate implementation. LEAD will also be

articulating a budget analysis report in FY17 to share with key stakeholders to further enhance budget and expenditure performance tracking during the remaining quarter of the 2016 fiscal year.

*Technical Support to Sokoto State Government on Budget Conversion to Comply with IPSAS on Accrual Bases and Development of Asset and Liability Register*

In Sokoto State, LEAD provided a five-day technical assistance support to Sokoto State Government on budget conversion to comply with IPSAS on Accrual Bases and Development of Asset and Liability Register from August 8 to 12, 2016. The objectives of the activity were to revise the Sokoto State old budget template in accordance with best practices and to reflect the directives of Sokoto State Financial Regulations, Federal Ministry of Finance, Revenue and Fiscal Mobilization Commission, National Planning Commission, and IPSAS; to harmonize state and local government budget templates, enshrine more effective coordination and better reflection of national and international standards, to enable CSOs and other stakeholders have easy tracking of public expenditure (budget monitoring), and to train selected state officials on the implementation of the new state converted Budget Template (with emphasis on computer simulation). Participants were made up of directors of budget, economic planning, main accounts, treasury, central accounts, planning officers and selected budget and finance staff from Ministries of Finance, MBEP, Water Resources, Basic Education, and Health. In all, there were 20 participants (all men).

*Support to CONSS on the Review of Proposed Amendment to Sokoto State Public Procurement Law*

LEAD provided support to the Coalition of Nongovernmental Organizations in Sokoto State (CONSS) on the review of the proposed amendment of Sokoto State Public Procurement Law 2012 during a public hearing conducted by the Sokoto State House of Assembly Committee on Finance and Appropriation on August 9, 2016. The objective of the activity was to mobilize CONSS and other nongovernmental organizations in the state to review the proposed amendment and make a submission during the public hearing. It further sought to solidify/strengthen CONSS on State policy developments as enshrined in the LEAD exit strategy and to pave the way for CONSS, Nigerian Bar Association (Sokoto Chapter), International Federation of Women Lawyers (FIDA) (Sokoto Chapter), NULGE, and ALGON to work together for the development of Sokoto State and its LGAs. Participants comprised representatives from CONSS, NBA, FIDA, NULGE, ALGON, and 100 women groups. Overall, 15 participants (7 men and 8 women) attended the hearing.

**Rivers State**

*Administration of LGDF and Production of Capacity Development Plan*

- To strengthen the capacity of the CLGAs, a preliminary assessment of the sectoral capacities of the CLGAs is a prerequisite. The LGDF offers a methodical approach to conducting an organizational assessment; as part of the start-up activities for the Round 2 CLGAs, LEAD administered the LGDF to establish empirically the current capacity of the CLGAs. Although the tool was administered to Tai and Obio/Akpor and reported in the July–September 2015 quarterly, the assessment of Bonny LGA was conducted on October 6, 2015, at the LGA council. This completed the series of assessments for the Round 2 CLGAs.
- The assessment, which looked at seven thematic areas in LGA operations—strategic policy and planning, project planning and implementation, institutional and personnel management, assets and infrastructure

management, financial management, service delivery, and external relations—produced an average aggregate score of 2.3 on the LGDF, on a scale of 1 to 5 (1 represents a beginning performance and 5 represents performance at the best-practice level). A total of 31 people (20 men and 11 women) participated in the assessment, comprising CLGA officials that included the director of Works, head of Local Government Administration, head of Personnel Management, and director of Procurement among others, as well as community representatives such as community development committee officials of several communities across the LGA, including Finima, Akiama, and Bukuru, among others. The assessment identified strengths and weaknesses in Bonny CLGA's operations. Based on the findings, a capacity development plan was drafted and approved by the local government officials on October 7, 2015. The capacity development plan served as a roadmap for LEAD's technical assistance to Bonny LGA to strengthen its capacity and increase transparency of its operations. This activity will improve local government operations in areas that need attention and plan for sustaining gains identified in the system.

#### Key Results

- Capacity of Bonny LGA assessed and capacity development plan prepared
- Baseline LGDF score established for Bonny LGA

#### *Community-Based Strategic Planning Development Workshop for Round 2 CLGAs*

- As part of our strategies to improve the capacity of local government performance, LEAD Project facilitated a Community-Based Strategic Plan Development workshop for Bonny, Obio/Akpor, and Tai CLGAs. The workshop, which was attended by service directors of the CLGAs, community representatives, and members of the Caretaker Committee, facilitated drafting of long-range strategic plans, which are based on the respective identified needs and priorities of the CLGAs to guide implementation of activities. In addition, the workshop improved the skills of participants in internal planning and visioning. The four-day workshop was held on November 16–19, 2015 for Bonny; November 23–26, 2015, and November 29–December 3, 2015, for Bonny, Obio/Akpor, and Tai LGAs, respectively. The workshop for Bonny LGA was held in the Royal Atlantic Hotel in Bonny, and the workshops for Obio/Akpor and Tai LGA were held in PIND's Education Development Center in Port Harcourt. There were 36 participants (26 men and 10 women) for Bonny LGA, 37 participants (24 men and 13 women) for Obio/Akpor, and 39 participants (30 men and 9 women) for Tai LGA. The strategic plans have been finalized, produced, and disseminated.

#### *Community Priority Setting in Three Round 2 CLGAs*

- LEAD facilitated town hall meetings on community priority setting in the three Round 2 CLGAs. The events created a platform for community members to voice their priority needs for inclusion into the 2016 CLGA budget. The activity also provided an opportunity for a coordinated interaction between community representatives of all the wards in the CLGAs and CLGA officials.
- Participants included community leaders, heads of households, chiefs, women, youth, opinion leaders, faith-based organizations, and the physically challenged. The senior level staff of the local government councils who attended the meetings included heads of local government administrations and service directors. The town hall meeting held on November 10, 2015, in Bonny Local Government Council had in attendance 119 participants (77 men



and 42 women); in Obio/Akpor CLGA, the meeting was held on November 12, 2015, and had in attendance 61 participants (32 men and 29 women); and in Tai LGA, the meeting was held on December 10, 2015 with 106 participants (101 men and 5 women). Regardless of the current instability in the LGA system in Rivers State, this activity provided the necessary platform for participatory budgeting, as three top priority projects from each LGA were identified to be incorporated into the budget and helped not only in providing a people centered budgeting, but also in focusing the attention of the LGAs on the critical needs of the communities to enhance service delivery. Drainage, roads (interlock), health center, electricity, and agriculture formed the core needs for Bonny LGA, whereas water, education, electricity, market, and primary health centers were submitted for Tai LGA. Obio/Akpor reported water, market, education, agriculture, and road maintenance as their key priorities.

#### Key Results

- Improved services and infrastructure based on community involvement
- Increased partnership between LGAs and the community

#### *IGR Improvement Strategy*

To reduce over-dependence on subvention from the federal government to the LGAs and, in turn, improve their resources to deliver service to the communities, LEAD is committed to increasing the IGR of our CLGAs. In line with this objective, a one-day workshop on IGR improvement strategy was held for the CLGAs in Rivers State. The main objective of the workshop was to develop a comprehensive and robust long-term IGR improvement strategy for the CLGAs.

- The workshop was held several times. The first workshop comprised the three Round 1 CLGAs—Akuku-Toru, Khana, and Okrika LGAs—and was held at the PIND conference room on October 8, 2015. Workshops for the Round 2 CLGAs were held at their LGA councils on October 28, 2015, for Obio/Akpor; November 2, 2015, for Tai; and November 10, 2015, for Bonny LGA. The participants included revenue officers, treasurers, accountants, and heads of local government administration of the respective CLGAs. In attendance were 6 representatives (3 men and 3 women) from Akuku-Toru LGA; 3 (2 men and 1 woman) from Okrika LGA; 10 (5 men and 5 women) from Khana LGA; 10 (6 men and 4 women) from Obio/Akpor LGA; 11 (9 men and 2 women) from Tai LGA; and 9 (5 men and 4 women) from Bonny LGA.
- At the workshop, facilitated with the technical expertise of the RTI's LEAD staff, the concept of the IGR improvement strategy, the legal mandate for IGR administration, and its multi-faceted dimensions were reviewed. Issues of transparency, accountability, and untapped sources of IGR were primary topics at the workshop. The project provided government officials with guidelines to prepare IGR improvement strategy and operational plans (human resources [HR], information and communication technology [ICT], taxpayer public education, and taxpayer compliance plans), addressing main drivers for success and challenges that may limit IGR performance. The workshop not only equipped core finance staff of the CLGAs with knowledge to conduct a comprehensive IGR analysis, but also assisted them in the production of a long-term IGR improvement strategy that will help put the CLGAs on a better track for economic growth and revenue diversification, and as such reduce their dependency on federal budget allocations.

#### Key Results

- Enhanced/increased revenue mobilization, administration, and management

#### *Development of Community-Based Business Organization Mapping Tool*

As part of our efforts to increase IGR of the CLGAs, LEAD developed a tool to map all organizations operating in the LGAs. Not only does the tool identify all business organizations in the LGAs, but it also assesses their worth, and thus aids a systematic collection of revenue and subsequently increase the IGR of the LGA. In the second quarter of the reporting period, CSOs working with the local government council staff began mapping the business communities in Rivers State. ACCORD mapped 361 businesses in Khana; Support for Mankind Development Initiative mapped 423 in Okrika; and DLI mapped 296 in Bonny. CIEPD and Manpower Development and Environmental Protection Initiative (MADEPIN) are expected to map businesses in Akuku-Toru and Tai LGAs, respectively, in the April–June reporting quarter.

#### Key Results

- Continued increase in IGR mobilization
- Improved tax-based records established
- Better accountability and transparency of IGR management

#### *Domestication of the Fiscal Responsibility Law in the CLGAs*

In furtherance of the need for transparency, accountability, and due diligence in the LGA system as a best practice that will help to promote good governance, LEAD conducted a workshop on the domestication of the Fiscal Responsibility Law in the CLGAs. The workshop supported the MOLG and the Office of the Auditor-General for Local Government in the domestication of the Nigerian fiscal law for LGAs and provided a uniform format for the Medium-Term Expenditure Framework and annual cash plans for the CLGAs.

The two-day workshop was held in two phases. The first phase was held on November 17–18, 2015, for Okrika, Khana, and Tai CLGAs, and the second phase was held on December 9–10, 2015, for Akuku-Toru, Bonny, and Obio/Akpor CLGAs. Both workshops were conducted at the PIND Education Development Center. A total of 23 participants (21 men and 2 women) attended the first workshop, and 22 participants (19 men and 3 women) attended the second workshop. The participants included heads of local government affairs; directors of Works, Budget, Finance, and Procurement; heads of Personnel Management of the CLGAs; and representatives of MOLG. A direct output of the workshop was the production of a draft Fiscal Responsibility for LGAs Law. LEAD expects that the continuing process will culminate in adoption by the State House of Assembly and implementation by all 23 local governments in Rivers State of the Fiscal Responsibility for LGAs Law, which will promote transparency and accountability at both state and LGA levels and contribute to anticorruption measures.

#### Key Results

- Domestication of the Fiscal Responsibility Law in the LGAs
- More transparent financial management and control procedure in CLGAs

#### *Training Workshop for Auditors and Internal Auditors on the Content and Application of the Audit Manual for Rivers LGAs*

In Rivers State, LEAD had previously facilitated the development of an Audit Manual for LGAs in partnership with the OAGLG. Having agreed to adopt the manual as a

standard tool for use in audit functions across the LGAs in the state, LEAD conducted training for external and internal auditors of the 23 LGAs in Rivers State on the content and application of the Audit Manual. The five-day training was conducted in two sessions. The first session, held February 1–5, 2016, at the PIND Education Development Center, had a total of 36 participants (26 men and 10 women), including external auditors for LGAs from the OAGLG. The second session was conducted on February 8–12, 2016, in the same venue with a total of 27 participants (17 men and 10 women), including internal auditors of the 23 LGAs in Rivers State and staff from the OAGLG in Rivers State. During the training, topics discussed included audit planning, internal controls, performing audit inspections, and preventing, detecting, and reporting fraud. The benefit of periodic audit reporting was buttressed, especially its role in the timely detection of fraud, thus increasing transparency of local government operations. As one of the outcomes of the training, the OAGLG issued a letter to all the auditors requesting that their annual audit reports be prepared and submitted. Mentoring and coaching on the use of the manual is ongoing to enable the auditors to gain mastery of its use. The training was facilitated by two experienced public finance management experts.

#### Key Results

- More effective local government internal controls and enhanced financial audits with greater administrative accountability
- Better financial management oversight from the state level institutions
- Increased capacity of Rivers State and local government officials

#### *Leadership and Management Training for Government Officials in Round 2 CLGAs*

As part of the efforts to mitigate capacity gaps identified in the LGDF of the Round 2 CLGAs in Rivers State and in accordance with the 2015–2016 project work plan, LEAD conducted a three-day leadership and management training for key officials of the three Round 2 LGAs. The activity served to increase the knowledge and management skills of the staff of the new CLGAs. It focused on key emerging trends and best practices in effective and goal-oriented local government administration. The training, which was held at the PIND conference hall February 23–25, 2016, had 27 participants (20 men and 7 women) in attendance, including service directors from Bonny, Obio/Akpor, and Tai LGAs and a director from the MOLG. We emphasized the need for participants to be agents of change and actively promote good governance in their departments at the LGAs. A high point of the training was the development of a communiqué in which the participants agreed to apply specific learning from the training to their work for better service delivery and to draft action plans for implementation by the LGAs in their respective councils going forward.

#### Key Results

- Leadership and management capacity of local government personnel in results based leadership style strengthened
- Use of visionary approach in local government management increased
- Promotion of effective and coordinated leadership style within the local government system improved

#### *LEAD Supports IPSAS-Compliant Budgeting and Financial Reporting In CLGAs*

To further strengthen local governments' capacity and increase transparency of local government operations, LEAD facilitated a workshop on IPSAS-Compliant Budgeting and Financial Reporting in Rivers State for all six CLGAs: Khana, Okrika, Akuku-Toru, Bonny, Obio/Akpor, and Tai. The workshop was implemented in two sessions.

The first session, held February 29–March 2, 2016 at the PIND Education Development Center, had in attendance 25 participants (19 men and 9 women) from Khana, Okrika, and Tai LGAs. The second session, held March 29–31, 2016, also at the PIND center, had 27 participants (19 men and 8 women) from Akuku-Toru, Bonny, and Obio/Akpor LGAs. The participants were staff from finance and budget departments of the LGAs, as well as directors of some other key departments that undertake departmental budgeting. The workshop included an extensive training session and hands-on practical exercises, as participants validated their 2015 IPSAS cash-compliant budgets, prepared sample IPSAS-compliant General Purpose Financial Statements, and 2016–2020 Medium-Term Expenditure Frameworks (MTEFs) for their respective LGAs. The workshop further promoted peer-to-peer learning and experience sharing, as well as generated suggestions for improving LGA operations, taking into consideration current socioeconomic and political realities in Rivers State and the nation generally. It also contributed to the discourse of anticorruption measures to improve transparency and accountability at the local governance level.

#### Key Results

- Preparation of 2016–2020 MTEF for CLGAs commenced
- Budget and financial reporting process strengthened
- LGA officials equipped with skills for deployment of IPSAS in the CLGAs

#### *LEAD Second Phase CLGAs: Strengthening Capacity of Local Governments*

As part of the activities for the second phase of the LEAD Project in Rivers State, CSO grantee partners conducted a series of activities to complement LEAD's efforts in the LGAs. In this regard, the CSOs worked with the LGAs on the three objective themes to meet agreed-upon targets.

This section of the report highlights efforts from the CSO subgrantees in the Rivers State CLGAs under Objective 1 (Strengthening capacity of local governments).

#### Empowerment of Community Structures

##### *Inauguration of WDCs and Training in Effective Engagement with Local Government Authorities in Khana CLGA*

ACCORD, LEAD's CSO partner in Khana LGA, having facilitated the formation of WDCs in the LGA in the October–December 2015 reporting period, in the January–March 2016 reporting period conducted training on effective engagement with LGAs for community representatives and WDCs. The one-day training, which was held in three sessions, had in attendance a total of 150 (117 men and 33 women) community representatives from all 19 wards of Khana LGA. The training was held March 15–17, 2016, at Kaani Town Hall. The participants were trained in the process of effective advocacy and regular engagement with local government: how to identify grassroots issues to be advocated for, and what strategies and methods to apply. The event also served as an inauguration of the WDCs of the 19 wards in Khana, where they took a pledge to serve loyally and impartially towards the development of their respective wards.

##### *Capacity Building for Community Representatives in Akuku-Toru LGA*

A two-day capacity building training on community needs assessment, resource mobilization, public expenditure tracking, and budget advocacy strategies was conducted by CIEPD in Akuku-Toru. The training, which had in attendance 21 participants (16 men and 5 women) was supposed to be held March 16–17, 2016, but the final day was disrupted because of the activities of political parties in

preparation for the March 19, 2016, elections. The training was therefore rescheduled for March 23, 2016. The participants for the training were drawn from members of CDCs and CBOs.

#### *Town Hall Meeting on Citizen's Participation in Local Governance in Obio/Akpor LGA*

CCDS conducted a town hall meeting on citizens' participation in local governance in Obio/Akpor LGA on February 12, 2016. During the meeting, members of the community were acquainted with the concept of citizenship and the roles and responsibilities of citizens to their community. The citizens' role in local governance was emphasized, especially citizens' collective power to hold their leaders accountable. Issues discussed in great detail included the reasons citizens do not participate in local governance, reasons citizens' participation should be encouraged, how citizens can be involved, and best practices of citizens' involvement in local governance. A total of 60 participants (32 men and 28 women) attended the town hall meeting, including 55 community representatives from Rumuomasi, Elelenwo, Rumuepirikom, Atali Town, Elioza, Elimgbu, Rumuekini, Rumuolukwu, Rumuobochi, Rumuogba, Rumuodaram Oroegbe, Rumuigbo, Rukpokwu, Alakahia, Rumuodomaya, Rumuosi, Rumuobiakani, Woji communities, (5) CSO representatives (Lifeline Organization for Children Empowerment, Rhema Care, Collaborative Living and Development Initiative [COLIDEIN], African People Development Foundation).

#### *Workshop on Participatory Budgeting in Obio/Akpor CLGA*

In a similar vein, CCDS conducted a one-day workshop on participatory budgeting for community representatives in Obio/Akpor CLGA. The workshop was held March 17, 2016, at the conference hall of Nigerian Stored Products Research Institute, Mile 4 Rumueme, Port Harcourt. Topics treated at the workshop included participatory budgeting, its rules, how it works, and its benefits. A total of 50 participants (33 men and 17 women) attended the workshop, including community members (28), youth leaders (5), women leaders (5), members of CDCs (5), representatives of the LGA council (2), representatives of faith-based organizations (2), and representatives of CBOs (4) from the following communities: Rumuolumeni, Rumueme, Rukpoku, Rumuomasi, Choba, Rumuepirikom, Aluu, Elimgbu, Mgboba, Rumuogba, Rumuagholu, Egbelu, Mgbakatali, and Elopuranwo.

#### Key Results

- Citizens' roles in local governance clearly defined and understood
- A strong community representation mobilized and synergy established in all CLGAs to ensure broad participation in LGA activities

#### *Improving Internally Generated Revenue in CLGAs*

One of the strategies to increase IGR in the CLGAs is to enlighten community members on the benefits of paying taxes for better and improved service delivery. And to actualize this, several CSO grantees implemented a one-day tax rally in their respective CLGAs.

CIEPD conducted a tax enlightenment rally on March 15, 2016, in Abonnema, the headquarters of Akuku-Toru CLGA. The rally started from the Government Girls Secondary School and went through the town of Abonnema, canvassing the business district of the town and engaging business owners on the necessity and importance of paying taxes. The event was attended by 116 participants (59 men and 57 women) drawn from business associations, revenue staff of the LGA council and members of CBOs. A news story on the event was also published in the *Beacon*, a

local newspaper during the week of March 25, 2016, pg. 8, and for a wider audience a blog of the activity was created at <http://www.robbygoldblog.com>.

In a similar effort, Support for Mankind Development Initiative conducted a one-day tax rally in Okrika Island and mainland on January 25, 2016. A total of 40 people (19 men and 21 women) made up of CDC members, revenue officers of the Okrika local government council, market women, and other business community members from Okrika's main town. To broaden the reach of the message, the tax rally in Okrika LGA was aired on two radio stations: Wazobia FM and Nigeria Info. The radio program provided an opportunity for community members to phone in and ask questions; and in so doing, they learned more about the benefits of taxes.

LEAD printed and distributed IEC materials such as t-shirts, stickers, and billboards (in Okrika) with messages encouraging the payment of taxes during these tax rallies.

#### *Mapping of Local Businesses*

As part of efforts to gauge local business profile of CLGAs and increase their IGR, LEAD developed last quarter a tool to map business organizations operating in the CLGAs. This tool, which identifies business organizations and assesses their worth, is an aid in a systematic collection of information for a taxpayer database to increase locally generated revenue. CSO partners deployed this tool in the second quarter of the reporting period; working with the LGA council staff, they completed mapping of the business organizations in the communities. DLI mapped 296 businesses in Bonny LGA in December 2015, ACCORD mapped 361 businesses in Khana LGA in March 2016; Support for Mankind Development Initiative mapped 423 businesses in Okrika LGA in February–March 2016; and CCDS mapped 150 businesses in Obio/Akpor LGA in March 2016. CIEPD mapped businesses in Akuku-Toru and MADEPIN completed mapping of businesses in Tai LGA

#### Key Results

- Improved tax-based records established for IGR generation
- Increased accountability and transparency of revenue generation.

#### *Improving CLGA Documentation and Archiving*

In order to further strengthen CLGAs' operations and systems, CSO partners undertook activities towards strengthening documentation in their respective CLGAs. The activities started with an assessment of the documentation system in the CLGAs, which revealed gaps in the system. This was followed by activities to close the identified gaps by the CSO partners.

In Obio/Akpor LGA, CCDS carried out an assessment of the information and documentation system of the local government council on January 29, 2016. The open registry and personnel department were assessed and though the local government council has relatively good documentation practices, their numerical classification, cross-referencing in document, and file storage and electronic information management systems needed improvement. To address these gaps LEAD conducted a two-day workshop on documentation and information management for the LGA staff on February 8–9, 2016, in Obio/Akpor local government council. A total of 21 participants (8 men and 13 women) from the open registry, archives, personnel registry, and head of personnel management's office were trained.

In Tai LGA, the assessment of the documentation and archiving system was carried out by MADEPIN on February 1, 2016. Findings from the assessment revealed that the CLGA had no documented management plan, the staff in charge of documentation lacked basic skills in file system management. There were no means

to properly store documents either printed or electronic copies in the CLGA. To bridge these gaps, LEAD conducted a one-day training on documentation in the LGA council on February 9, 2016, with 11 participants (2 men and 9 women) drawn from the open registry department. To gain firsthand experience, participants visited Obio/Akpor LGA, which has a better documentation system, for peer-to-peer learning, on February 12, 2016. In addition, MADEPIN provided the CLGA with six filing cabinets to facilitate with filing and storing their printed documents. Tai LGA also now has a fully functional filing and documentation process.

In Bonny CLGA, LEAD's subgrantee DLI conducted an assessment of the documentation system on February 17, 2016, in the education, primary health care, agriculture, procurement, finance and budget, and planning departments of the local government council. The assessment was done using the following parameters: knowledge of record system and policy management, proper storage and maintenance of records, security and access to documents, and human resources and staffing. The assessment identified the following gaps in knowledge of protocols or policy guiding archiving and documentation, as well as inadequate record keeping equipment, record keeping staff who were not skilled in electronic data management, and a lack of capacity building for record keeping staff. To address these gaps, DLI organized a two-day training in the local government council March 23–24, 2016, for 20 participants (7 men and 13 women). The administrative and clerical staff from the six departments that were assessed previously also attended. A visit of Bonny LGA officials to Obio/Akpor LGA for peer-to-peer learning on documentation was planned to occur in April–June 2016 reporting period but was postponed.

Key results:

- More knowledge on documentation and archiving acquired
- Increased citizen awareness of council proceedings generates greater accountability.

*Reassessment of Round 1 CLGAs using the LGDF*

Upon inception in 2014 of Rivers State implementation, the LEAD Project conducted a baseline LGDF assessment and has continued to conduct annual LGDF assessments of our champion LGAs (CLGAs) of Akuku-Toru, Khana, and Okrika LGAs. In the April–June 2016 reporting period, a second reassessment of the LGAs was conducted along the seven functional areas—(1) strategic policy and planning, (2) project planning and implementation, (3) institutional and personnel development, (4) assets and infrastructure management, (5) financial management, (6) service delivery, and (7) external relations—to gauge the improvement of the LGAs' systems as indicated by the aggregate score; and review the capacity development plans to address new, emerging, or existing gaps. Using focus group discussions, the third LGDF assessment was done with participants comprising service directors in the Round 1 CLGAs, community representatives, and officials from Rivers State Ministry of Local Government and Local Government Service Commission. The reassessment of Round 1 CLGAs and the subsequent development of the capacity development plans were carried out at PIND's Economic Development Center (EDC), respectively, on May 16–17, 2016, for Khana with 21 participants (14 males and 7 females); May 18–19, 2016, for Okrika with 23 participants (15 males and 8 females); and June 14–15, 2016, for Akuku-Toru with 19 participants (14 males and 5 females). The aggregate scores of the LGDF showed a remarkable increase in scores for Akuku-Toru CLGA, which is attributable to LEAD's interventions. Khana CLGA experienced a marginal drop in its aggregate score compared with that of the first assessment this is probably because of the high turnover of technical staff in the CLGA; for example, a completely different LGA staff participated in the focus group discussions of 2016 reassessment than in 2015. Okrika CLGA also recorded a

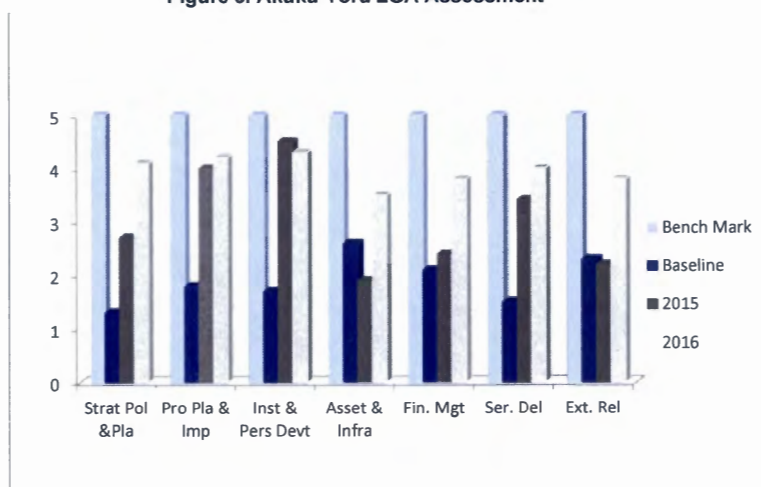
significant improvement in its average score. **Table 27** and **Figure 5**, **Figure 6** and **Figure 7** present the results of the 2016 LGDF reassessment compared with the previous assessment results.

**Table 27. Round 1 CLGA LGDF Scores from Baseline to 2016**

Functional Area	Akuku-Toru LGA			Khana LGA			Okrika LGA		
	B/L 2014	2015	2016	B/L 2014	2015	2016	B/L 2014	2015	2016
Strategic policy and planning	1.3	2.7	4.1	2.1	3.0	2.9	2.2	3.0	3.9
Project planning and implementation	1.8	4.0	4.2	2.1	3.6	3.2	2.1	2.6	4.5
Institutional and personnel development	1.7	4.5	4.3	2.7	4.3	3.7	3.0	4.3	4.5
Assets and infrastructure	2.6	1.9	3.5	2.3	2.0	2.8	2.4	2.8	3.4
Financial management	2.1	2.4	3.8	2.6	2.7	3.2	2.3	2.5	3.9
Service delivery	1.5	3.4	4.0	2.0	4.1	2.6	1.6	2.9	3.6
External relations	2.3	2.2	3.8	2.8	2.7	2.3	3.2	2.0	1.8
Total Average Score	1.9	3.0	4.0	2.2	3.2	3.0	2.4	2.9	3.7

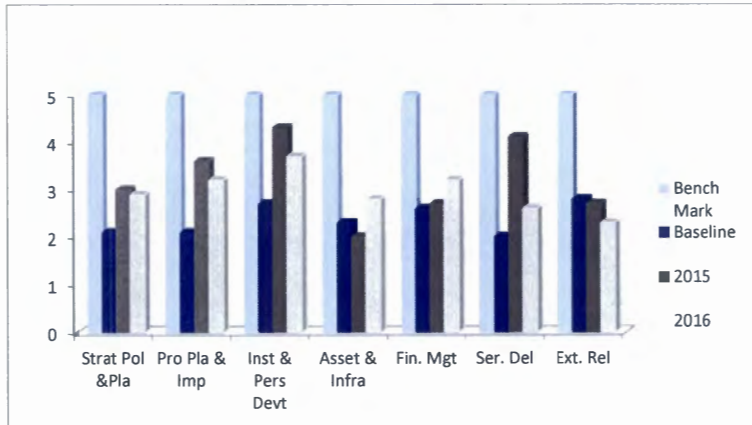
B/L: baseline

**Figure 5. Akuku-Toru LGA Assessment**

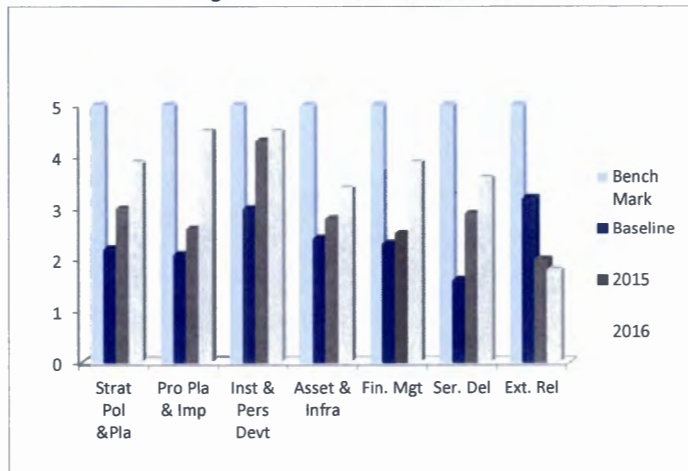




**Figure 6. Khana LGA Assessment**



**Figure 7. Okrika LGA Assessment**



**Key Results**

- Capacity plans for three Round 1 CLGAs developed
- Management systems in LGA administration and services improved
- LEAD capacity building tools institutionalized in the state LGSC.

#### *Sensitization Visit to the New Commissioner of MOLG and Auditor-General for Local Governments in Rivers State*

With the change in the government administration and related frequent changes in the leadership cadre of the ministries, departments, and agencies (MDAs) in Rivers State, it is vital that the LEAD Project continually renew and sustain effective partnerships with the state government stakeholders. These partnership visits occurred during reporting period. On April 14, 2016, the LEAD team met with the new Commissioner for Local Government Affairs Rodaford Longjohn. We provided a detailed brief on the LEAD Project in Rivers State and our partnership with the MOLG since inception, and presented to the Commissioner project documents such as service improvement plans (SIPs) for CLGAs, Rivers State LGA IGR Improvement Strategy and Implementation Plan, and project information brief. Commissioner Longjohn thanked RTI, USAID, and PIND for the LEAD Project and expressed delight at the achievements of LEAD within the short period. He pledged his and the ministry's continued support and partnership, and agreed to facilitate a meeting with the governor of the state. The meeting was also attended by the Permanent Secretary and the Director of LGAs Messrs. Lekia Bukpor and E.I. Jonathan.

Similarly, a partnership visit was paid to the Auditor-General for Local Governments in Rivers State Mr. Friday Bema on the same day of April 14, 2016, in his office at the Rivers State Secretariat-Port Harcourt. During the meeting, we officially presented the Rivers State Audit Manual for LGAs to the auditor-general and discussed way forward. The auditor-general expressed appreciation to the LEAD Project for the partnership with his office and the efforts and resources that led to the production of the first Audit Manual for Rivers, disclosing that the governor of the state has approved the use of the manual in all LGAs. He briefed us on his plans to launch the manual in collaboration with the LGSC as a state function once a date was scheduled. Together with senior officials of the ministry, the auditor-general pledged the support and continued partnership of the department to the LEAD Project, which he described as "a unique intervention in local governance in Rivers State."

#### *Town Hall Meeting on Government Stewardship and Accountability*

As part of the general response to improve accountability and service improvement through diverse stakeholder engagement Manpower Development and Environmental Protection Initiative (MADEPIN), the CSO partner working in Tai LGA, facilitated a town hall meeting on government stewardship and accountability at Botem community town hall on June 3, 2016. The benefits of engaging the LGA council was brought to the fore to enhance good service delivery and promote transparency and accountability of council leadership. The meeting was attended by 64 participants (47 males and 17 females) comprising ward development committee (WDC) members and community representatives. A key highlight of the meeting was the institution of a regular stewardship briefing by the LGAs to the communities they serve. This process aims to provide a platform of exchange between communities and LGA council members; in so doing, community members can dialogue and share grievances, actively participate in development planning, and provide input. This process is the first step to enhancing participation of citizens in the decision-making process.

#### Key Result

- Accountability skills of elected officials, council's leadership and LGA staff improved.

#### *Empowering Community Structures in Champion LGAs*

As part of our commitment to empower community structures for the development of their communities as well as hold their government accountable for better service delivery, the LEAD Project through our CSO partner Community Initiative for Enhanced Peace and Development (CIEPD) facilitated the formation of an accountability group named the "Ward Accountability Group" on April 7, 2016, whose membership draws from the four clusters in Akuku-Toru CLGA. The group's mandate is to work with leaders, ask questions, seek action, and suggest new ideas that will add value and further develop their communities. To further strengthen the group, CIEPD with support from the LEAD Project conducted a two-day capacity building training was held on April 20–21, 2016, at the Akuku-Toru LGA secretariat covering various topics such as conflict sensitivity, communication for development, managing and reporting meetings, resource mobilization and community needs assessment. Overall, 20 participants (17 men and 3 women) out of the 24-member the group attended the training.

In the same vein, Development and Leadership Institute (DLI) in Bonny CLGA facilitated a dialogue with members of the Central community development committee (CDC) to educate them on their roles and responsibilities to the communities they represent. The meeting was held at the Bonny Council Secretariat on May 18, 2016, and had 12 members (10 males and 2 females) of the Central CDC in attendance. It also served as a platform to discuss the challenges faced by the CDCs in Bonny LGA, which include lack of engagement by the LGA council on developmental issues, misrepresentation and misperception by traditional leaders as being antagonistic, and limited capacity of members. As a follow-up activity, DLI intends to convene an interface between the Central CDC and the Bonny LGA to work out means of further and continual engagement that will culminate in sustainable partnership.

#### Key Result

- A strong representative structure to ensure broad participation in LGA activities established.

#### *Sensitization Visit to Rumuogba Community in Obio/Akpor LGA*

To ensure the sustainability of the LEAD Project in Rivers State, the Centre for Creative Development Strategies (CCDS) with support from LEAD conducted a sensitization meeting in Rumuogba Community on April 12, 2016, to acquaint community members about our project activities. The meeting took place at the palace of the paramount ruler of the community HRH Eze (Barr.) Dr. Temple Nnata Ejekwu (JP), Eze Ogba Iji nu Ede with 40 participants (29 males and 11 females) made up of the paramount ruler and members of his cabinet, leaders of women's groups, CDC leaders and members, youth leaders, and members of business owners association in the community. The paramount ruler pledged his support to the success of project activities and indicated his interest to partner with CCDS to conduct peace building and conflict sensitivity and participatory budget training in the community.

#### *Presentation of IGR Improvement Strategy and Implementation Plan for Validation*

As one of LEAD's objectives is to increase transparency of local government operations in the CLGAs, LEAD provides support to LGA councils to improve their IGR of councils; specifically, in January–March 2016 reporting period, LEAD trained relevant staff from the CLGAs on IGR improvement strategies. This led to development of implementation plan for this process. On April 19, 2016, the LEAD Project with officials from the finance department of our CLGAs formally presented

35 copies of the IGR improvement strategies and implementation plan to the permanent secretary of the MOLG in a meeting held at the conference room of the commissioner of MOLG. This formal presentation of the plan acquainted the commissioner on available opportunities for improving IGR in the LGAs following the steps outlined in the plan. The plan was validated and adopted for use by the state and LGA officials. In addition, the permanent secretary of the MOLG pledged to work with the commissioner to domesticate the IGR improvement Strategy in the 23 LGAs of Rivers State

#### Key Result

- IGR strategy and improvement plan validated

#### *Awareness Campaign for Taxpayers in Obio/Akpor, Khana, Tai, and Bonny CLGAs*

As part of our strategy to increase IGR in the CLGAs, the LEAD Project through our CSO partners, conducted tax awareness rallies in the CLGAs. The rallies created awareness about the importance of taxes and levies to LGA council and encouraged citizens to pay their taxes and levies regularly to contribute to increasing IGR in the LGA, which will in turn improve service delivery.

The rallies in Tai, Bonny, and Khana LGAs were held simultaneously by MADEPIN, DLI, and Accord for Development (ACCORD) in conjunction with their respective LGA council officials on May 23, 2016. Relevant information education and communication materials were produced and distributed. Overall, 55 people (38 males and 17 females) participated in the rally in Tai LGA; 80 (39 males and 41 females) in the rally in Bonny LGA; and 102 (78 males and 24 females) in the rally in Khana LGA. The Tai LGA rally was focused in Nonwa community on their market day, which had lots of traders and other business men and women available and reached during the rally. The rally in Bonny LGA concentrated its efforts on the business community in Bonny Island, while Khana LGA covered the entire Bori Township. The tax rally in Obio/Akpor proceeded from the council premises to the suburbs of the headquarters of the CLGA in Rumuodomaya. It was held on May 20, 2016, with 66 participants (32 men and 34 women). To increase the reach of the awareness on the benefits of taxation, MADEPIN conducted a second tax rally in Kpite community market on June 6, 2016; and 40 people (23 men and 17 women) comprising WDC and community representatives participated in the tax awareness rally. The rallies increased awareness of communities and citizens on the benefits and uses of taxes and the need to stop defaulting on payments and evading, thus helping create a new prospects for IGR generation in the LGAs.

#### Key Result

- Citizens' knowledge on IGR mobilization increased

#### *Inauguration of Ward Development Committee in Obio/Akpor LGA*

Furtherance to LEAD project's commitment to empower community structures with a view to improving communication and information sharing among communities and the LG Council, the LEAD project supported partner CSO-Centre for Creative Development Strategies (CCDS) to facilitate the formation of Ward Development Committees from the existing Community Development Committees. The formation of WDC in Obio/Akpor LGA was held on July 27, 2016 at the Obio/Akpor Council Secretariat. It had in attendance 24 (24 males) participants culled from CDC chairmen in the Local Government Area and Local Government Council Staff. A 17-man WDC was formed representing 12 wards in the LGA as against 17 wards (representatives of 5 wards were absent from the meeting). The meeting served to acquaint the WDC members on their objectives and elect and executive to coordinate affairs of the group in the LGA. Core among the functions of the WDC is to maintain

interface with LG Council and management of information (sourcing, transmission and feedback and implementation of actions as may be required from the information process).

#### *Capacity Building for Community Development Committees in Bonny LGA*

LEAD CSO partner, Development and Leadership Institute working in Bonny LGA conducted a one-day advocacy training for CDC members in Bonny LGA. The training aimed to empower the CDC to advocate for issues that affect their communities with the council and other political leaders and institutions. 12 (11 males 1 female) participants who are members of Community Development Committee in the LGA attended the training which was held on July 14, 2016, at the Bonny LGA Secretariat.

#### Key Results

- A strong community representation in place and mobilized in all CLGAs to ensure broad participation in LGA activities

#### **Objective 2: Increased Capacity of Local Organizations**

##### *Strengthening Capacity of CSO Subgrantees on Strategic Planning*

LEAD conducted a three-day strategic plan development workshop for CSOs on November 23–25, 2015 in Bauchi. Twelve participants (10 men and 2 women) from three CSO subgrantee partners—WODASS, RWDP, and BASNEC—attended the workshop.

The purpose of the training was to help our CSO subgrantees understand the purpose of an organizational strategic plan and begin developing their organizational plans that will provide direction for their organizational growth and development.

During the workshop, participants were taken through an introduction to the strategic plan, its elements and processes, steps involved in developing the plan, and a review of the vision, mission and core values of the organization. Other lessons included a timeline exercise; analysis of political, economic, sociological, and technological (PEST) trends; and an analysis of organizational strengths, weaknesses, opportunities, and threats (SWOT). Participants were engaged in multiple small-group exercises in which they reviewed their vision and mission statements and core values, as well as performed PEST and SWOT analyses. Each CSO identified several strategic themes, goals, objectives, and activities that would be built into its strategic plan. In the end, each CSO developed a strategic framework that it took back to its respective organization for full strategic plan development by the strategic planning committee.

##### *Monitoring Visits to CSO Subgrantees*

During the period under review, LEAD regularly visited our five subgrantees in Bauchi to assess the level of implementation of their grant activities as contained in their work plans, identify challenges, and discuss the ways forward. Efforts by subgrantees to address OCA gaps were also evaluated. **Annex C** provides a summary of the monitoring reports.

#### Key Results:

- Twelve staff from three subgrantees (RWDP, WODASS, and BASNEC) equipped with knowledge and skills on strategic plan development
- Three draft strategic plan frameworks were developed, one by each CSO partner; each CSO partner's strategic plan drafting committee plan will further expand its respective plan in the January–March 2016 reporting period to

become a full strategic plan

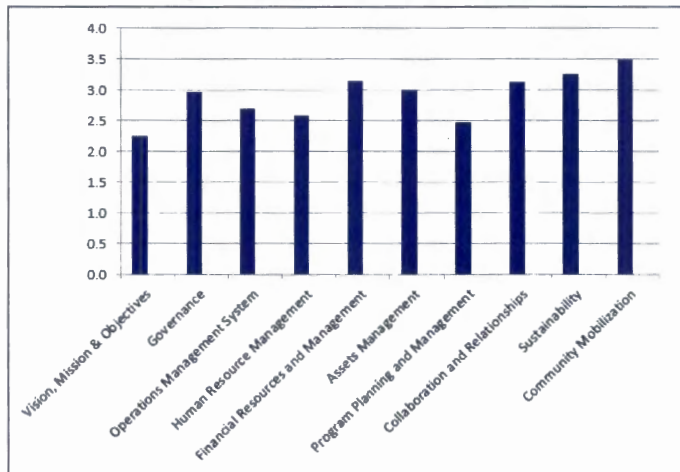
- OCA gaps of CSO partners improved
- Links between LGAs and communities they serve strengthened
- Enrollment of pupils in schools increased
- IGR mobilization improved

#### Capacity Assessment for NULGE

In Sokoto State, LEAD conducted the OCAs of NULGE at the organization's office in Sokoto. The OCA served as a diagnostic instrument to determine NULGE's stage of organizational maturity and the specific changes needed to strengthen the organization's development. The OCAs helped to assess the training needs of the officials of the organization and provided a framework for drawing a capacity building plan. The assessment also served to educate NULGE's board members and officials about the components and characteristics of an effective CSO and to identify quick wins for organizational change that can be implemented by NULGE with little external assistance. It created a basis on which to design improved systems and procedures by the organization. Nine executive members of NULGE attended the assessment meeting (1 woman and 8 men).

- Another meeting was held in December 2015 with NULGE Sokoto to ratify the report and finalize the draft capacity development plan. See **Figure 8**.

**Figure 8. NULGE Sokoto OCA Results**



#### Key Results:

- Key areas for improvement for CSO partners identified
- Customized capacity building plans are in place

#### Review Meeting for Subgrantees

In Bauchi, LEAD conducted a quarterly review meeting with CSO subgrantees on February 4, 2016. The review meeting was to share experiences, achievements,

results, and successes as well as challenges during the implementation of program activities in the first quarter of project Year 7 (October–December 2015), especially at the local government levels. A total of 15 participants from the five subgrantees (BASNEC, FAWOYDI, RWDP, WODASS, and YMCA) attended the meeting.

Each subgrantee made a presentation on its achievements and challenges within the quarter. Highlights of the presentations included the following: advocacy visits by the subgrantees to policy makers and stakeholders like MDAs and traditional rulers for increases in health and education budgets at their partner LGAs (across all eight CLGAs); community sensitization and mobilization on community self-projects; enrollment campaign drives; capacity building for community structures in participatory budget processes; advocacy and lobbying skills; and community priority settings. Other issues addressed were capacity building of local government officials on strengthening IGR (Katagum and Gamawa LGAs) and review meetings with community structures in all project LGAs to assess development efforts made to address key development issues in their communities. Presentations also highlighted monitoring visits to nonformal learning centers and strengthening vocational and entrepreneurial training centers for young women and adolescent girls in Ningi LGA.

In some LGAs prioritized needs were factored into the 2016 budgets, and traditional heads and community leaders scaled up enrollment campaigns in their wards to increase enrollments.

The subgrantees developed work plans for the interventions that they will undertake to ensure sustainability of the project. As a result of LEAD's capacity building support, FAWOYDI, RWDP, and YMCA secured funding from NEI Plus, Education Crisis Response Project. BASNEC and WODASS will continue as LEAD's subgrantees during FY17.

*Key Results of the Advocacy Efforts of the CSOs and Their Mobilization of Communities and LGAs for Improved Service Delivery:*

- Renovation of broken floors and windows in primary and secondary schools in the project LGAs
- Access roads repaired and toilets reconstructed/constructed
- Broken school desks, boreholes repaired
- Drug revolving funds established and monitored by WDCs
- Increase in health budget allocation by Dass LGA from 21 to 24 percent; Kirfi LGA also increased the health budget from 15 percent in 2015 to 24 percent in 2016
- Enrollment in schools increased in some LGAs, like Gamawa

*CSOs Network and Coalition Building Conference*

LEAD conducted a CSO Networking and Coalition Building Conference for CSOs in Bauchi State on February 17–18, 2016, at Destination Hotel, Bauchi. The conference was a forum where CSOs came together to share their experiences, learn from each other, and strengthen their linkages and collaboration for effective engagement. It was the third such event supported by LEAD since 2011. Its theme was "Networking and Collaboration: Road to Sustainability"; 27 participants attended the event (3 women and 24 men). They included representatives of three CSO networks, members from five LEAD CSO subgrantees, and leaders of nine WDCs from Bauchi LGA. The conference provided an avenue for experience sharing among the networks and other CSOs in Bauchi State, highlighted roles and responsibilities of CSOs in promoting good governance and sustainable development, and increased

CSOs' capacity to support LGAs to stimulate gender empowerment and social inclusion in programming. The conference also sensitized the CSOs on their roles in promoting youth development and reinforced a sustainable structure for CSOs' experience sharing and amplified voice. Five papers were presented, namely: "Networking and collaboration: road to sustainability"; "Roles of CSOs in promoting good governance"; "Roles of civil society in youth development"; "Transparency and accountability in CSO practice"; and "Mainstreaming gender and social inclusion into LGAs programming." The three networks: BASNEC, CSACEFA, and Network of People Living with HIV/AIDS in Nigeria each made a presentation on their networking activities, achievements and challenges. Notable accomplishments were reported in the areas of increasing access to education and community sensitization and mobilization for citizens' engagement and advocacy efforts for increases in budget allocations for health and education. Other accomplishments included advocacy for the proportionate distribution of teachers and for domestication of the child rights act and a law to address HIV- related stigma and discrimination. One of the key issues identified from the networks' presentations is a need to increase collaboration to achieve meaningful results, especially as it relates to youth development and CSO participation in decision-making processes.

Other key observations made at the conference include the following:

- The CSOs in Bauchi have quiet voices, due to poor media engagement.
- CSOs, state MDAs, and local government authorities are not adequately responsive to mainstreaming gender issues in planning and implementation of their activities.
- The youth network in Bauchi State operates independently with less support from other, stronger CSOs.
- Networks and coalitions do not have an updated database of their members for linkages and referrals to donors and interested stakeholders, as well as for tracking annual and monthly dues.

Based on these and other observations conference participants issued a communiqué in which the CSOs pledged strong commitment to strengthen networking activities that would improve their programs for sustainable good governance (**Annex E**, Communiqué).

#### *Organizational Capacity Reassessment for Six LEAD Partners in Bauchi*

During the quarter under review, LEAD facilitated the reassessment of organizational capacity of five LEAD CSO partners and one former subgrantee in Bauchi. The partners included: Adolescent Health Education and Development (AHEAD), BASNEC, FAWOYDI, RWDP, WODASS, and YMCA. Using a participatory OCA tool, nine organizational capacity areas were assessed, including vision, mission, and objectives; governance; operation and management system; human resource (HR) management; financial resource management; asset management; program planning and management; collaboration and relationships; and sustainability.

As a participatory process, the OCA involved multiple staff, board members, and volunteers from each organization. As there were new members for the assessment exercise, the OCA procedure was thoroughly explained to them, to enable them to score their organization objectively. Relevant and necessary supporting documents were requested to support the assessment and were reviewed to verify and validate information provided. Each participating member calculated scores for each OCA element on a four-point scale, and the final results were collated and shared with the CSOs for validation and development of capacity building plans to address the identified gaps.



Four CSO partners (RWDP, YMCA, WODASS, and FAWOYDI) made appreciable efforts to address key OCA gaps observed in their previous OCA; they scored 3.5 to 4 points in most capacity areas. BASNEC has also made great improvement on the baseline assessment score, but still needs to do more to improve across all capacity elements. FAWOYDI and AHEAD were observed to have regressed in HR management. The following is a summary of the OCA reports for the organizations.

#### AHEAD OCA Report

The assessment was conducted on February 5, 2016, at the AHEAD office, to determine organizational development progress made following the last OCA (in April 2015) and to develop capacity building plans to address new capacity gaps.

The results showed that AHEAD has made very slow progress since the last OCA. Its vision, mission, and core values remain good. Areas of improvement include:

- Governance
- Asset management
- Operation and management system
- Collaboration

At the same time the organization has regressed in the following capacity areas:

- Financial resource management
- Program planning and management

The CSO is still weak in management and board functions, as the board is not meeting regularly. Gaps in staffing due to inadequate funding are yet to be addressed.

As a youth-serving organization, AHEAD has not maintained its focus. There is no youth development officer and no youth-friendly projects and services, all of which have hindered the sustainability of key AHEAD youth development programs. **Table 28** shows AHEAD's OCA score; **Figure 9** and **Figure 10** illustrate the score by component.

**Table 28. AHEAD OCA Score**

Title	Number
Vision, Mission, and Objectives	3.3
Governance	3.
Operation & Management System	3.7
Human Resource Management	2.8
Financial Resource Management	2.5
Asset Management	3.
Program Planning & Management	3
Collaboration & Relationships	3.5
Sustainability	3.2

Figure 9. AHEAD: OCA Scores

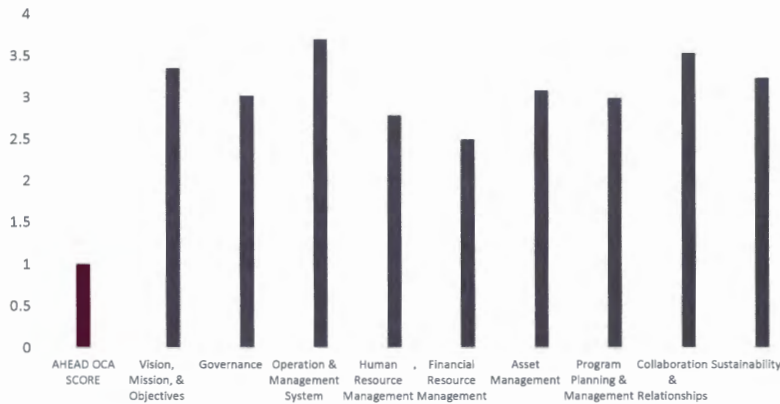
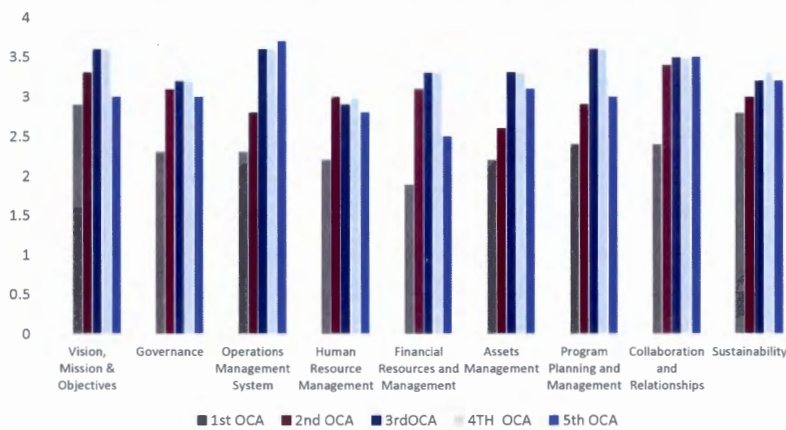


Figure 10. AHEAD Comparison between First–Fifth OCA Scores



**BASNEC OCA Report**

The OCA of BASNEC was conducted on February 12, 2016, at the BASNEC office in Bauchi. This is the second assessment and it was done to assess progress made in addressing organizational capacity gaps identified during the baseline assessment conducted in February 2015.

Key findings showed that BASNEC has improved its performance by addressing many capacity gaps identified during the previous OCA. For example, it has leased an office with three rooms, a conference room, and storage facility. It has begun the process of registration with the Corporate Affairs Commission, activated its board

functions (they are now meeting regularly), produced operational manuals, and initiated the development of strategic plan with technical support from LEAD. It has also maintained good collaboration and relationships with the state and local governments, state ministries and agencies, and traditional and religious leaders, as well as sister CSOs in Bauchi state.

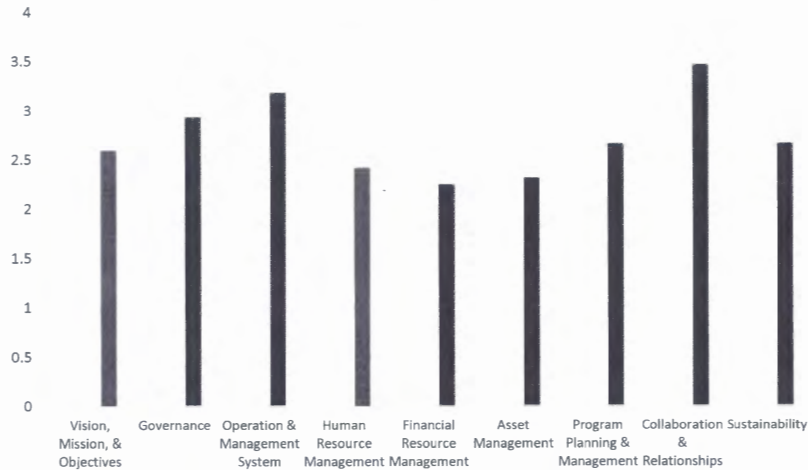
Although tremendous improvement has been made in improving the organizational capacity, BASNEC still has many gaps.

BASNEC has weak vision, mission, and objectives, financial and HR management (the organization has no effective work plan and budget, and its account is not audited), insufficient program planning and management, funding constraints, and inadequate sustainability strategies. **Table 29** shows BASNEC's OCA score; **Figures 11** and **12** illustrate the score by component.

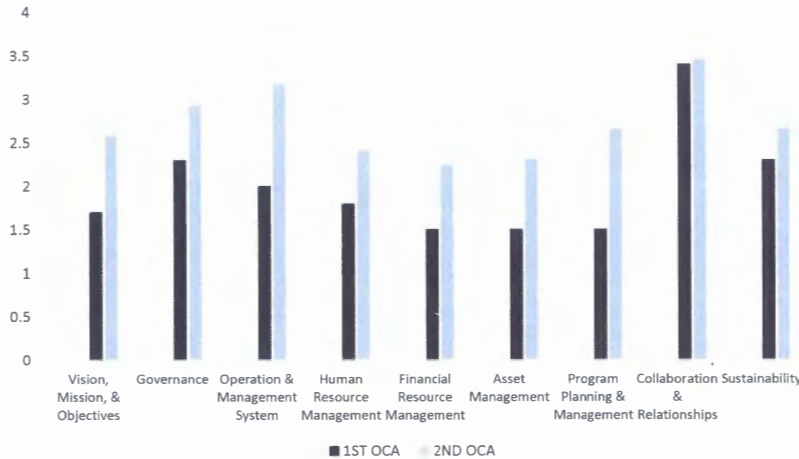
**Table 29. BASNEC OCA Score**

OCA Element	Score
Vision, Mission, and Objectives	2.6
Governance	2.9
Operation & Management System	3.18
Human Resource Management	2.4
Financial Resource Management	2.2
Asset Management	2.3
Program Planning & Management	2.7
Collaboration & Relationships	3.7
Sustainability	2.6

**Figure 11. BASNEC: Second OCA Scores**



**Figure 12. BASNEC: Comparison of First and Second OCA Scores**



**FAWOYDI OCA Report**

In the fourth OCA, conducted a year ago, FAWOYDI's strengths were in vision, mission, and objectives; governance; program planning and management; operations and management system; as well as financial management. Gaps included unsigned policies and procedure manuals, lack of annual staff performance appraisal, lack of staff development plan, and employing the services of internal auditor. Other gaps observed were unavailability of succession plan, poor system of capturing and documenting success stories, and lack of timely development and signing of annual budget.

The OCA reassessment was conducted on February 10, 2016, using the participatory tool. The result was analyzed and shared with FAWOYDI staff for validation, and an intervention plan for addressing existing gaps was developed with the staff.

Key findings showed that FAWOYDI has maintained its organizational strengths in the areas of vision, mission, and objectives; governance; operation and management system; and collaboration and relationships.

However, the organization has regressed in human and financial resource management. It has also suffered staff attrition, which affects quality of service provision and program planning and management. The HR management is negatively impacted by poor staff motivation and lack of staff capacity development plan. There are still gaps in the development of succession plans and in capturing and documenting success stories. **Table 30** shows FAWOYDI's OCA score; **Figures 13** and **14** illustrate the score by component.

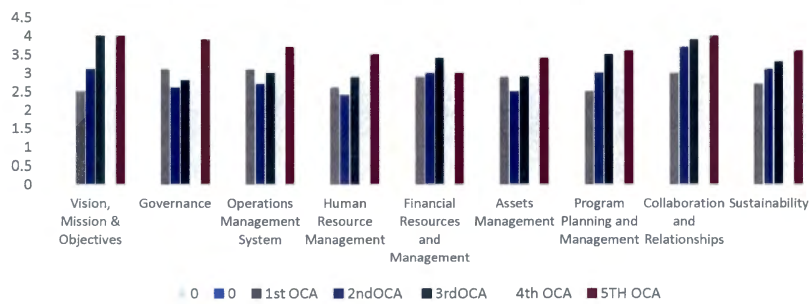
**Table 30. FAWOYDI: Fifth OCA Scores**

Capacity Area	Total Average Score
Vision, Mission, and Objectives	4
Governance	3.9
Operation and Management System	3.7
Asset Management	3.5
Human Resource Management	3
Financial Resource Management	3.4
Program Planning and Management	3.6
Collaboration and Relationships	4
Sustainability	3.6

**Figure 13. FAWOYDI: Fifth OCA Scores**



**Figure 14. FAWOYDI: Comparison of First–Fifth OCA Scores**



### RWDP OCA Report

The fifth assessment for RWDP was conducted on February 23, 2016. Nine RWDP staff participated in the OCA exercise. The results of the assessment were shared with the staff, and a capacity intervention plan was developed to address identified gaps.

Key findings showed that RWDP has made great improvements across all the organizational capacity elements by scoring above 3.5 points in all of them except asset management.

Its strengths include good vision and mission statements, strong gender balance, active governing board, fairly adequate staff with relevant qualifications, effective program planning and management, fairly good HR management, all operational policies in place, good collaboration and relationships with partners and stakeholders, and fairly strong sustainability strategies.

However, gaps still exist in the following areas: constitution is still under review; a movable assets register is in place, but not the standard type, and there is no fixed assets register; a staff capacity building plan is not in place; a resource mobilization policy is in place, but no plan was developed; and a rudimentary gender policy is in place. **Table 31** shows RWDP's OCA score; **Figures 15** and **16** illustrate the score by component.

**Table 31. RWDP Fifth OCA Scores**

Capacity Area	Scores
Vision, Mission, and Objectives	3.8
Governance	3.9
Operation and Management System	3.6
Asset Management	3.6
Human Resource Management	3.8
Financial Resource Management	3.1
Program Planning and Management	3.8
Collaboration and Relationships	3.8
Sustainability	3.7

Figure 15. RWDP OCA Fifth OCA

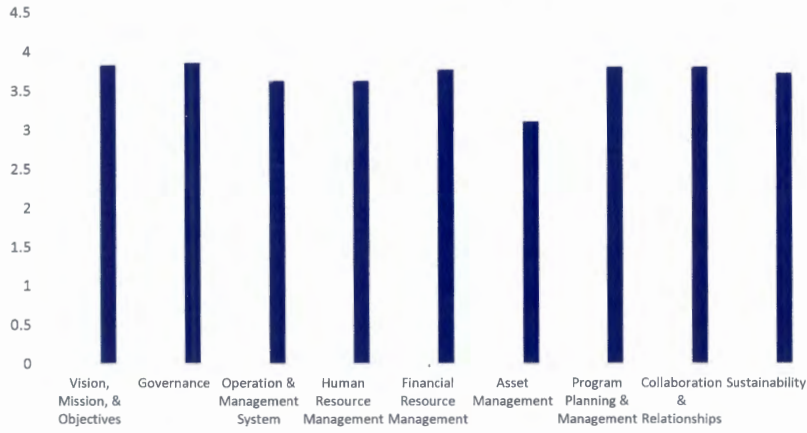
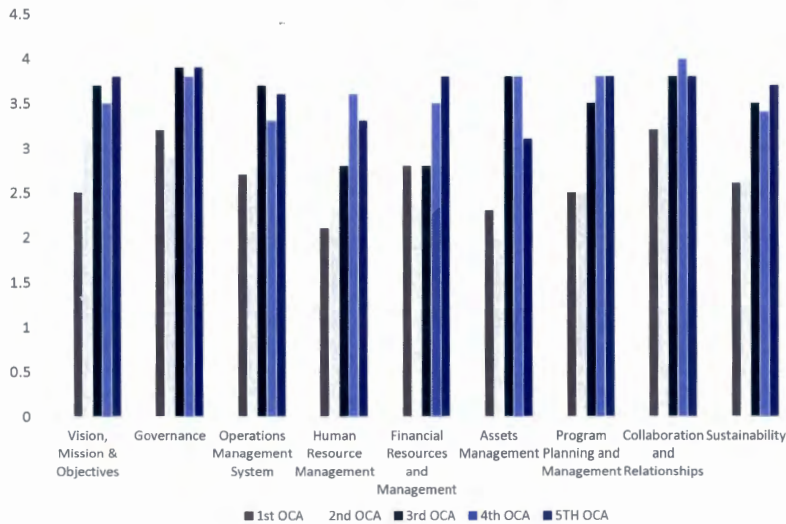


Figure 16. RWDP: Comparison of First–Fifth OCA Scores



WODASS OCA Report

This assessment was done to determine the progress made by the organization to address OCA gaps identified during the last OCA in February 2015. During the last

assessment the organization's strengths were in vision, mission, and objectives; collaboration and relationships; sustainability and governance; and operations and management. It was weak in program planning and management, and HR and asset management.

The OCA reassessment was conducted on February 10, 2016, at the WODASS office in Dass LGA. Nine WODASS staff members participated.

The organization's strengths remain in vision, mission, and objectives; governance; operation and management system; and collaboration and relationships and community mobilization. It has improved in asset management, strategic plan development, sustainability efforts, and documentation and filing system.

Though progress has been made across most organizational capacity elements, WODASS still needs to improve in the area of HR management (staff appraisal and capacity development plan and implementation), timely budget preparation, development of an institutional M&E framework independent of donors and development partners, and documentation of success stories. **Table 32** shows WODASS's OCA score; **Figures 17** and **18** illustrate the score by component.

**Table 32. WODASS OCA Score**

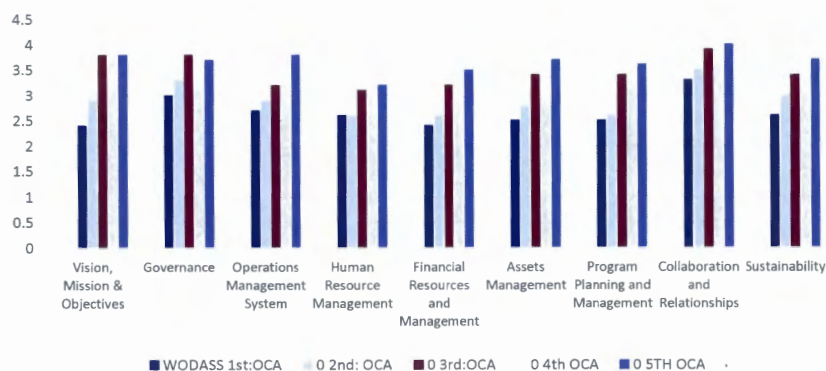
Capacity Area	Scores
Vision, Mission, and Objectives	3.8
Governance	3.7
Operation and Management System	3.8
Asset Management	3.2
Human Resource Management	3.5
Financial Resource Management	3.7
Program Planning and Management	3.6
Collaboration and Relationships	4
Sustainability	3.7

**Figure 17. WODASS Fifth OCA**





Figure 18. WODASS: Comparison of First–Fifth OCA Results



#### YMCA OCA Report

During the last assessment YMCA's strengths were in sharpening their vision and mission, finalizing and signing their policy and procedure manuals, development of an annual budget, auditing of its accounts, activation of board functions (such as regular meetings and decision-making processes), and developing potential leaders for succession. Key gaps include: gender inequity in the organization's management team; constitution reviewed but yet to be signed by the president; most assets were not labeled.

The fifth reassessment took place on February 16, 2016, at the YMCA project office conference room. A total of 10 YMCA staff, including management and project staff, board members, and volunteers, actively participated in the assessment. The results were collated and shared with the organization for validation and participatory development of a capacity building plan.

The results showed that YMCA has maintained its strengths of sharp vision and mission, operation and management system, asset management (all assets are tagged and the asset register is up to date), and fairly good financial management, collaboration, and sustainability.

Gaps still exist in the areas of gender inequity in the organization's management team and its weak system of documenting and capturing success stories. **Table 33** shows YMCA's OCA score; **Figures 19** and **20** illustrate the score by component.

Table 33. YMCA OCA Score

Capacity Area	Scores
Vision, Mission, and Objectives	4
Governance	3.7
Operation and Management System	4
Asset Management	3.54
Human Resource Management	3.7
Financial Resource Management	3.8
Program Planning and Management	3.6

Capacity Area	Scores
Collaboration and Relationships	4
Sustainability	3.8

Figure 19. YMCA Fifth OCA

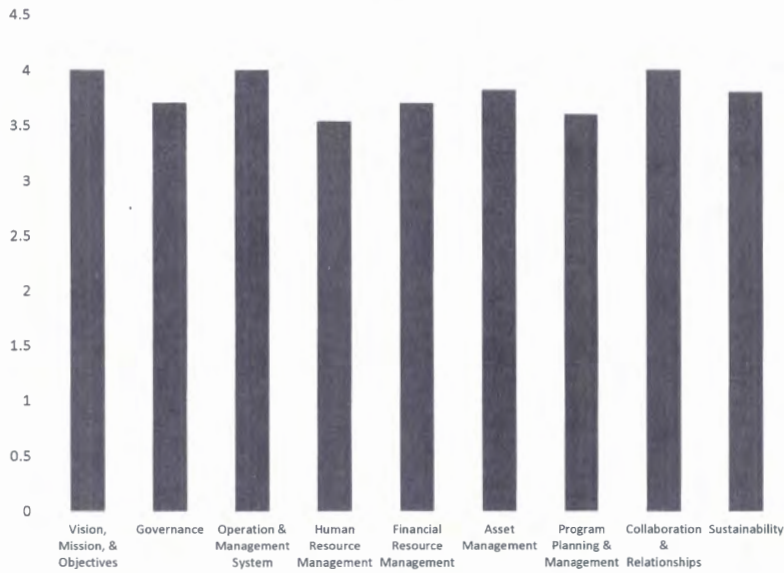
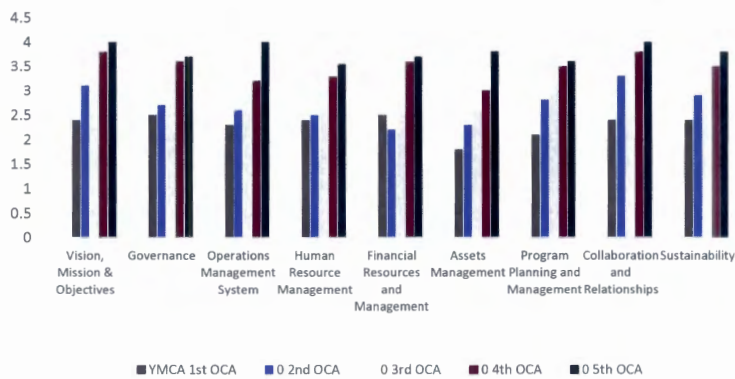


Figure 20. YMCA: Comparison of First–Fifth OCA Results



### *Monitoring Visits to CSO Subgrantees*

During this quarter, LEAD visited four of our subgrantees (RWDP, FAWOYDI, WODASS, BASNEC, and YMCA) in Bauchi State from April 15 to 17, 2016. These visits focused on discussing closeout reporting guidelines and processes as the project prepared to end in June 2016; LEAD received a short extension until August 31, 2016. At each subgrantee's office, a meeting was held with and facilitated by the LEAD Project team. Subgrantees were instructed to write an end-of-project report highlighting challenges, successes, and lessons learned. They were also advised to apply to retain some equipment procured for the implementation of the LEAD Project.

### *Quarterly Review Meeting with CSOs, Community Structures, and the Media*

We organized a 2-day quarterly review meeting in Bauchi that brought together CSOs, CBOs, and the media to share their experiences in advocacy for health and education governance and to identify areas of challenges to harmonize and amplify their efforts. The review meeting served as a forum to enhance synergy between the media and community structures to ensure sustainability of our interventions, evaluate the implementation of stakeholders' coordination and advocacy strategies for education and health governance issues, strengthen coordination and collaboration between CSOs, CBOs, and media for effective information sharing, and to establish strong education and health budget advocacy coalitions that will lead to improved education and health services in the state. The meeting was held at Zaranda Hotel, Bauchi on April 20–21, 2016, with a total of 44 participants in attendance, comprising LEAD CSO partners, CBOs, 8 WDCs, 8 community education forum (CEF) chairmen, 8 SBMC chairmen from the eight CLGAs, media, and Ministry of Budget and Economic Planning. Other participants were drawn from community radio stations from 7 LGAs (Azare, Gamawa, Kirfi, Bununu in Dass LGA, Jama'are, Misau and CEF), and media representatives from Bauchi State Television Authority (BATV), Bauchi Radio Corporation (BRC), and This Day daily.

The Gamawa WDC chairman testified that LEAD has strengthened their capacity especially in advocacy and water maintenance; as a result, they have improved water supply to Gamawa community and to neighboring communities of Yobe State and Zaki LGA in Bauchi State.

A communiqué was also developed that will strengthen the coordination efforts of all structures to achieve the common goal of improved health and education services in the state (**Annex C**).

### Key Results:

- Coordination and collaboration between CSOs, community structures, and media strengthened
- Commitment to launch a media campaign to improve access to education and health services particularly maternal and child health

### *LEAD Offers Organizational Capacity Assessment Support to HILWA*

In Bauchi State, LEAD provided technical assistance to High Level Women Advocates (HILWA) on June 16, 2016. HILWA is an initiative of UNICEF in collaboration with SUBEB. The objective of HILWA is to increase the number of women in decision-making positions; and advocate for policy reforms to improve the condition of women, children, and young adults. HILWA is in 5 states of the North East region where UNICEF operates. The Bauchi chapter, which was inaugurated on March 11, 2016, has membership of women from the position of deputy directors to directors of ministries, academicians (senior university lecturers), elected council

members, women politicians, etc. who will take the lead in advocating to seek redress for issues affecting women (education, health, governance, and civil rights-related issues). Others are members of the Bauchi State House of Assembly representing Dass constituency and, NGOs which include FAWOYDI and RWDP who are two of LEAD's CSO subgrantees.

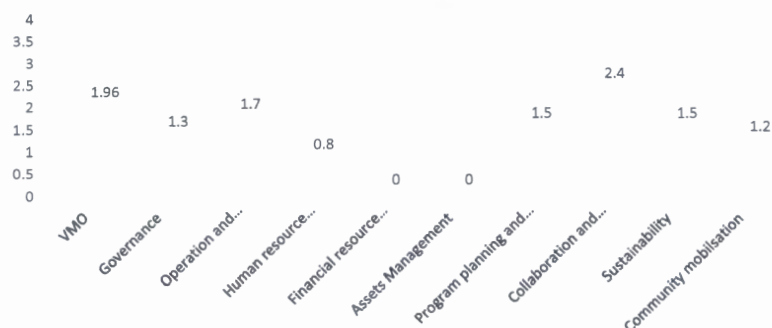
The purpose of the assessment was to support HILWA to identify its organizational strengths and weaknesses and support it to address its capacity gaps. The OCA tool was used during the assessment with five members in attendance.

At the end, the following were observed: it does not have autonomy to operate fully as an independent organization with full rights to grow in all aspects of organizational elements; the organization has not registered with either state or cooperate affairs commission; it lacks an articulated vision, mission and core values statement but has broad objectives and a work plan. OCA elements like human and financial resource management as well as asset management were found to be non- applicable to the group because they have no paid staff, no bank account and no asset to manage. Their source of funding is from UNICEF and contributions from members. The result of the assessment is summarized in **Table 34** and **Figure 21**.

**Table 34. OCA Result**

OCA Elements	Total Average Score
Vision and mission	1.9
Governance	1.3
Operation and management system	1.7
Human resource management	0.8
Financial resource management	0
Asset management	0
Program planning and management	1.5
Collaboration and relationships	2.4
Sustainability	1.5
Community mobilization	1.2

**Figure 21. Results of HILWA OCA**



Based on the gaps identified, LEAD should support HILWA to improve its organizational and technical capacity through training, mentoring, and coaching. It was therefore recommended that HILWA will need training in the following areas to enable it to carry out its functions effectively; gender and gender mainstreaming; strategic planning; resource; and community mobilization.

*Introducing Organizational Performance Index (OPI) and Dissemination of Community Score Card Report to CSO Partners*

LEAD convened a one-day meeting to introduce the concept of organizational performance index (OPI) to our CSO partners in Bauchi State, explain the difference between OCA and OPI and the domains of OPI benchmark. During the meeting, which took place on June 23, 2016 at the LEAD conference hall, LEAD disseminated the report of community score card conducted for Misau and Dass LGAs in 2015. The meeting had in attendance 16 participants (7 females and 9 males) participants from RWDP, FAWOYDI, Women Empowerment Initiative in Nigeria, YMCA, BASNEC, and WODASS.

The session on Community Scorecard report witnessed the sharing of the governance and health data generated using the focus group discussion and household survey conducted at Dass and Misau LGAs last year. The CSOs saw clearly the areas of improvement in citizen engagement, budgeting and service delivery as a result of LEAD's intervention. Although some improvements have been made, there are still huge gaps in access to budget information, interaction with service directors, responsiveness to the needs of women and youth.

*Promoting CSO Coordination and Networking through a Coordination Meeting.*

In Bauchi State, LEAD facilitated a one-day meeting for BASNEC and other CSOs on August 18, 2016, at the LEAD conference hall in Bauchi. The purpose of the meeting was to provide opportunities for the CSOs partners to discuss coordination and networking issues among them particularly the relationship between BASNEC and CSO member organizations.

Meeting objectives were to discuss the networking challenges between BASNEC and the other CSOs in Bauchi, reawaken the roles and responsibilities of BASNEC as an umbrella body and other CSOs as interdependent partners of the network, promote good relationship between BASNEC and member organizations, to encourage participatory engagement on advocacy activities of the network, and to identify key advocacy issues to be engaged with during the extension period.

A total of 16 participants (11 men and 5 females) attended the meeting, which includes, executive directors from YMCA, WEIN, WODASS, and RWDP. Others were Bauchi State WDC chairman, representative from Excellent Foundation Ningi, President of DAYAF (Dass Youth Awareness Forum), a representative from CITAD, Development Exchange Center, SBMCs, and chairman of BASNEC.

*Amendment of Subagreement for the Implementation of LEAD Cost Reimbursement Grant*

We amended the subagreements for the proposed subgrantees (BASNEC and WODASS) preparatory to implementation of activities for the extension period.

We held a series of meetings with the subgrantees to review their subagreements and align it with the extension through 2017. Tremendous inputs were made by the LEAD technical team. The exercise was completed within ten days from July 28 to August 11, 2016. The final draft was submitted to the Chief of Party for final review and approval.

#### *Developing a Work Plan for Subgrantees during the Extension Period*

During LEAD's costed extension, two subgrantees BASNEC and WODASS will continue to provide technical assistance to CLGAs through 2017. BASNEC and WODASS submitted a draft work plan in August 2016 for the implementation of their grants during the extension in September 2016].

Therefore, LEAD convened a meeting on September 27, 2016, to discuss the implementation work plan of our two remaining subgrantees (BASNEC and WODASS), share the plans between the two partners, identify areas of duplication in the two work plans and harmonize them, guide the involvement of other LEAD nongrant partner (RWDP, FAWOYDI, and YMCA) as well as community structures in the implementation of the work plan particularly BASNEC's Plan.

#### Key areas of the plans include

- Conducting follow-up advocacies targeting legislatures, MOLG, Ministry of Finance, and SUBEB for health and education budget increase and releases
- Coordinating interface meetings with legislatures and constituency members for feedback on addressing prioritized needs
- Convening public hearing on budget proposals
- Coordinating interface meetings with LGA councils and MDAs to provide feedback on budget performance
- Holding review meetings with CBOs and community structures on community development programs among others.

### 2.3 Activities Implemented by CSO Partners under LEAD's Grants Program

#### ***Bauchi State Network of Civil Society Organizations***

##### *Strengthening Capacity of Community Structures*

On October 27–29, 2015, BASNEC, with the support from LEAD, conducted a training to strengthen the capacity of community structures such as SBMCs, CEFs, and WDCs in conducting advocacy and lobbying skills. The training was held to enhance the community structures' ability to advocate for increases in education and health budgets in their respective CLGAs. The participants were drawn from the eight LEAD-supported CLGAs (Bauchi, Ningi, Katagum, Dass, Kirfi, Jama'are, Misau, and Gamawa). A total of 32 participants (20 men and 12 women) attended. The outcomes of the training included the following:

- Enhanced capacity of 64 persons from SBMCs, WDCs, CEFs, and CBOs in the eight CLGAs on priority setting, advocacy, and lobbying skills
- Formation of a coalition of committees in Ningi, Dass, Misau, Kirfi, and Gamawa to promote and coordinate development of their communities
- Development of a work plan for civic engagement
- Reinvigorated motivation for civic engagement

##### *Advocacy Visits on Budget Increase for Education and Health Sectors*

BASNEC, with the support of LEAD, conducted eight advocacy visits (October–November 2015) with the heads of Administration of Bauchi, Dass, Ningi, Jama'are, Kirfi, Misau, Gamawa, and Katagum LGAs. BASNEC solicited for increases in budget allocations to the education and health sectors. Available statistics, such as fact sheets showing low pupil enrollment in school, low rate of deliveries in the health facilities, high maternal mortality rates, and a less than 10 percent budget allocation

to health and education sectors, were used to support the discussion and justify the need for increases in budgetary allocations.

The heads of the Administration of the respective CLGAs pledged to improve education and health services in their CLGAs and to continue with conducting community mobilizations to increase enrollment of school-age children in collaboration with volunteers.

They also pledged their commitment to involving CSOs, SBMCs, WDCs, and CEFs in the budget preparation process and to including the communities' priority items in 2016 budgets.

#### Key Results

- As a result of the advocacy visits, budget departments of LGAs have started involving CSOs in the budget process
- Relationship between BASNEC and MDAs has been strengthened. A desk officer has been appointed in SUBEB to liaise with BASNEC on basic education issues. BASNEC will make follow-up visits to ensure that the heads of Administration of Bauchi and Dass CLGAs fulfill their commitments.

#### *Community Dialogue Sessions on Priority Needs*

BASNEC conducted two community dialogue sessions, in Dass and Kirfi CLGAs, with the elected representatives of the two CLGAs in the Bauchi State House of Assembly on December 4 and 7, 2015, respectively. The meetings were held in collaboration with a coalition of CEFs, SBMCs, WODASS, WDCs, CBOs, and traditional and religious leaders. The objective of the meeting was to share the harmonized priority needs of the CLGAs with the house members' constituency. Both members responded by pledging their commitments to support the development of their communities, adding that they have already raised motions on construction and renovation of school structures and the creation of two additional nursing schools in Bauchi to increase the number of qualified nurses and midwives to meet the health care needs. The member from Dass CLGA promised to provide scholarships to the less privileged; the scholarships would require the study of relevant and marketable courses that would aid the development of the local government area and state at large. LEAD hopes this kind of interface at the LGA level will create access to the larger House of Assembly through contact with the individual members.

#### *Quarterly Experience Sharing Meeting with LEAD's Subgrantees*

BASNEC organized a second quarterly experience-sharing meeting with LEAD subgrantees and other partners such as SBMCs, CEFs, and WDCs on December 16, 2015. The aim of the meeting was to share successes and challenges faced within the first quarter of the project and to collectively proffer solutions to the challenges.

A total of 35 participants (29 men and 6 women) were in attendance. Each subgrantee presented information on programs it has implemented so far. All the subgrantees showcased their various accomplishments at the meeting.

During the January–March 2016 under reporting period, BASNEC conducted the following activities in line with the approved LEAD grant subagreement.

#### *Training Community Structures on Participatory Budgeting Process in the Eight CLGAs*

BASNEC conducted three sessions of a two-day sensitization training workshop on public expenditure for community structures and local government budget officers from the eight CLGAs of Bauchi State. The participants included SBMCs, CEFs, WDCs, CBOs, LGA officials, and media representatives. The first training, conducted on January 13–14, 2016, took place at Katagum LGA council chamber, while the

other two sessions took place at the LGEA halls February 21–26, 2016. A total of 119 participants (78 men and 41 women) were trained.

The workshops enhanced participants' knowledge, skills, and techniques of tracking budget inputs, outputs, and outcomes and strengthened the community structures' knowledge about budget processes, so that they can build the capacities of community members to influence participatory budgeting. Participatory budgeting will ultimately increase transparency and accountability of local government operations.

At the end of the trainings, each CLGA came up with a work plan of activities it will embark on as a coalition to monitor and track respective local government budget expenditures for 2016. Each CLGA completed its work plan; LEAD held a feedback meeting with the key stakeholders to discuss outcomes.

#### *Follow-Up Advocacy Visits to Dass and Kirfi LGAs*

BASNEC made follow-up advocacy visits to the heads of Administration of Dass and Kirfi LGAs on January 25 and 26, 2016, respectively, to seek an increase in the 2016 budgetary allocations to health and education. The team was received by the heads of Administration and budget directors of the LGAs and was informed by them that there was an increase of 4 percent (originally was 21 percent; but finally raised to be 25 percent) in the health budgetary allocation in Dass LGA; while in Kirfi; there was an increase of 9 percent (originally was 15 percent but finally increased to 24 percent) in the health budgetary allocation.

There was however, no feedback about the education budgetary allocation, as relevant information was supposed to be obtained from the SUBEB director of planning. BASNEC conducted a follow-up visit to SUBEB to get the feedback during the first week of April 2016 and received confirmation that budget allocations would be increased for both health and education.

#### *Community Dialogue with House Member of Assembly Representing Zungur Galambi in Bauchi CLGA*

BASNEC, in collaboration with CEFs, SBMCs, CBOs, and WDCs in Bauchi CLGA organized on March 19, 2016, at Liman Katagum of Bauchi CLGA a community dialogue with the member representing their community in the Bauchi House of Assembly, Hon. Abdulhamid Rufa'i. The meeting was to share the challenges and needs of their community with him, following harmonized community priority setting that was conducted in the local government. There were 20 people in attendance (18 men and 2 women). The WDC chairman presented concerns in the areas of health and the CEF chairmen presented those in education and water supply. Key issues highlighted were poor infrastructure, inadequate water supply, and shortage of female medical personnel in the Zungur Galambi wards.

The member pledged his commitment and support towards the development of the community he represents. He promised to upgrade a secondary school in the community to a special school and to provide a scanning machine to ease difficulty usually experienced by pregnant women in accessing antenatal care (ANC) services.

#### *Development of CSO Database and Directory*

LEAD has mandated and supported BASNEC to develop the Bauchi State CSO directory that will be shared with all interested development partners to provide adequate information about viable CSOs in the state for partnerships. An electronic copy of Bauchi CSO directory has been developed, while the hard copy is in the process of being printed.



## ***Fahinta Women and Youth Development Initiative***

### *Support to CBOs on Organizational Development*

After an OCA of seven CBOs in Ningi and Jama'are LGAs, FAWOYDI supported the CBOs' organizational development through mentoring and coaching. FAWOYDI conducted mentoring in Ningi and Jama'are LGAs from September 21 to 28, 2015. The organizations were urged to fix gaps identified during the OCA exercise, which they did by putting in place operational manuals and staffing, writing vision and mission statements, improving documentation, and other actions.

Some of the CBOs' achievements follow.

#### *Ningi Community Development Initiative (NCDI), Ningi LGA*

- Awaiting the release of its registration certificate from the Corporate Affairs Commission (CAC)
- Developed its vision, mission, and values; awaiting approval from its board of trustees (BOT)
- Developed an organogram showing the structure of the organization and the reporting lines of its staff
- Documented minutes of meetings
- Improved its filing system

#### *WDC Nasaru, Ningi LGA*

- Improved documentation of all activity reports
- Plans to register with the CAC

#### *Excellent Foundation, Jama'are LGA*

- Recruited two additional staff (administration officer and accountant) to cover the gap of inadequate staffing to implement activities
- Partitioned the office space to improve working environment for staff
- Awaiting approval of all manuals, policies, vision, mission, and goals sent to the BOT
- Developed the organization's organogram to depict the organizational structure

#### *WDC, Jama'are LGA*

- Conducted advocacy visits to the LGA to secure funding to purchase office equipment
- Documented activities
- Improved communication and information sharing with key stakeholders with formal notification and invitation letters, rather than simple word of mouth
- Developed the organogram

#### *Sensitization Campaign on Girls' Enrollment and Retention*

FAWOYDI conducted an awareness-raising campaign to sensitize communities about the importance of girls' enrollment and retention in school through their transition to upper levels or grades. The awareness-raising activities were conducted in Gadar-Maiwa, Nasaru, and Ganji of Ningi CLGA and Jama'are Township, Hanafari, and Dogon Jeji of Jama'are CLGA November 2–5, and November 10–13,

2015, respectively. FAWOYDI aimed to create awareness among local communities about the importance of girls' education. Activities were held (in Ningi) at Nasaru Old Maternity, Gadar-Maiwa Maternity, Ningi Town Maternity; and (in Jama'are) at Jama'are Central Primary School, Village Head Palace of Hanafari, Dogon Jeji Hospital, and Jama'are Town Maternity. A total of 349 people (177 men and 172 women) participated in the campaign, including 12 LGA focal persons and community members from the six communities.

#### *Quarterly School–Community Stakeholder's Engagement*

FAWOYDI conducted a quarterly school–community stakeholders' engagement, public hearing, and education forum in Ningi and Jama'are CLGAs on November 16 and 17, 2015. The activities served as forums where school and community stakeholders and community residents could determine recommendations for addressing gaps in service in the health and education sectors. A total of 60 participants (40 men and 20 women) were present.

Outcomes of the meetings included the following:

- Partnership between CSOs, LGAs, and communities strengthened
- Lobbying committees in Jama'are LGA constituted
- WDCs and SBMCs agreed to start a joint meeting in Jama'are CLGA
- SBMCs were revitalized to carry out checks and balances in the education system
- FAWOYDI also conducted quarterly town hall meetings for key stakeholders on LEAD Project implementation in Ningi and Jama'are CLGAs on September 29–30, 2015. Key stakeholders came together to share experiences and discuss success stories, challenges, and the way forward in the various LEAD communities. The meetings took place at the LGA secretariats of both Ningi and Jama'are CLGAs with a total of 80 participants from the six communities of Ganji, Nasaru, and Gadar-Maiwa of Ningi LGA; and Hanafari, Dogon Jeji and Jama'are Township of Jama'are CLGA.

#### *Support to Vocational and Entrepreneurial Training Center for Adolescent Girls*

To develop the skills of adolescent girls to achieve self-sustenance, FAWOYDI supported the establishment of six vocational and entrepreneurial training centers that would promote skills in other crafts (tailoring, soap making, and pomade making) in the six targeted communities of Ningi and Jama'are LGAs. A total of 120 girls from Ganji, Nasaru, and Gadar-Maiwa communities of Ningi LGA and Hanafari, Dogon Jeji, and Jama'are Township of Jama'are LGA training on December 10–16, 2015. Skills taught included production of pomade and liquid soap, as well as tailoring. The communities provided the premises for the learning centers and identified skilled instructors within the communities to teach. FAWOYDI, with support from LEAD, provided the raw materials, paid instructors' fee, and provided refreshments for the trainees and technical support for soap making. This training program is expected to run continuously until the end of the project but will be managed by BASNEC and WODASS.

#### *School–Community Stakeholders Quarterly Engagement Meeting*

FAWOYDI conducted quarterly school–community engagement meetings in Ningi and Jama'are CLGAs on February 6 and 12, 2016, respectively. The activities created a forum where stakeholders engaged in a dialogue on issues that relate to education in their respective communities and proffered solutions to close identified gaps. Participants at the meetings included education secretaries of the two LGAs,

SBMC members, WDCs from the six communities of Gadar-Maiwa, Nasaru, Ganji communities of Ningi LGA and Jama'are Township, Hanafari, Dogon Jeji of Jama'are LGA. The activities in Ningi took place at the LGEA, and those of Jama'are took place at the LGA secretariat. Total attendance was 61 participants (43 men and 18 women).

Key issues identified during the meetings were:

- inadequate teachers in the primary schools and JSSs
- dilapidated structures, and absence of toilet facilities and classroom furniture
- The SBMCs, WDCs, and education secretaries resolved to write a letter to their respective LGAs requesting actions that will address the issues.
- They also promised to embark on advocacy visits to relevant authorities.

*Monitoring of Established Vocational and Entrepreneurial Training Centers in Jama'are CLGA*

FAWOYDI carried out monitoring visits to established vocational and entrepreneurial training centers in Hanafari and Dogon Jeji communities and Jama'are Township in Jama'are LGA on February 7, 9, and 10, 2016. The aim of the activity was to monitor the activities of the center, provide technical support and document successes recorded by the centers. A lesson on mathematics and English sessions were observed in the three centers. Two of the centers, Hanafari and Jama'are, were doing fairly well, but the Dogon Jeji instructor was observed to need more capacity in planning and delivering a lesson. Vocational and entrepreneurial training centers were also observed. The students were more enthusiastic in the skills acquisition, as they were observed during a session on cooking a meal. It was also noted that some adolescent girls were not punctual and in some cases were absent during the trainings or classes. FAWOYDI called the attention of the instructors to take disciplinary measures and to motivate the adolescent girls to do their best, as attendance will go a long way in shaping their future. The instructor in Hanafari was advised to provide individual coaching to students lagging behind and to encourage them to participate in their learning. A N100 stipend was provided to the students.

A total of 60 adolescent girls, 3 instructors, and 11 community members from the three targeted communities were in attendance.

*Quarterly Town Hall Meetings with Key CLGAs Stakeholders on Project Implementation*

During the second quarter, FAWOYDI conducted quarterly town hall meetings with key stakeholders such as LGA officials, SBMCs, and WDCs in Ningi and Jama'are LGAs on February 8 and 11, 2016. The meetings created an avenue for key stakeholders to share their experiences, identify challenges, and recommend next steps on CPPs. The activities took place at the LGA secretariats of both Ningi and Jama'are CLGAs, with a total number of 67 participants (52 men and 15 women). Highlights of the reports from the community structures included

- Formation of women's support group on health to assist women of child bearing age
- Formation of women's savings and loan scheme and quality improvement team (QIT) that will formulate guidelines to minimize water pollution in Nasaru
- 10 health volunteers recruited in Nasaru to assist in creating awareness of the importance of going to the hospital for ANC and child delivery with the assistance of a skilled birth attendant, hygiene, and exclusive breastfeeding. Testimonies of 20 women who practiced exclusive breastfeeding were shared.

- Two health attendants were employed by the community and were later supported by the CLGA, but now the CLGA support has been withdrawn due to lack of funds
- Since December 2015, the CLGA stopped paying the volunteers' stipends
- There was a sensitization campaign on water ways and pollution, which resulted in the creation of a committee that was charged with responsibility for cleaning the market place

In the basic education sector, issues discussed included inadequate teachers in most of the schools, lack of fencing in most schools, a blown-off roof in one of the classroom blocks in Kofar Kudu in Dogon Jeji, enrollment as a major challenge in the communities, a nonfunctional borehole in Dogon Jeji, and inadequate health personnel in the hospitals.

The Ningi community structures were commended for community efforts in addressing health and education issues, while the Jama'are community structures were encouraged to do more advocacy and community efforts to address some of their key issues.

#### *Kids' Forum Meetings for Children under Age 8 Years in Six Targeted Communities*

FAWOYDI facilitated Kids Forum meetings for children under 8 years of age in six targeted communities of Ningi and Jama'are LGAs. The activities were carried out on March 12–19, 2016. The Kids' Forum is an education and psychosocial forum for children under 8. The six targeted communities of Ningi and Jama'are CLGAs held meetings at two communities in Gadar-Maiwa in Ningi and Hanafari in Jama'are LGAs and held four in-school meetings at Ganji, Nasaru, Dogon Jeji, and Jama'are Township primary schools.

The objective of the activities was to promote the development of children educationally and psychosocially and to distribute educational and psychosocial materials to WDC and SBMC members.

The FAWOYDI team facilitated the educational activities in collaboration with the instructors.

Activities conducted included color identification with the kids, numerical and alphabetical identification, spellings and identification of domestic and wild animals, and cutting of shapes using cardboard materials, drawings, and coloring of animals. Kids also played football and skipping games and knitted using tissue paper to produce a tissue necklace.

A total of 162 participants (84 boys and 78 girls) participated in the Kids Forums.

#### Key Results

- Psychosocial wellbeing of children strengthened through practical sessions and personal involvement
- Friendly educational environment established

Educational and psychosocial materials for use by the schools and communities were given to community and SBMC representatives. The materials handed over included: white board, skipping ropes, footballs, poster colors, note books, educational calendars, scissors, alphabets, and crayons. Other supplies included pencils, beads, dusters, markers, and tissue paper.

## **RWDP**

### *Strengthening the Capacity of CBOs and Community Structures on Advocacy and Lobbying Skills*

RWDP conducted a two-day training for CBOs and community structures on advocacy and lobbying skills on October 12–13, 2015. A total of 59 participants (54 men and 5 women) attended the training. The objective was to strengthen the capacity of the staff in advocacy and lobbying to enable them to effectively engage policy makers on the need to increase budgets for the health and education sectors. At the end of the training, participants made commitments to apply the knowledge acquired during the training to identify at least two advocacy issues within their communities to address.

#### *Community Town Hall Meetings*

RWDP supported two community town hall meetings in Galambi and Gwaram wards of Bauchi and Misau LGAs, respectively, on October 20 and 26, 2015. The aim of the meetings was to empower the WDCs to take on the responsibility of promoting good governance. Meeting participants discussed the WDCs' roles and responsibilities in improving educational and health services as well as the importance of proper documentation. Overall, 107 participants (99 men and 8 women) attended the meetings.

At the end of the meetings, the following outcomes were reached:

- The community and its leadership plan to meet to re-constitute subcommittees of the WDCs to ensure their effective performance.
- Participants reached an agreement on the development of a work plan to address challenges concerning access to basic education and primary health care, especially maternal and child health issues.
- The WDC chairman agreed to address school enrollment awareness during ANC clinic days held in the community.
- As a result of the town hall meeting conducted previously in the ward on July 25, 2015, the community leaders of Durum worked to mobilize resources to fix the dilapidated school structure. They placed a levy on all village heads and paid an advocacy visit to the state assembly member representing Durum.

#### *Community Sensitization Rally on Enrollment Drive Campaign*

RWDP conducted a sensitization rally on the Enrollment Drive Campaign (EDC) in Kangere, Liman, Katagum, and Durum wards of Bauchi LGA on October 23, 2015. The rally aimed to sensitize the community, traditional institutions, and religious bodies to encourage and guide parents to enroll their children, especially girls, in schools. The rally generated positive reaction from the community and religious leaders, who promised to ensure that the message is shared with other community members to boost enrollment of both boys and girls in schools. In total, 516 community members participated in the rally (386 men and 130 women).

#### *Building Capacity of CBOs on Public Expenditure Tracking*

RWDP conducted two-day trainings to increase the capacity of CBOs in Bauchi and Misau LGAs (in Bauchi on November 18 and 19, 2015; and in Misau on November 28 and 29, 2015) on health and education Public Expenditure Tracking (PET). The focus was on budget analysis, expenditure tracking, and performance monitoring. The training equipped participants with knowledge, skills, and techniques for tracking budget inputs, outputs, and outcomes; enhanced their capacity to promote transparency and accountability; and bolstered CBOs' skills in facilitating

communities' understanding of their roles and potential impact in the budgeting process at the LGA level. A total of 57 participants (53 men and 4 women), drawn from WDCs, SBMCs, CEFs, and community coalitions (CCs) attended the training in Bauchi; and in Misau, 60 participants (53 men and 7 women) attended the training.

The following outcomes have been achieved as a result of the training:

- WDC forum in Bauchi agreed to work with other community structures to pursue relevant advocacy issues beginning with a follow-up on the allocation of desk space in the Bauchi LGA secretariat. This will be preceded by a meeting between the WDC forum, RWDP, and BASNEC.
- The CBOs in Misau agreed to work together and form a forum to share knowledge and experiences on PET and how to use it in budgeting processes based on a pro-poor and gender equality perspective.
- The CBOs will use an advocacy framework to enhance open and inclusive budgeting and to improve citizens' participation in overall budget processes, using the media for outreach.
- The media agreed to work closely with community structures to create awareness and improve citizens' knowledge of the need to track government expenditure.

#### *Strengthening Capacity of Teachers and Community Education Structures on Strategies for Improving Basic Education*

RWDP conducted training for teachers and education community structures, such as CEFs, SBMCs, and CCs, on the strategies for improving basic education in Bauchi LGA on November 12–13, 2015, and in Misau LGA on December 12, 2015. A total of 60 participants (59 men and 1 woman) in Bauchi LGA and 60 in Misau LGA (53 men and 7 women) attended the trainings. The objectives were to

- Share knowledge and experiences on teaching strategies and how to use them in schools to enhance learning processes; and
- Enhance participants' knowledge, skills, and techniques in evidence-based strategies of teaching and teaching ethics.

Participants included teachers and principals from schools, members of CEFs, SBMCs, and CCs.

One of the outstanding outcomes of the training was that the SBMCs and teachers affirmed their commitments to step down the training to the rest of the teachers in their various schools at the ward level.

#### *Community Town Hall Meetings*

RWDP conducted four community town hall meetings in Hardawa, Zadawa, Tirwun and Miri wards of Misau and Bauchi LGAs on January 16–20, 2016.

In Hardawa Ward a total of 52 WDC members, (39 men and 13 women) attended the meeting; in Zadawa Ward 50 (38 men and 12 women) participated, while in Tirwun Ward 52 (27 men and 25 women) and Miri Ward 50 (38 men and 12 women) attended the town hall meeting.

Town hall meetings served as an avenue where stakeholders (WDC members) came together to discuss and find out key health and basic education issues within their communities. The community identified and prioritized issues with a view to proffering solutions from local perspectives and assigning responsibilities.

Key issues identified were poor attendance at antenatal, delivery, and postnatal services in Miri community, partly due to lack of toilet facilities; a shortage of teachers and classroom furniture in the primary schools of Miri wards; and low enrollment in one of the Hardawa communities.

For the way forward, resource mobilization strategies, identification of roles of traditional leaders in addressing the issues, reallocation of roles and responsibilities of the WDCs in addressing the challenges were among the strategies identified. A follow-up monitoring visit by the RWDP team to the communities, like Miri, revealed that WDCs addressed some of the issues, such as fixing toilets in the maternity ward of Miri. This has increased the turnout of clients to the maternity clinics.

#### *Quarterly CBO Review Meetings in Bauchi and Misau LGAs*

RWDP conducted quarterly review meetings with community structures in Bauchi and Misau LGAs on February 1–2, 2016. In Bauchi, a total of 56 participants (55 men and 1 woman) from four community structures (WDCs, SBMCs, CEFs, and community coalitions [CCs]) were in attendance. In Misau, the activity took place at the Millennium Development Goal's (MDG's) conference hall Misau, where 58 participants (56 men and 2 women) from four community structures attended. The objectives of the town hall meetings were to share ideas, experiences, and best practices in the implementation of community activities; to discuss a sustainability plan for beyond LEAD; and to emphasize the need for effective collaboration between CBOs.

Some of the achievements reported by the community structures were: mobilization of 250 youths at Durum for environmental sanitation and sand filling of a hole along 13km Road, renovation of windows and furniture at Dandango, and the construction of a bridge in Dandango.

#### *Community Town Hall Meetings*

Similarly, RWDP facilitated five community town hall meetings in Dawaki, Makama 'B', Gwaskwaram, Gugulin and Kukadi 'A' wards of Bauchi and Misau LGAs on February 17–29, 2016. The objectives of the meetings were to enhance citizen's engagement with their representatives, to identify key community structures and strengthen their capacity in documentation and engagement process, and to define the roles of various community structures in implementation of projects.

Participants at the meeting cut across all major community stakeholders with a fair representation of all groups, including the most vulnerable groups. The meeting in Dawaki had in attendance 42 men and 8 women; Makama 'B' Ward had 40 men and 12 women; Gwaskwaram had 31 men and 19 women; Gugulin had 46 men and 6 women; and in Kukadi 'A' Ward there were 41 men and 11 women. In total, 250 people attended the five meetings. Critical issues deliberated upon during the meetings included possible ways of meeting with the community representatives at the State House of Assembly, composition of key community structures (WDCs, SBMCs, and CEFs), selection and election of leaders, regular meetings of the community structures, and meetings between community members and leaders.

Other burning issues discussed were the need to increase school enrollment; community self-help projects; and proper documentation of activities, feedback, and accountability. At various venues, the WDC chairmen affirmed and welcomed the suggestions and responded that they will work hard to ensure their communities achieve meaningful development through communal efforts.

Similar meetings were held in Kukadi B, Tofu, Mun-Munsal, and Dankade wards respectively, of Bauchi and Misau LGAs on March 8–18, 2016. The meeting in Kukadi B Ward had in attendance 22 men and 28 women; Tofu Ward had 50 men;

Mun-Munsal Ward had 35 men and 13 women; and Dankade Ward had 42 men and 4 women in attendance.

#### *Training in Anticorruption*

RWDP conducted training in ethics and values (code of ethics) for community structures in Bauchi LGA (in Fadama III conference hall February 22–23, 2016) and Misau LGA (in MDGs conference hall February 25–26, 2016). The objectives of the training were to enhance participants' understanding of ethical issues in organizations and ethical practices that promote integrity in organizational management and operations, increase participants' understanding of ethics and ethical code and to increase participants' knowledge and skills on enhancing transparency & accountability in their various organizations. A total of 55 participants (53 men and 2 women) attended the training in Bauchi, and 58 participants (56 men and 2 women) attended in Misau.

The training was facilitated using LEAD's Ethics Transparency and Accountability training slides. During the activity participants realized that the issue of ethics in the work place should be tackled at two levels: (1) at the family level, to restore family values and instill such values in the younger ones, and (2) at the public sector, level to ensure transparency and accountability in the workplace. They pledged to work with religious and traditional institutions to restore family values and embark on advocacies for implementation of relevant policies.

#### *Advocacy Visit to the Emir of Misau*

RWDP paid an advocacy visit to the new Emir of Misau to congratulate him on his new appointment and brief him on the ongoing activities of the LEAD Project in Misau LGA. The visit was also to canvass for his support and buy-in of the development activities being implemented by RWDP. The visit took place on the March 20, 2016, at the Emir's Palace in Misau. Earlier on an advocacy visit was paid to the late Emir and the traditional council, at which they were briefed on the LEAD Project. The new Emir pledged his full support to the project and to RWDP in all their development efforts.

#### *Quarterly Review and Networking Meetings with Community Structures and LGA Officials*

Quarterly review and networking meetings were conducted by RWDP in Misau and Bauchi LGAs on March 16 and 17, 2016, respectively. Misau had in attendance 60 participants (59 men and one woman), while in Bauchi LGA there were 56 participants (52 men and 4 women). The objectives of the quarterly review meetings were to enable CBOs and LGAs to interact and share ideas, experiences, and best practices in the implementation of community activities; to promote collaboration between CBOs and LGAs; and to create a sustainability plan for activities beyond the LEAD Project. Each ward made presentations on its achievements and challenges. Issues identified during the meeting included poor collaboration between CBOs and local government councils, largely because of a lack of funds to support the collaborative meetings, and the lack of a standardized reporting tool that the organizations can use to report their activities.

It was therefore resolved that the CBOs will share their reports with the budget and planning and services departments of the LGAs, and these units will in turn support the activities of the CBOs. The health educator for Bauchi LGA briefed the forum on Lassa fever, exclusive breastfeeding, and hand washing. He also pledged to support health-related activities by the community structures in the LGA.

#### *Implementation of Communication Plan Activities*

In continuation of the implementation of the communication plan, developed by RWDP with support from LEAD, the training on ethics and values was fully covered



and aired by Misau community radio. This is in addition to other similar activities that have received the same coverage from the station. RWDP has established a sustainable relationship with the radio station in promoting community issues.

#### **Women Development Association for Self-Sustenance**

##### *Organizational Capacity Assessments of CBOs*

WODASS used OCAs to conduct an assessment of organizational capacity of 13 CBOs (eight in Dass and five in Kirfi LGAs) from October 14–16, 2015. The organizations in Dass included the WDC Forum, CEF, SBMC Forum, CC, Blind Association in Dass, Maigoshi Support Group (for people living with HIV), Federation of Muslim Women Association in Nigeria (FOMWAN), and Women's Wing of the Christian Association of Nigeria (WOWICAN). The five CBOs in Kirfi LGA were the WDC Forum, CEF, SBMC Forum, CC, and FOMWAN. The objective of the assessment was to identify strengths and weaknesses of the organizations and make plans to fill the gaps towards sustainability and growth of the organizations.

**Table 35** and **Table 36** show the OCA results of the CBOs.

**Table 35. Total Average OCA Score of CBOs Assessed in Dass LGA**

Organizations	Average Score	Total Score
Blind Association	2.2	4
SBMC FORUM	2.6	4
Community Coalition	2.4	4
WOWICAN	1.8	4
WDC FORUM	2.1	4
Maigoshi Support Group	2.7	4
Community Education Forum	2.5	4
FOMWAN	2.2	4

**Table 36. Total Average OCA Score of CBOs Assessed in Kirfi LGA**

Organizations	Average Score	Total Score
SBMC Forum	2.3	4
Community Coalition	2.0	4
WDC Forum	2.2	4
Community Education Forum	2.1	4
FOMWAN	2.6	4

##### *Budget Review Meeting with CBOs and Local Government Service Directors*

WODASS conducted a budget review meeting with CBOs and LGA service directors at Dass LGA and Kirfi LGA on November 27 and 28, 2015. The objective was to share the information contained in the Call Circular for 2016 Budget as issued by Bauchi State MOLG. Thirty participants (18 men and 12 women) attended. Key issues discussed included the priority areas that will guide the 2016 budget, such as security, sanitation, waste management and disposal, youth engagement, health,

education, agriculture, and water supply. Others were improvement of basic infrastructure, human resources, service delivery, IGR, and completion of ongoing projects. The budget officer also informed the counterparts that the call circular has been issued to all sectional heads, marking the beginning of the participatory budget process at the local government level. He also made a commitment on behalf of the Budget and Economic Planning Department that the Department will call for a meeting with the CBOs. The meeting would provide the community with a better understanding of the budget process and allow for community input on priorities from different service departments. The success of this activity is a bolstered readiness of the budget officers to make the budget process participatory.

#### *Review Meeting with CBOs*

WODASS conducted a review meeting with CBOs at Dass and Kirfi LGAs on November 27 and 28, 2015 respectively. The meeting evaluated the activities the WDCs implemented in their respective wards, after sensitization on the CPP. Overall, there were 60 participants (14 women and 46 men). In Dass, the nine wards and the coalition of CSOs on governance implemented various development programs such as road rehabilitation, repairs of a non-functional boreholes, replacement of a decayed electric utility pole in the town, repairs of maternity health facilities, sanitation projects, and donation of a plot of land for the construction of staff quarters at the Federal Model PHC facility in Durr. Similarly, in the Kirfi LGA the WDCs, which include Baba, Beni, Shongo, Guyaba, Kirfi-Chelegi, Kwagal, Kafin Iya, Wanka, Tubul and Barra, and CSOs like the Federation of Muslim Women's Associations in Nigeria (FOMWAN) made significant contributions to the development of their communities.

**Annex D** provides the details on activities implemented by the wards.

#### *Campaign on School Enrollment, Retention, and Transition*

Two awareness campaigns were conducted by the Dass and Kirfi LGAs to build public awareness of the need for enrollment, retention, and transition of their children—especially girls—in school. Rallies were staged at primary schools, markets, local government secretariats, women's centers, and other relevant offices of the LGAs. In Bauchi, an event was concluded with an advocacy visit to the district head of Kirfi, which was chaired by the education secretary of the Kirfi LGEA. The district head promised to cascade the information to all the district heads, village heads, and community leaders in the area.

#### *Monitoring of Adolescent Girls Centers and Nonformal Learning Centers*

WODASS monitored Adolescent Girls Program centers and nonformal learning centers in the Kirfi and Dass LGAs. During the visit, it was observed that the centers in Dass are more organized and active, especially the Adolescent Girls Center Waziri Mazadu. WODASS also observed that the low turnout at the Badel and Badara Centers, Dass and Kirfi LGAs, respectively, was due to the harvest season. To overcome the challenges of low attendance during the visits, WODASS will meet with CCs to advocate that parents allow their children to visit the learning centers and to determine ways to repair nonfunctional sewing machines and knitting machines at the centers.

#### *Review Meeting with CBOs and LGA Service Directors*

WODASS facilitated a review meeting with CBOs and LGA service directors on January 27, 2016. The objectives were to share the 2016 draft budget for the PHC department with the CBOs. The director of Budget and Economic Planning presented, on behalf of the PHC department, the respective budget draft, with health projects spread across all the wards in Dass LGA. Questions from the stakeholders

followed and were answered by LGA officials. Thirty participants (6 women and 24 men) attended the meeting.

#### *Training on Public Expenditure Tracking for CBOs*

WODASS provided PET training to a total of 58 CBOs and local government officials in the Dass and Kirfi LGAs.

The two-day trainings were conducted on January 19–20, 2016, in Dass LGA and January 22–23, 2016, in Kirfi LGA. The trainings focused on the concepts of budgeting and expenditures, to improve monitoring skills among participants for carrying out effective supervision and tracking of public expenditures and to strengthen partnerships and collaboration across CBOs in Dass and Kirfi LGAs.

A total of 30 participants (23 men and seven women) were trained in Dass LGA, while 28 participants (21 men and seven women) were trained in Kirfi LGA. At the end of the sensitization workshops stakeholders agreed to establish a coalition for tracking budget expenditures in their respective LGAs.

#### *Monitoring of Adolescent Girls Centers in Dass and Kirfi LGAs*

WODASS, in collaboration with CCs in the Dass and Kirfi LGAs, conducted monitoring visits to adolescent girls and nonformal learning centers from February 23–27, 2016, in Dass LGA and February 24–26, 2016, in Kirfi LGA. WODASS monitored a total of seven centers: Kirfi Cheedi Adolescent Girls Center, Waziri Mazadu Primary School in Bununu, Adolescent Girls Center Badel at Fadan Sarkin Badel Bununu West Ward, Tsangayan Mallam Salau Bayan Fada Anguwan Sarkin Bam, and Madararasatul Ta'alimun Qur'an Bundot, all in the Dass LGA, and Tsangayan Mallam Bala Liman Badara, Anguwan Wazirin Badara, and Tsangayan Sarkin Malamai Sindigawo in the Kirfi LGA.

The WODASS monitoring team observed the activities in the centers and distributed support materials, while identifying some challenges and recommending solutions. During the visits a simple checklist was utilized, filled out during the interactions and interview sessions with the facilitators and students.

Key findings in the centers include the following: the admission register, attendance register, lesson notes, and plan books were satisfactorily used in only two out of seven centers; learners' exercise books and text books for literacy and numeracy were satisfactorily used. The basic literacy and numeracy curriculum has been satisfactorily followed; few functional sewing and knitting machines were observed in some centers, whereas others had a full set of functional ones. In some centers attendance was irregular.

At the end of the visits, educational, psychosocial, hygiene, and skills acquisition support materials such as exercise books, school bags, pencils, crayons, chalk, skipping rope, and registers, were distributed. Other donated items included sewing machine accessories, knitting wool, and sanitary pads. The coalition committees noted the gaps and promised to regularize the attendance and repair the faulty machines. The instructors were advised to make good use of the registers and curriculum, and to maintain the sewing and knitting machines in good order.

#### *CPP Review Meetings with CBOs in Dass and Kirfi LGAs*

Review meetings with CBOs were conducted in Dass and Kirfi LGAs on February 10 and 11, 2016, respectively. The aim of the meetings was to collect data and information on the projects implemented via Community Partnership Program and other activities of the CBOs to improve basic education and health care services. During the meetings, presentations were made by secretaries of each of the WDCs

from the 13 wards and by representatives of other CBOs from the Dass and Kirfi LGAs.

Key activities implemented in Dass wards included borehole repairs at PHC Dott and Tonchi Ward, an examination hall built at Government Day Secondary School Baraza, and construction of a block of two classrooms at Tallaran Primary School. A total of 30 participants (seven women and 23 men) attended the meeting in Dass. In Kirfi wards, key achievements reported were sensitization meetings with Tubule communities on the need to increase enrollment in primary schools, construction of a latrine and incinerator at Baba maternity clinic, borehole repair, and servicing of the maternity ambulance at Dewu maternity clinic. The WDCs also advocated for deployment of more healthcare workers to Kirfi General PHC, where four staff (three women and one man) were posted, including nurses and midwives. Fifty mattresses were procured and donated to the hospital by the member representing the constituency in the Bauchi State House of Assembly, following an advocacy visit by the WDCs from Kirfi Ward.

#### *Town Hall Meeting with Stakeholders at Dass and Kirfi LGAs*

Two town hall meetings were conducted by WODASS in the Dass and Kirfi LGAs on February 29 and March 1, 2016, respectively. The objectives of the meetings were to share and promote dissemination of the communiqué of the CSOs networking conference held in Bauchi on February 17–18, 2016; to strengthen partnerships and collaboration across CBOs for the sustainability of the LEAD Project; and to receive updates on the SIPs and other work plans developed during the implementation of LEAD.

- Participants at the meetings were representatives of WDCs, FOMWAN, CEFs, 100 women's groups, social mobilization officers, and people with special needs. In both locations 25 people attended the meetings; in Dass, three women and 22 men; and in Kirfi, four women and 21 men.

In Dass, the SIP team reported that the team had conducted advocacy visits to district heads in Dass on the importance of enrollment, retention, and transition and on a quiz competition among 10 schools on reading aloud and writing skills. The visits were conducted on February 22, 2016.

Similarly in the Kirfi LGA, the team had meetings with those trained to establish reading clubs from 10 schools selected by LEAD. At the clubs the pupils engaged with the materials for improving reading in Hausa. The materials were tagged with the phrases "*inji, muyi, kuyi*" ("I hear, we do, and you do"), and use of them has started improving pupils' reading skills.

Other achievements reported by the committees were a sensitization campaign by the district head of Dewu to every community in the district on enrollment, retention, and transition; borehole repairs by SBMCs; re-installation of classroom doors and windows by SBMCs and WDCs; and construction and repair of school desks by SBMCs.

At the end, the stakeholders agreed to work with the SDT as an integral part of the network to improve on the implementation of the SIPs for health and education and implement the communiqué issued at the CSO networking conference held at Bauchi.

#### **Young Men's Christian Association (YMCA)**

##### *Training on Good Governance and Advocacy Skills*

The YMCA conducted a two-day training workshop on good governance and advocacy skills for CBOs in the Katagum LGA on October 6–7, 2015. A total of 19

participants attended (two each from nine CSOs and one from the media). Some CBOs, such as Udubo Development Association (UDDA), advocated for support to renovate a secondary school in Gamawa CLGA. The school is now under renovation by a member representing the Gamawa constituency in the State House of Assembly. CCs were also formed in both LGAs; the CCs advocate among district heads for increased school enrollment and deployment of more health workers to health facilities.

#### *Improvement of IGR*

The YMCA conducted a training for service directors from Katagum and Gamawa CLGAs to enhance their capacity in IGR mobilization. The training took place in the offices of Katagum and Gamawa CLGAs on October 8–9 and 21–22, 2015, respectively, with a total of 28 participants (all men) attending. The training addressed effectiveness of IGR mobilization, including the low motivation of tax collectors, noncompliance by tax payers due to a lack of rule of law, inadequate tax rates, and poor service delivery, among other issues. At the end of the training, participants developed an action plan to tackle the issues identified.

#### *Review Meeting with CBOs*

The YMCA facilitated a review meeting with CBOs at Katagum and Gamawa CLGAs on October 27 and 28, 2015, respectively, at the council chambers of the LGAs. The meeting focused on collecting and collating reports from the CBOs covering the period of their work with YMCA for the LEAD Project, particularly on interventions to increase access to basic education and strengthen the health system. It also analyzed the level of impact the project has made in the two LGAs through YMCA (advocacy visits, mobilizations and sensitization meetings on the CPP, trainings, and OCAs, among other efforts) A total of 34 participants (25 men and nine women) attended the meeting. **Table 37** and **Table 38** show some community development work done by WDCs in the Gamawa and Katagum LGAs.

**Table 37. Gamawa LGA WDC Activities**

Organization	Activity Conducted
SBMC Gamawa	Advocacy visit on enrollment at Kore Ward in Katagum
FOMWAN	Sensitization on girls' enrollment in school and free antenatal care support to seven internally displaced women at Yaba community Udubo in Gamawa LGA
UDDA	Advocated for renovation of Government Secondary School Udubo, which is now being renovated
Gamawa Health Foundation	Conducted general sanitation and cleaning of gutters
Coalition of CSOs Gamawa CLGA	Advocacy visit to Udubo and Gamawa district heads on enrollment in school and improvement of service delivery in health care sector

**Table 38. Katagum LGA WDC Activities**

Organization	Activity Conducted
KALKWI	Distribution of educational materials such as textbooks, exercise books, pencils, chalk, erasers, and pens to Yagana Universal Basic Education secondary schools, Azare

Organization	Activity Conducted
KUDEFO	Sensitization and mobilization on waste disposal/evacuation of drainage, immunization and HIV/AIDS at Azare, Bulkachuwa, Madara communities
CHINEDE Education Reform Association	Mass mobilization and awareness creation of girls' enrollment at Chinede South and Chinede Central mosques
WDC Coalition	Purchase of electric generator for Azare General Hospital
FOMWAN	Youth in FOMWAN school, Azare, trained in computer operations to be able to take computer-based Joint Admissions and Matriculation Board (JAMB) examination; provision of school uniforms
SBMC	300 school uniforms were distributed to students of Lafiya Primary School in Ragom/Magoshi Ward, Azare

#### *Enrollment Drive Campaign*

The YMCA organized an enrollment drive communications campaign in the Gamawa and Katagum LGAs on November 19 and 26, 2015. The campaign was conducted in selected primary schools, including Gololo Central Primary School, Gamawa LGA, and Buskuri Primary School, Katagum LGA. The campaign focused on creating public awareness of the importance of girls' education. More than 400 people attended the campaign, including LGEA officials, traditional rulers, the physically challenged, representatives of Tsangaya schools, police, women's groups, trade unions, National Union of Road Transport Workers (NURTW) members, media, politicians, NUT members, CSOs, and community members.

The campaign yielded a positive outcome, as 81 more children were enrolled in primary schools in Gololo of Gamawa LGA and 51 more were enrolled in Buskuri primary schools in Katagum LGA. In Gamawa, 5,750 children were enrolled this year compared with 3,837 in 2014.

#### *Sensitization Meeting with Caregivers*

The YMCA also held an informational meeting on girls' enrollment, retention, transition, and completion in school; and on hygiene and sanitation on November 24–25, and November 27–28, 2015. The two-day meetings were organized for care givers of girls at the two Adolescent Girls Program centers of Gamawa and Katagum LGAs and was facilitated by the YMCA at the two centers. The activity aimed to build caregiver awareness and support for girls' basic education and hygiene and sanitation. A total of 38 participants (23 women and 15 men) attended.

#### *Distribution of Educational Support Materials to the Nonformal Learning Centers*

On March 18, 2016, the YMCA with the support of LEAD, distributed educational support materials to the nonformal learning centers in the Gamawa and Katagum LGAs. The centers include Tsangayar Allah Ramma Badamasi and Tsangayar Allah Ramma Gololo and Girl Center, all in the Gamawa LGA; and in Katagum LGA, Tsangayar Allah Ramma Suleman Kujuru and Tsangayar Allah Ramma Dan' Yaya Chinede and Girl Center Azare benefited from the support. The materials were distributed through the office of the director of the Educational and Social Development Departments of the LGAs, while the acting chairman of Gamawa LGA presented the materials to the beneficiaries on behalf of the YMCA and LEAD.

#### *Town Hall Meeting*

The YMCA organized a town hall meeting to review the current 2015 budget implementation. The meeting took place at LGEA conference halls of the two CLGAs

of Gamawa and Katagum. The directors of Budget and Planning of the LGAs presented the budget review to the stakeholders, including traditional leaders, WDCs, SBMCs, CSOs, government officials, and the media. The budget review was focused on the education and health sectors of the LGAs.

#### *Advocacy Visit to LGA Leadership in Gamawa and Katagum LGAs*

The YMCA team paid advocacy visits to Gamawa and Katagum LGAs on January 19–20, 2016, respectively, to solicit for the inclusion of community priority needs in the 2016 LGA budgets. The directors of administration and general services (DAGS) of the two LGAs represented the heads of administration, who were unavoidably absent during the visits. They pledged total support in ensuring transparency and accountability in 2016 budget implementation, and assured the YMCA team that most—if not all—of the priorities will be included in the budget. In attendance were the DAGS; directors of PHC, education and social development, budget and planning, works, agriculture, and revenue; LGA Secretary of Gamawa, treasurers of the two LGAs and CSOs, and the media. Total attendance was 37 (nine women and 28 men).

#### *Sensitization Campaign on CPP*

In line with the mandate of promoting active community participation in project implementation and ownership, YMCA conducted a sensitization campaign on the CPP at the district head palace, Bulkachuwa in Katagum LGA, and at the examination hall of Government Day Secondary School Gololo in Gamawa LGA on January 21 and 22, 2016, respectively. The objective of the presentations was to inform and build support in the community on the importance of self-help and community partnership with government on community development projects.

In attendance were the village heads of the two districts of Gololo and Bulkachuwa, community members, CSOs, and some civil servants. Total people in attendance were 188 (80 women and 108 men).

#### *Capacity Training for CSOs on Public Expenditure Tracking*

The YMCA conducted two-day trainings for CSOs on PET in Katagum and Gamawa LGAs on January 26–29, 2016. The trainings were conducted in the two LGAs' council chambers and were attended by 72 participants (29 women and 43 men). At the end of the trainings CSOs developed an action plan for tracking budget expenditures in Katagum and Gamawa LGAs for improved service delivery.

#### *Sensitization and Review Meetings with Proprietors and Alahrammas of Tsangaya Schools*

The YMCA facilitated sensitization and review meetings with proprietors and alahrammas of Tsangaya schools in Gamawa and Katagum CLGAs on January 27 and 28, 2016. The meetings took place at the secretariat of the two CLGAs and were attended by LGA/LGEA officials, CCs, and Islamiyya, Qur'anic, and Tsangaya education (IQTE) officials. The objective of the meeting was to create a platform for alahrammas to share experiences on the formal education and to sensitize others that refused to allow formal education into their Tsangayas. A total of 28 people (all men) were in attendance.

During the meeting the four Tsangayas (Sule Kujuru, Badamasi, Yanyaya Chinede, and Malam Hashimu Gololo) that were engaged in the LEAD Project nonformal education intervention, presented their reports covering numeracy and literacy, life skills, and psychosocial counseling. The alahrammas' efforts were commended while others were encouraged to emulate them to achieve measurable development in basic education.

The CSOs' coalition said their doors will always be open to partner with Tsangaya institutions to bring about improvement in basic education of Almajiri in the nonformal education sector. The LGA officials encouraged Tsangaya institutions to request help from them when they are experiencing difficulties in implementing any basic educational curriculum.

#### *Monitoring of Nonformal Learning Centers*

The Bauchi YMCA conducted monitoring and evaluation visits to nonformal learning centers and Adolescent Girls Program in Gamawa and Katagum LGAs on January 14–18, 2016. The centers include Tsangayar Sule Kujuru, Adolescent Girls Center Azare, and Tsangayar Alahramma Badamasi and Hashimu Gololo, both in Gamawa. The objectives of the visits were to assess the wellbeing of the students and provide technical and psychological support to them and their teachers. During the visits the organization checked attendance registers and sanitary conditions and provided some psychosocial counseling to the students to reinforce that schools are safe places and everyone is entitled to receive quality education regardless of gender or economic status.

The visits were interactive and educational; best practices and ideas were shared between the parties. Over 68 students, teachers, alahrammas and some community members (all of them men) participated.

#### *Distribution of Sanitary and Vocational Support Materials to AGP.*

The Bauchi YMCA team, with a grant from LEAD, supported the nonformal learning centers of the two LGAs with vocational and sanitary materials. The objective of the distribution was to promote an enabling learning environment through provision of basic education, health, sanitation, and personnel hygiene materials to the students. The distributions were done in the two centers of Gamawa and Katagum LGAs on February 26 and 29, 2016, respectively. Educational support materials, such as pens, pencils, and exercise books, were distributed to the students of the Tsangaya schools. Vocational, educational, and sanitary support materials were also given to the two adolescent girls centers at the two LGAs of Gamawa and Katagum. The distribution of the support packages took place on March 18, 2016, in all the centers in the two CLGAs. A total of 160 males (Tsangaya students) and 60 adolescent girls benefited from the support.

#### *Advocacy Visit on Service Improvement Plan*

LEAD has built the capacity of LGA/LGEA officials on SIPs that will guide the operation of PHC for effective health care services and quality basic education services.

YMCA's project team paid advocacy visits to LGA officials, including the director of PHC and education secretary of the LGEA of Katagum LGA February on 25 and 29, 2016, to advocate for the proper implementation of the SIP document developed with support from LEAD. The project team appealed to the officials to ensure proper implementation of the SIP to support effective and quality service delivery. The team advised the two departments to make the document available to other stakeholders with interest in health and education, to enhance participatory implementation of the SIP.

The director of primary healthcare and education secretary expressed concern over the insufficient funds to support the implementation of the SIPs. They then pleaded with the CSOs to advocate for LGA autonomy to facilitate effective implementation of local government projects and programs. The YMCA was accompanied by a coalition of CBOs in the LGA; 32 men and eight women attended the meetings.



## Community Health and Gender Education

### Community Priority Settings

Community Health and Gender Education (CHANGE) facilitated a community priority setting for Gudu, Silame, and Goronyo LGAs on November 25–30, 2015. The objectives were to encourage active participation of community members in priority setting in their various wards, to have community members identify priorities for effective implementation in the upcoming budget plan, and to create awareness of the importance of community priority setting at the ward level. In attendance were the 31 ward heads in the three LGAs, with a total of 620 WDC, SBMC, and community members present (558 men and 62 women). The key outcome of the activity was that all 31 wards of the three LGAs fully understood what community priority setting is and participated in identifying basic needs for their various wards. The next meeting will focus on the harmonization of the selected priorities at the LGA level.

### Harmonization of Community Priority Settings at the LGA level

CHANGE conducted meetings on the harmonization of community priority settings in three CLGAs of Gudu, Goronyo, and Silame from December 8–15, 2015. During the meetings, participants discussed the community priorities set in the various wards of the local governments, with community leaders selecting the most important of the various priorities and streamlining them for easy assessment by the LGA for inclusion in the 2016 budget. A total of 150 participants (120 men and 30 women) from the three CLGAs attended the meetings.

### Training on Budget Literacy for Stakeholders at the LGA Level

After the priority setting/harmonization meetings in the three LGAs, CHANGE conducted a training for these LGAs' stakeholders on budget literacy. The activity was held in the LGAs of Gudu, Goronyo, and Silame from December 18 to 23, 2015. The trainings educated and informed stakeholders on how to track government budgets, equipped them with skills to analyze public budgets from various issue- and sector-based perspectives, enabled them to ascertain whether or not elected officials were fulfilling their campaign promises, and deepened their understanding of budgetary allocations and their implementation. A total of 330 participants (287 men and 43 women) from the three LGAs attended the trainings.

### Organizational Capacity Assessment for CBOs in the Three LGAs of Gudu, Silame and Goronyo LGAs

CHANGE conducted an OCA for CBOs in the 31 wards of the Gudu, Silame, and Goronyo LGAs from January 11–13, 2016. The objective was to identify the strengths, weaknesses, opportunities, and threats of the CBOs, for possible capacity improvement intervention. A total of 22 participants were targeted per ward in the three LGAs, and in all 682 (646 men and 31 women) participated in the OCA exercise.

Table 39 shows all gaps identified and the interventions needed to build capacity.

**Table 39. OCA Gaps in CHANGE CBOs**

Gaps Identified	Critical Issues	Proposed Intervention	Responsible Parties
Vision, mission, and objectives (VMOs)	Members need to improve their understanding of VMOs and documentation requirements	Print, paste and distribute as much as possible VMOs for members to have	CBOs

Gaps Identified	Critical Issues	Proposed Intervention	Responsible Parties
		access and be sensitized	
Governance	There is need to support management team to understand their roles and the need for them to be meeting regularly	Support from members to the management team to understand their roles and the need for regular meetings	CBOs
Operation and management system	Key operating policies not in place Inappropriate filing system for easy storage and retrieval of information Inadequate communication facilities and office equipment and space	Develop and operationalize key operation policies Prepare a list of key documents or files with description for easy access Acquire an office space and equipment and communication facilities	CBO
Human resource management	No recruitment policies	Develop and implement recruitment policies	CBO
Financial resources and management	Absence of accounting manuals	Prepare an accounting manual	CBO
Program planning and management	Inadequate facilities to implement projects/programs	Acquire other needed facilities	CBO
Collaboration and relationships	Inadequate relationship with ward members	Increase awareness campaign on the activities of CBOs to their ward members	CBO
Sustainability	Inadequate sustainability plan	CBOs need more skills to sustain both human and material plan and mobilization	CBO
Community mobilization	Inadequate knowledge of partnering with community members and LGA for mobilization	Design ways of having a good partnership with LGAs and community members	CBO

#### *Training for CBOs on Anticorruption and Advocacy*

CHANGE conducted an anticorruption training for CBOs in three LGAs (Gudu, Silame, and Goronyo) from January 25–39, 2016. The training reached out to WDCs, SBMCs, CEFs, LGA officials, LGEAs, and other stakeholders. The aim was to deepen knowledge of anticorruption issues and raise the consciousness of stakeholders on the need to be transparent and accountable to the public. A total of 150 participants (117 men and 33 women) from the three LGAs attended the training.

#### *Vocational Skills Acquisition Training for Adolescent Girls*

Conducted vocational skills acquisition training for adolescent girls in the three CLGAs of Gudu, Silame, and Goronyo from February 15 to 18, 2016. The adolescent girls were trained in various skills such as knitting, sewing, and creating decorations. A total of 15 Adolescent Girls Program Centers were created in the three LGAs, where 10 girls were selected to be trained in a handicraft skill that will last a lifetime. Fifteen trainers with different skills were also selected to train the selected girls in

their various communities. The major skills identified in the communities were sewing and knitting. In all, 300 participants attended the training.

#### *Reinforcing Nonformal Learning Center Activities through Literacy and Numeracy*

CHANGE selected some nonformal learning centers in the three local governments to incorporate core subjects such as literacy and numeracy along with vocational trainings into the Qur'anic curriculum and mainstream them into the basic education system in the Gudu, Goronyo, and Silame LGAs of Sokoto State. The objectives for the event, which took place February 15–18, 2016, were to increase vulnerable children's access to basic education, to integrate the nonformal learning system with formal subjects for the benefit of vulnerable children, and to reduce the level of illiteracy among the vulnerable and underprivileged. A total of 600 students in the 15 selected centers (305 boys and 95 girls) attended the learning sessions.

#### *IGR Mobilization Campaign Drive*

Local government officials and WDC members were mobilized to support an IGR mobilization campaign conducted by CHANGE Initiative in the three CLGAs of Gudu, Silame, and Goronyo. The activity, which took place from February 16 to March 2, 2016, was aimed at encouraging more revenue mobilization efforts and increasing revenue for the LGA. A total of 625 participants (583 men and 42 women) in the three CLGAs attended the sessions.

#### **Federation of Muslim Women's Associations in Nigeria**

##### *Monitoring of Selected Schools and Collection of Enrollment Data*

FOMWAN monitored selected schools and collected enrollment data for academic sessions 2014–2015 and 2015–2016 in the Isa LGA. The monitoring event, which was conducted October 15–27, 2015, aimed at identifying the teachers trained on the core subjects (mathematics, English, basic science, and social studies); increasing the engagement of school teachers in ensuring enrollment, retention, transition, and completion; educating teachers on the way to improve learning outcomes; forming Kids' Forums; and creating additional lesson periods for underprivileged pupils and girls.

##### *Community Priority Setting*

FOMWAN collaborated with council members to facilitate the ward-level community priority meetings for the three focus LGAs to identify three to five key priority needs for each LGEA/ward to be included in the 2016 budget. Women, youth, traditional and religious leaders, and other stakeholders who participated in the preparation of district annual budget and public sector plans also took part in the meeting. The objectives were to encourage community members to identify community needs and how to address them, to uncover not only needs but underlying cultural and social structures that will help understand how to address the community's needs and utilize its resources, and to promote leadership from within the community and give voice to those who may feel they have none.

The activity was conducted November 20–30, 2015, with the ward-level priority settings first and later the local government level harmonization in Kebbe, Sokoto South, Wamakko, and Isa LGAs. A total of 88 participants (80 men and eight women) attended the meetings in all the CLGAs.

##### *Training on Anticorruption and Advocacy for CBOs*

FOMWAN conducted training for CBOs in the four CLGAs of Isa, Wamakko, Sokoto South, and Kebbe from December 14 to 17, 2015, at the local government secretariats. The participants were taken through the concept of corruption and

advocacy at both local government and communities levels. The objectives were to enhance CBOs' understanding of anti-corruption issues, to improve ethical practices among CBOs that will promote smooth operation of their organizations, and to increase CBOs members' knowledge and skills in the transparency and accountability of organizational management. A total of 97 participants (85 men and 12 women) attended the training, which included local government officials, WDCs, village development committees (VDCs), and SBMCs.

#### *Planning and Identification Meeting with SBMCs and Scholarship Committee and Families of Beneficiaries*

FOMWAN conducted a one-day planning and identification meeting with SBMCs, scholarship committees, and the families of beneficiaries in the four CLGAs of Gudu, Goronyo, Isa, and Sokoto South from December 22 to 31, 2015. The objectives were to identify the beneficiaries' care givers and identify vulnerable children for scholarship support. The list that was collected previously from the LEAD selected schools was presented to participants, and a vulnerability index form was used to come up with real target beneficiaries. National orphans and vulnerable children (OVC) enrollment data were shared with the participants for better understanding. The meeting was attended by chairmen of SBMCs from the selected schools and the chairmen of the CCs. A total of 44 participants (all men) attended the meeting.

#### *Town Hall Meeting*

Similarly, FOMWAN also conducted town hall meetings on basic education and health issues on December 23, 2015, in the four CLGAs of Gudu, Goronyo, Isa, and Sokoto South. Members of SBMCs, parent-teacher associations (PTAs), and WDCs, and local government officials attended the town hall meetings. Education issues under discussion included a lack of classrooms, poor attendance by teachers, poor attendance by pupils, low supply of intercultural materials, high rate of unqualified teachers, and political interference in posting teachers. PHC issues addressed during the meeting were preference for herbal drugs, loss of incentives for health staff, political interference with staffing, and the low number of women staff in the antenatal section of the clinics. A total of 100 participants (88 men and 12 women) attended the meeting. At the end of the meetings, subcommittees were formed to ensure inclusion of the harmonized priority needs in the 2016 budget.

#### *Joint Advocacy Visit*

FOMWAN facilitated a joint advocacy visit to the sole administrators of the four CLGAs (Gudu, Goronyo, Isa, and Sokoto South) on December 30, 2015. The visit was aimed at soliciting administrator support on the inclusion of the harmonized priority needs into the 2016 budget. The administrators gave assurances and full support for incorporation of the harmonized priority needs in the 2016 budget and promised all the necessary support to be given in the education and health sectors for the benefit of the communities. A total of 24 participants (23 men and one woman) were in attendance.

#### *Validation of Kids' Forum in Isa, Sokoto South, and Kebbe LGAs*

FOMWAN conducted a validation meeting on the Kids' Forum in Isa LGA, January 12–27, 2016. The validation exercise was to ensure vulnerable children's retention in and completion of school. The meeting also validated the actual number of kids that will benefit from the intervention using the National Vulnerability Index tool. Participants aimed to improve quality of learning and the moral and intellectual ability of pupils. The schools visited were as follows:

1. Sardauna Model Primary School Isa North
2. Kaibaba Model Primary School Turba

3. Tozai Model Primary School Tozai
4. Junior Secondary School Brgaja
5. Nurul Islam Islamiyya School Bafarawa
6. Garin Galadimma Yan Fako
7. Kamrawa Primary School Gebe B
8. Tidibale Primary School Tidibale
9. Tsabren Sarkin Daren Qur'anic School Tsabre
10. Walin Isa Primary School Isa South

Thirty pupils were registered initially; 25 were selected after performing the validation exercises.

The same exercise took place in Sokoto South LGA, January 27–30, 2016. A total of 40 shortlisted pupils were validated using the National Vulnerable Children Enrollment Form in each of the schools. At the end, 250 children were selected, 25 per school, as the target beneficiaries for scholastic support. Some of the schools visited included: Yahaya Gusau Model Primary School, Lizzamiyya Model Primary School, GSS Tudun Wada, Dallatu Model Primary School, Dorowa Model Primary School, Tafida Aminu Model Primary School, Almajiri Model Primary School, and Turaki Model Primary School.

At Kebbe LGA, the schools visited were Kebbe, Sanggiri Model Primary School, Tungar-Mindaudu Model Primary School, Kebbe Girls Junior Secondary School, Kuchi Nizamiyya, Kuchi Model School, Fakku, and Nasagudu Primary Schools. The validation took place January 21–25, 2016. In each of the above schools visited, 40 pupils were selected and the National Vulnerable Children Enrollment Forms were used to validate the vulnerability of each child. At the end, 25 children were identified as the target beneficiaries for scholastic support in each of the schools visited.

*Advocacy Visit to Education Secretary, Isa LGA*

FOMWAN paid an advocacy visit to the education secretary of Isa LGEA and met with him and other officials and the SBMC on February 25, 2016. They were briefed on the LEAD Project expectations, particularly on the basic education component of the project. In particular, the need to support the Kid's Forums and Adolescent Girls Program was emphasized to ensure ownership and sustainability. The education secretary responded by assuring the team of his commitment to the development of education, especially enrollment, retention, and completion. He added that they have been actively involved in the selection of vulnerable children for scholastic support, and while he would not promise cash for the program, he himself and his staff would take care of distribution of the scholastic support, and make sure that it goes to the rightful owners. He will monitor and supervise both Kids' Forum and Adolescent Girls Centers in the LGA. The education secretary and team followed the FOMWAN team to three adolescent girls' centers on a monitoring visit at Isa South, Yurba, and Tozai.

*Advocacy Visit for SIP Implementation at LGA level*

FOMWAN embarked on advocacy visit to local government officials in Isa LGA on March 3, 2016. The visit was to advocate for the implementation of SIPs with specific focus on provision and maintenance of facilities at health centers and schools, and training of facilities' operators to improve services delivery. Though the plan is still in a draft form, the leadership of the local government was urged to ensure its speedy approval and implementation.

On the same day, an advocacy visit was also paid to the LGEA, where a letter was presented to the education secretary requesting partnership to support the provision

of school materials that will be distributed to the vulnerable children in the 10 targeted schools. The Executive Secretary promptly supported FOMWAN by providing text books as part of the LGEA contribution and promised to monitor the conduct of Kids' Forums activities in the LGA.

Similarly, another advocacy visit was paid to Kebbe LGA on March 8, 2016, and to the LGEA education secretary of the LGA on March 9, 2016, for the same purpose. The local government officials promised to support the implementation of the SIP document and also the provision of school materials to vulnerable children.

#### *Monitoring of Adolescent Girls Program Center Facilitators and Scholarship Beneficiaries*

FOMWAN carried out a monitoring visit to Wamakko Adolescent Girls Program centers where the WDC chairmen re-affirmed that the Adolescent Girls Program in their communities was yielding the desired results. The girls' access to basic education will improve even their living standards, as they gain basic vocational skills, like tailoring, that will change their lives for the better. The FOMWAN team met with facilitators to see if they were in compliance with the program and also found that the adolescent girls were happy with the program, as it has given them access to learning without disrupting their normal daily routines. When informed about the sewing machines to arrive at the centers, they couldn't wait to receive them. The facilitators choose three days a week and two hours a day for instruction, and their payment was adjusted by FOMWAN on the basis of these arrangements and level of effort.

The Kids' Forums in Wamakko were also continuing successfully, with the cooperation of the children and their parents. The children are taking extra classes to improve their learning habits and gain more knowledge.

#### *Monitoring and Training of the Adolescent Girls Program Forum Facilitators in Sokoto South LGA*

FOMWAN, in company of the chairmen of the WDC and SBMC, 25 adolescent girls, and a facilitator, conducted a monitoring visit to each of the wards in Sokoto South local government from March 18–28, 2016. The facilitators were also assembled and trained on numeracy and literacy primers to equip them with adequate knowledge to facilitate basic literacy classes for adolescent girls. They were also given a copy of a literacy and numeracy primer as part of LEAD's support to allow them to continue their lessons effectively.

### **Save the Child Initiative**

#### *Kids' Clubs*

Save the Child Initiative (STCI) organized another round of activities promoting kids' clubs (i.e., reactivation of dormant clubs) October 12–16, 2015, across five learning institutions, four primary schools, and one JSS, in Ilela CLGA. The objective of the activity was to make the schools child-friendly and psychologically comfortable for learners, which would increase enrollment, attendance, retention, completion, and transition. Kids' clubs provide psychosocial support for kids in the school and the community; assist schools with sports and recreation; create an enabling environment where kids can develop and achieve their potential; and encourage enrollment, retention, and completion of school. A total of 547 kids participated in the activity, including 371 boys and 176 girls across the five schools of Ilela CLGA. After the exercise, sporting materials were donated to each of the five schools where the activity took place. Community stakeholders present commended the organization for providing the items as they will go a long way in assisting the schools in providing recreational activities for pupils and also encouraging the enrollment and retention of pupils in school.

#### Wards Annual Community Priority Projects

STCI conducted this activity November 19–30, 2015, across the 22 wards of Ilela and Bodinga LGAs. The aim of the activity was to identify and prioritize community priority projects for different wards/community structures in Ilela and Bodinga LGAs of Sokoto State. A total of 154 community members participated (270 men and 48 women), including members of SBMCs, CEFs, WDCs, WASHCOMs, community leaders, women's groups, and the physically challenged.

#### Key Results:

- Community members came together to identify their needs, prioritize them, and develop an annual community priority project
- Enabling environment created for different community structures to come together for the first time to identify and prioritize needs from the ward level and make input into the local government budget for the year 2016

#### Distribution of Scholarships (Educational Materials and School Uniforms) to 21 Champion Schools

STCI distributed educational materials to 21 champion schools in Ilela and Bodinga LGAs, March 16–30, 2016. The aim was to encourage enrollment, attendance, retention, completion, and transition to secondary education in the two LGAs of Sokoto State. Two schools, Nurul Yakeen A P in Ilela LGA and Government Day Secondary School Tauma in Bodinga LGA received the distribution of the educational materials to vulnerable and underprivileged children. The materials included uniforms, sandals, mathematical sets, pens, pencils, cleaners, exercise books, and school bags. SBMC chairmen, village heads, and representatives of the Educational Secretary from the two LGEAs were at the ceremony. Eighty-three total participants attended the distribution exercise (67 men and 16 women). **Table 40** shows the beneficiaries of the materials.

**Table 40. Beneficiaries of Educational Materials**

Local Government Area	Beneficiaries	
	Male	Female
Bodinga Local Government	58	63
Ilela Local Government	81	51
Sub-Total	139	114
<b>Total</b>		<b>253</b>

#### Life Helpers Initiative

##### Support to Community Coalition Meeting

CCs, as community-based and led groups, continue to strive to ensure awareness of vulnerable children within the community, as well as seek to interface with the local government structure on education. Through regular meetings in the three LGAs, the CCs sustain continuity of their activities, convening to discuss, among other things, how to organize advocacy visits to the local government officials in the three LGAs and how to support orphans and vulnerable children. The Life Helpers Initiative (LHI) assists CCs with organizational support that ensures that meetings are held as scheduled and planned actions are carried out and well documented. LHI also provides needed feedback, linkages, and help in networking.

At the meeting held in Tambuwal LGA on November 27–28, 2015, CC Chairman Alhaji Mamman Aljannaje thanked LEAD for its dedication and hard work throughout the existence of the project. He also encouraged his members to intensify efforts to enhance the lively support of vulnerable populations and described the importance of girls' education in the communities. A general strategy on ensuring girls' education was discussed, with a determination to keep working with 100 Women Group, which is the local women's group. In Dange/Shuni, the secretary of the CC Alhaji Muh Tsehe called on all members to keep high rates of active participation. Members of the Orphans and Vulnerable Children (OVC) Support Teams in the 10 primary schools were also mandated to visit their schools when they resume work after the holidays, participate in the enrollment of new children into primary schools, and provide a feedback. In all the meetings at the three LGAs, participants committed to ensure that vulnerable children are well enrolled. A total of 30 participants (25 men and five women) from the four CLGAs attended the meeting.

#### *Quarterly Community Health Improvement Team Meeting*

The Quarterly Community Health Improvement Team meeting took place December 17–19, 2015, in Rabah, Tambuwal, and Dange/Shuni LGAs. In attendance were 69 participants (all men), 23 in each of the three LGAs. The meeting was facilitated by LHI and the discussions were centered on health facility maintenance at various localities in order to improve health service delivery in their respective LGAs. The discussions focused on the need, and measures to undertake, to strengthen relationships between the government and community stakeholders in the health sector, and on plans and activities to maintain and repair infrastructure of PHC facilities.

#### *Monitoring Review Meeting With Adolescent Girls Program and Kids' Forum Facilitators*

Kids' Forum and Adolescent Girls Programs are activities designed to improve literacy (formal and nonformal education), especially among the less privileged (orphans and vulnerable children) in the communities across the three LGAs of Rabah, Dange/Shuni, and Tambuwal. These programs aim to increase local participation in education governance.

The monitoring review meeting took place October 31, 2015, at LHI's office with 12 men and 12 women facilitators in attendance. It brought together facilitators across the schools in the LGA to acquire more knowledge and share their challenges, as well as address some barriers that prevent them from achieving their goals in their activities. Key gaps were discussed, which include inconsistent use of manuals for the programs and shifting of date and time of scheduled Kids' Forum meetings without informing members in advance. As the identified gaps were discussed, the way forward was proffered by the participants. The meeting was also used to share plans about upcoming events, in particular the reading competitions. Some other issues tackled were the lack of reading materials for the kids, missing pages in the Kids' Forum manual, and late payment of allowances to facilitators. Participation of SBMCs and other community structures in mobilizing resources was identified as a key element of enabling provision of learning materials.

#### *Adolescent Girls Program*

Adolescent Girls Program activities took place in their respective centers with the support of the program facilitators. LHI, under a grant from LEAD, provides technical and material assistance to the centers to enhance the program. The girls have been learning skills, such as knitting, bead making, and tailoring, among others, and have been provided various materials to further encourage them to learn the skills alongside weekly scheduled topics (e.g., conflict resolution, decision making, and coping skills). A total of 94 girls and women attended the program. The program



takes place every Thursday in Dange/Shuni and every Saturday in Tambuwal and Rabah LGAs.

*Ward-Level Priority Setting*

LHI facilitated a ward-level priority setting for development projects that would be included in the budget. Key leaders were invited to meet, seeking genuine representation of the people for their prioritized needs. The priority setting took place in the 33 wards across the three LGAs of Rabah, Dange/Shuni, and Tambuwal. The activity brought together community stakeholders at the ward level to outline prioritized projects to be included in 2016 budget in the three LGAs, to promote community participation in local government budgeting process, and to discuss developmental projects based on priorities at the ward level.

In attendance were 198 men and 33 women from their respective wards. They included the WDC chairmen, secretaries, women's leaders, youth leaders, ward counselors, in-charges of health facilities, ward education officers, and CCs and other stakeholders. Participants dialogued and deliberated among themselves to present at least 10 identified priority needs of their communities, cutting across education, health, and other socioeconomic development issues such as construction of additional classroom blocks, renovations of health facilities, construction of feeder roads linking communities, drainage systems, and health facilities where there are none, as well as creation of boreholes in the areas where there is no access to portable drinking water. All these were captured in the priority template for each ward, certified by the major stakeholders present.

*Monitoring Visit to Seven Schools in Three LGAs*

As the LEAD Project progresses, Kids' Forum activity is one of the core areas of the project that seeks to enhance the knowledge and bring out the best in the vulnerable children in the selected schools of the selected LGAs. LHI conducted a monitoring to the Kids' Forum weekly activity in seven selected schools January 14–15, 2016.

The monitoring visit was targeted to ensure quality programming for the kids during their meetings as well as to provide guidance to facilitators on the use of the manual. At the time of the visit, 121 boys and 144 girls were present. The schools visited are seen in **Table 41**.

**Table 41. Schools Monitored for Kids' Form Activities**

School	CLGA
Nizz/Kwannawa	Dange/Shuni
Buhari Model Primary School	Tambuwal
Fajallu Model Primary School	Dange/Shuni
Gwadodi Model Primary School	Rabah
Model Primary School Jabo	Dange/Shuni
JSS Sanyinna	Tambuwal
Barkeji Primary School	Tambuwal
Nizz Gandhi	Rabah

*Kids' Forum (Dandalin Yaro/Yarinya) and Adolescent Girls Program*

The Kids' Forums took place in their various schools and at convenient days and times. There was flexibility to make adjustments in meeting times if necessary. Adolescent Girls Programs also met on a flexible schedule. At meetings, the usual practice was to go through each planned topic for the weeks, with each topic or activity designed to enrich their capacities in all aspect of life. The total attendance for Kids' Forums was 475 boys and 522 girls, and that of Adolescent Girls Programs 95 girls.

The outcome of the activity was psychosocial support and moral teachings to promote respect and loyalty both in the school and at home.

*Advocacy Visit to Key Stakeholders in Dange/Shuni CLGA*

LHI conducted an advocacy visit to key stakeholders such as local government officials and the LGEA secretary in Dange/Shuni LGA on January 25, 2016. The visit, which included WDC chairmen, had a total of 18 men in attendance.

On health issues, the following were requested:

- Posting of qualified health personnel in two newly MDGs constructed dispensaries in Lugu Village, Rudu Amanwa Ward, and Banganange Village in Ruggar Gidado Ward
- Inspection, approval, and posting of qualified health personnel in the community-initiated dispensary at Jurga Village in Bodai Jurga Ward
- Posting of qualified female medical personnel to conduct antenatal care in Gajara dispensary in Gajara Geire Ward
- A security guard at Ruggar Kura Bodai, Sajo, and Rudu Gero health facilities
- One additional health worker in Tsafanade dispensary
- Qualified female health personnel to conduct antenatal care at Wababe dispensary

At the end of the visit, the chairman of the local government directed the director of PHC to immediately move into action and resolve all five identified health issues. With regard to the request for day security guards at some health facilities, he directed WDC chairmen to look for a trusted person who is working in the LGA within their communities and forward the name to the LGA administration department so that those employees will be transitioned to security guards at the designated health facilities.

The education secretary, in his response to the issue of transferring six primary school teachers from Rikina Primary School without replacement, promised to look into the issue. He said within the local government there were 10 communities where primary school pupils receive lessons under trees because there are no classrooms. He wants the local government to assist in the provision of classrooms to those communities. The LGA Caretaker Committee chairman said that as the desk officer of the SDG, he will discuss the provision of classrooms in those communities. He directed the LGEA education secretary to forward the list of those communities to the LGA.

The same visits took place in Rabah LGA on February 2, 2016, with eight men in attendance, and in Tambuwal LGA on February 3, 2016, with 13 men in attendance.

#### *Town Hall Meeting with Relevant Stakeholders*

LHI conducted a town hall meeting in Rabah, Tambuwal, and Dange/Shuni LGAs on February 19, 2016. The purpose of the meeting was to bring together traditional leaders, local government officials, women's groups, and youths to discuss issues of health and education.

The stakeholders, through the WDC chairmen's forum, said they were planning to hold a follow-up meeting at Rabah LGA to contact the local government's Caretaker Committee chairman on the health- and education-related issues and forward their prioritized needs for education to the LGA for intervention. The number of community members attending health facilities has increased to a higher percentage. At the inception of the LEAD Project in May 2015, primary health facilities had few health personnel posted, but presently all the health facilities have qualified health personnel providing 24-hour services at the PHC facility. The stakeholders also agreed to conduct sensitization on the importance of girls' education at the community level.

In Tambuwal, 23 men and 12 women participated; in Dange/Shuni 23 men and 12 women attended.

#### *Quarterly Meeting with SBMC at Dange/Shuni*

LHI conducted a quarterly meeting with SBMCs in Dange/Shuni. The meeting was aimed at bringing together SBMCs from across the ward to discuss issues that are related to basic education and service delivery, as well as to encourage massive pupil enrollment, especially of girls. The 13 participants were all men, 12 SBMC ward chairmen and the LGEA SBMC desk officer.

The meeting strengthened the interaction of SBMCs, and participants received feedback from them on achievement recorded during the 2015/2016 child enrollment drive campaign. They discussed how to support facility maintenance within the primary schools in the LGA.

#### **Coalition of Nongovernmental Organizations in Sokoto State**

##### *Stakeholders' Consultative Forum on Review and Analysis of Sokoto State 2016 Budget Proposals*

The Coalition of Nongovernmental Organizations in Sokoto State (CONSS) convened a stakeholders' consultative meeting January 25–27, 2016, on the Sokoto State 2016 budget. The meeting was held at the congregation hall of Usman Dan Fodio University Sokoto and the Sokoto State House of Assembly complex. The objectives were to conduct an analysis and review of the Sokoto State government's 2016 budget proposal document and identify frivolous expenses, duplication of projects, and misplacement of priorities. The meeting would then provide advice to the State House of Assembly, and advocate for the inclusion of identified community needs in the state budget document.

At the end of the consultative forum, the 2016 state budget document was reviewed and key findings documented and shared with the State House of Assembly. Community needs included in the state budget document were identified. A total of 32 men and 12 women attended the forum. For the first time, in 2016 Sokoto State met international standards for education and health budgetary allocations.

#### *Tax Payers Campaign*

CONSS conducted a tax payers' campaign in Bodinga, Tambuwal, Kebbe, Rabah, Goronyo, Isa, and Ilela LGAs. The event, which took place February 17–22, 2016, was aimed at informing and mobilizing communities to improve payment of taxes,

and to engage government and other stakeholders on improved revenue generation. **Table 42** shows the participants at the meeting per LGA.

**Table 42. Number of Participants at Tax Payers Campaign per LGA**

LGA	Men	Women	Total
Bodinga	140	40	180
Tambuwal	135	30	165
Kebbe	130	35	165
Rabah	140	40	180
Goronyo	130	40	170
Isa	120	40	160
Ilela	140	40	180

The participants cut across community members, CBOs, faith-based organizations, and NGOs, as well as some relevant stakeholders from the Ministry of Finance, Board of Internal Revenue, LGA officials, media, security personnel, and Okada commercial motorcyclists.

#### **Rivers State**

##### *Organizational Capacity Assessment*

LEAD conducted an organizational capacity assessment using LEAD's OCA tool for two of the Round 2 C LGAs. DLI was assessed on October 2, 2015, and CCDS on October 15, 2015. This exercise identified the strengths and weaknesses of these organizations, made recommendations to build on their strengths, and served as a basis for developing a plan to address the weaknesses. DLI scored 3.0 on a four-point OCA scale. The organization is well established and has strengths as well as an articulated vision and mission, capable board of trustees, good relationships with donors and stakeholders, and an organizational strategic plan in place. It also has strong financial, human resources, and administrative systems. Capacity building needs have been identified in the area of staff appraisal, training, and development. The OCA score of CCDS was 2.4 on a four-point scale, with its strengths being comprehensive vision and mission, well established management structure, and reliable external relationships. The weaknesses to be addressed with capacity building training and mentoring were strategic planning, resource mobilization, staff recruitment, appraisal, training, and development.

##### Key Results:

- Key areas for improving capacity of partner CSOs identified
- Customized capacity building plans in place

##### *Rightpath Network for Good Governance*

The Rightpath Network for Good Governance (RNGG), now known as the Rightpath for Development Initiative, held its monthly meetings every month in the quarter to discuss issues pertaining to the CSO network, its administration, membership drive, and important fundraising. RNGG also organized a two-day retreat for its executive members at the PIND conference room on October 20–21, 2015. The 11 participants (four men and seven women) comprised the executive members and some active members of the network. The retreat produced a one-year work plan, a draft five-year strategic plan, terms of reference for subcommittees, a fundraising strategic plan,

and an action plan and responsibilities for the inaugural meeting of the BOT. The outcome of the retreat was communicated to all members of the network at the monthly meeting on October 27, 2015. RNGG has substantially increased its organizational capacity and is active in issues of local governance, requiring mostly technical assistance from LEAD.

#### Key Results

- Stronger voice for CSOs on issues of common interest
- Establishment of a sustainable structure for CSO sharing and exchange

#### *Monitoring and Evaluation Training for CSO Grantees*

In line with its commitment to strengthen the capacity of CSO grantees based on the findings of OCAs, and to ensure organizations can effectively deliver on project activities, the LEAD Project conducted an M&E training for its partner CSOs. The objective of the training was to equip CSOs with skills to monitor program activities and develop M&E plans for their organizations. Challenges to M&E were also addressed, with suggested strategies for overcoming them. The highpoint of the training was the session on “how to write success stories,” in which the CSO grantees were taken through a step-by-step process and the benefits of documenting successes achieved in course of their work. A total of 25 participants (12 men and 13 women) attended the training including the executive director, program manager, and M&E officer of each of the six CSO partners and the executive members of the RNGG. The two-day meeting was held on October 13–14, 2015, at the PIND training room.

#### Key Result

- Establishment of sustainable monitoring and evaluation practices by CSOs

#### *Conflict Sensitivity and Peace Building Training of Trainers for CSOs*

The LEAD Project team, with support from the Partners for Peace (P4P) project funded by PIND, organized a training of trainers on Conflict Sensitivity and Peace Building for partner CSOs and members of the Rightpath on February 23–24, 2016, at the Chevron Club in Port Harcourt. The training strengthened the capacity of CSO members on conflict sensitivity and peace building. The idea was that they would step down the training to community-based structures and local government officials in the CLGAs to equip them with knowledge and skills for maintaining peace and tranquility in their communities. The event had 29 participants (16 men and 13 women) in attendance. Action plans were developed by each CSO partner on how to address the conflict situation in the communities where they work. This training came at an opportune time as the polity became heated due to campaign activities that preceded the re-run elections in the state.

#### Key Results

- CSOs' knowledge and skills on conflict mitigation, reconciliation, and peace building enhanced
- CSOs equipped with materials and tools to initiate activities on peace building in LGAs and communities
- Action plans on conflict mitigation developed

#### *Peace Building Efforts Intensify in Tai Champion LGA with CSO Support*

MADEPIN, LEAD CSO grantee, facilitated a Conflict Sensitivity and Peace Building town hall meeting in Tai LGA on February 26, 2016. Originally planned as a step-down workshop on conflict sensitivity and peace building, the activity was redesigned

to a town hall meeting based on the local demand for such an event and the number of people wishing to attend. The activity took place in Gbene Gininwa Hall in the Tai secretariat, and had in attendance 341 participants (236 men and 105 women) comprising traditional leaders, members of WDCs and CDCs, and men, women, and youth from the LGA communities. LEAD engaged the Rivers State P4P and the Integrated Peace and Development Unit supported by PIND to provide their expert support to the town hall meeting. Issues discussed included community-level conflict prevention mechanisms, peace building strategies, and SMS-based conflict reporting. The Tai Chapter of the P4P Network was inaugurated during the meeting. The event was featured in radio programs by the *Nigeria Info News 92.3 FM* and *Wazobia 94.1 FM*. At the meeting it was decided that more people needed to hear the "peace message," and a rally was organized on Monday, February 29, 2016, that reached all communities in Tai LGA except Bagwe, with 103 (76 men and 27 women) community members participating, equipped with messages promoting peaceful coexistence. The rally kicked off at the Tai council secretariat and moved through Nonwa Tai, Nonwa Udume, Koroma, Gbene-Ue, Kpite, Korokoro, Horo, Kira, Bara-Alue, Deetor, Borobara, Gio, Kpoghor, Gbam, Sime, Barayira, Bara-Ale, Bunu, Kaani-Bunu, Botem, Ueken, and Norkpor communities. The only community the "peace train" did not reach during the rally was Baa-Goi due to its distance from the secretariat. Baa-Goi was, however, represented at the town hall meeting. During the rally, 1,000 stickers with an apt peace message were distributed.

#### *Community-Based Peace Building Workshops in CLGAs*

As a follow-up to the training of trainers conducted on conflict sensitivity and peace building, LEAD CSO partners cascaded the training down to community and LGA levels. This aims to provide local government officials, traditional leaders, and community structures with skills to be more effective in conflict mitigation and peace building. The workshops were conducted in sequence in three out of the six CLGAs according to agreed-upon timelines with LGAs and communities.

**Obio/Akpor LGA:** CCDS conducted a two-day community-based peace building workshop in the LGA. The training, which took place on March 15–16, 2016, at the conference hall of Nigeria Stored Products Research Institute Port Harcourt, had 44 participants (25 men and 19 women) in attendance, comprising community representatives from Rumuolumeni, Rumueme, Ozuoba, Egbelu, Rumuagholu, Mgboba, Eloparanwo, Rumuokoro, Rumuomasi, Oyigbo, and Choba (31), members of the civil defense corps (5), representatives of faith-based organizations (Chaplaincy Integrity Members) (4), and CBO representatives Greenfields Foundation, Fortune Empowerment, Southern Field Development Partners, and COLIDEIN (4). Community leaders and public servants learned about such topics as understanding conflict, conducting conflict analysis, embracing conflict sensitivity, conflict handling styles—negotiation and mediation, understanding the concept of peace building, and effective communication skills for peace building. Practical sessions were part of the activity agenda, to ensure effectiveness of the training, and the stakeholders were empowered with analytical tools for conducting conflict analysis.

**Bonny LGA:** DLI organized a three-day workshop on conflict sensitivity and peace building for local stakeholders in Bonny LGA. The workshop was held on March 7–9, 2016 at the Bonny local government council with 51 participants (20 men and 31 women) in attendance. The participants were members of CDCs from Otobie, Burki Kiri, George Kiri, Eferwari, Erere Kiri, Abalamabie, Banigo, and Ayambo communities; youth leaders; women leaders; business groups; CSOs such as AB Foundation, Youth Resource Centre, and Heal the World Foundation; and LGA officials. Having discussed topics such as conflict analysis, conflict handling styles, and peace building strategies, participants were able to explore various matured and

emerging conflicts in the LGA using the knowledge gained. This resulted in the development of a communiqué to demonstrate the resolve of the stakeholders to maintain an atmosphere of peace during the legislative rerun elections and thereafter.

**Okrika LGA:** Support for the Mankind Development Initiative held a community-based peace building workshop in Okrika LGA. The objective of the workshop was to strengthen the capacity of community members and local government council officials. The training centered on topics such as understanding conflicts, understanding peace building, and learning negotiation and mediation skills. The capacity of participants was built to effectively mitigate conflict and promote peace in the communities. A total of 40 participants (20 men and 20 women) attended the workshop, which was held on March 29–30, 2016, at the Okrika local government council secretariat.

#### Key Result

- Capacity of community members and LGA officials on responsiveness to conflict, reconciliation, and peace building enhanced

#### *Public Presentation of Rivers State CSO Directory*

Following the validation of the CSO directory and consequent reflections of input from the validation exercise, the CSO directory was officially presented to the public on August 24, 2016, at the PIND EDC. In attendance were 36 (22 men and 14 women) participants comprising members of Civil Society Organizations in the state. Also present were members of the Right Path Development Initiative Network. The CSO Directory is a key deliverable on the project in Rivers State to serve as empirical database for CSOs working in Rivers State for use by development partners, government, and interested stakeholders. The directory can be assessed on PIND/ND Link's website.

#### Key Results

- Comprehensive Data base of CSOs developed for Rivers State for development activities and networking opportunities.

#### *Project Closeout and Dissemination Conference*

The LEAD Project launched in Rivers State in 2013. At the end of the project on August 31, 2016, a project dissemination conference was held on August 30, 2016, at the Anioma Hall of Golden Tulip Hotel Port Harcourt.

The conference which served to share the stimulating results, lessons learned and best practices of the project for adoption by other local governments in the state had 110 (75 men and 35 women) people in attendance. These attendees represented state government ministries and agencies such as Ministry of Local Government Affairs, Ministry of Water Resources and Office of the Auditor General. Also present were representatives of development partners, the project funders (Foundation for Partnership in the Niger Delta), officials from the LGAs across the state, CSOs, CBOs, communities served by the project and the media. The dissemination conference served as a platform for the CLGAs, CSOs and community structures empowered during the project to share the impact of the LEAD project on their various entities, challenges encountered during project implementation, learning outcomes, the way forward, and recommendations. The project also shared its success stories, lessons learned, challenges encountered, relationship fostered and its general experience.

### **Bauchi State Network of Civil Society Organizations (BASNEC)**

#### *Development, Production, and Distribution of the CSO Database*

BASNEC, with support from LEAD was able to complete the development and production of Bauchi State CSOs' directory to produce a comprehensive database of CSOs that can be shared with any potential donor that is interested in partnering with CSOs for community development purposes. A total of 500 copies of the directory were produced and distributed to stakeholders such as MDAs in the state; and development partners such as UNICEF, NEI Plus, FHI 360, Society for Family Health, E4A, etc. Other stakeholders who received copies were LGAs, CONSS in Sokoto State, media, law enforcement agencies, and sister organizations and CBOs. The CSO database can be updated regularly and shared with any interested stakeholder.

### **FAWOYDI**

#### *Quarterly Town Hall Meeting*

FAWOYDI facilitated quarterly town hall meetings for key stakeholders of the LEAD Project in Ningi and Jama'are LGAs from April 20 and 22, 2016. The meeting was to enable stakeholders to share success stories and challenges. A total of 72 (62 men and 10 women) participants including LGA officials, community representatives, traditional and religious leaders attended the meeting.

Some of the successes reported included:

- As a result of advocacy visits to a member of the House of Assembly concerning the challenges faced by some schools in Ningi LGA, a bus was donated together with N20,000 for fuel.
- Two solar boreholes were repaired.
- A nursery school curriculum was introduced to give children a head start on basic skills and encourage early enrollment in the 118 schools.
- A school quiz/competition was adopted through Baba Mai Goro Educare.
- Overall, 68 out of the 72 health facilities were carrying out routine immunizations which has improved the health sector; other aspects that have improved are maternal care, specifically exclusive breast feeding and antenatal care.
- Advocacy visits paid to authorities led to the repairs of toilets in Central Primary School, Jama'are LGA.
- A coalition between CEF, SBMC, and WDC has been formed and a joint work plan drafted; VDCs have been trained to take care of the structures and facilities.
- Volunteers have been trained on water and sanitation in Jama'are LGA.
- Also in Jama'are LGA, WDC has replaced six broken electric utility poles in Dogon Jeji and the women's toilet and two boreholes were repaired. The chairman stated that WDCs with support from community and village heads have been able to construct a temporary male ward with the capacity to contain six beds.

#### *Quarterly School–Community Stakeholders' Engagement*

- FAWOYDI conducted public hearings and education forums at Ningi and Jama'are LGAs from April 22 to 25, 2016. The forums were aimed at bringing the stakeholders together and assessing the progress made so far, share



experiences, and discuss the challenges encountered during the implementation of activities such as adolescent girls, kids' forum programs, and quiz competition in the LGAs. The activity had in attendance 79 participants (53 men and 26 women) comprising LGA officials, WDCs, SBMCs, CEFs, teachers' association, traditional rulers and religious leaders from Gadar Maiwa, Nasaru, Ganji wards in Ningi LGA and Jama'are township, Hanafari, Dogon Jeji wards of Jama'are LGA.

#### *Monitoring of Skill Acquisition Centers*

FAWOYDI monitored the skill acquisition and craft centers established in the six targeted communities of Ningi and Jama'are LGAs, Gadar Maiwa (Central Primary School), Ganji (Women's Center), Nasaru (Central Primary School), Jama'are township (Women's Center), Hanafari (Islamic School), and Dogon Jeji (Central Primary School). The visits were conducted from April 25 to 30, 2016, to motivate adolescent girls and encourage the instructors to put more effort into achieving success. A total of 137 participants (9 men and 128 women) were reached during the visits. Activities conducted included checking the adolescent girls' exercise books to see the level of work/knowledge acquired; examining their skills in tailoring/materials they have sewn; and then following up with payment of incentives to instructors/adolescent girls.

#### *Quiz Competition*

Two quiz competitions were conducted among three adolescent girls' centers in Ningi LGA and in Jama'are LGA on April 21 and 23, 2016, respectively. The competition had two representatives from the six centers on mathematics, English, and general knowledge. Winners were given various prizes.

### **Rahama Women Development Program (RWDP)**

#### *Community Town Hall Meeting*

From April 11 to 14, 2016, RWDP facilitated four community town hall meetings in Jarkasa, Yamrat, Majidadi 'B', and Dunkurmi wards in Misau and Bauchi LGAs, respectively. The objectives of the meetings were to enhance citizens' engagement with their elected representative, identify key community structures, strengthen the capacity of the identified structures, and define roles of various community structures in the implementation of the LEAD Project. The meeting in Jarkasa ward had in attendance 47 men and three women; Yamrat ward, 28 men and 22 women; Majidadi ward, 30 men and 13 women; and in Dunkurmi ward, 39 men and 11 women were in attendance.

Critical issues deliberated during the meetings include possible ways of engaging their representative at the state level, composition of key community structures (WDC, SBMC, and CEF), selection/election of leaders, regular meetings of the community structures, and meeting between community members and leaders. Others were the need for school enrollment, community self-help projects, and proper documentation of activities, feedback, and accountability.

#### *Training for Health Care Workers, Teachers, and CBOs on Maintenance Culture*

RWDP conducted training for CBOs, health service providers, and teachers on maintenance culture, water, hygiene, and sanitation in both Misau and Bauchi LGAs. The main objectives of the training were to increase the knowledge of the participants on the importance of WASH especially in schools and health facilities, and impress on participants the importance of gender-sensitive WASH facilities in schools and health care centers and to institutionalize continuous advocacy and sensitization for the provision and utilization of WASH facilities in schools and health care centers in

Bauchi and Misau LGAs. The training took place in Bauchi (Fadama III Conference Hall) and Misau LGAs (MDGs Conference Hall) on April 17 and 25, 2016, respectively. In Misau, there were 50 participants (46 men and four women) and in Bauchi LGA there were 60 participants (51 men and nine women).

#### *Quarterly Review Meeting*

A quarterly review meeting with community organizations was also conducted for both Bauchi and Misau LGAs, respectively. The objectives of the review meeting were to enable community organizers to interact and share ideas, experiences and best practices in implementation of community activities, to re-emphasize the need for CBOs to work with their members to address problem areas, collectively proffer solutions, and mobilize resources to address such problems, and to create sustainability plan for sustenance of activities beyond LEAD Project.

The meeting took place April 23, 2016 in Bauchi with 60 participants (54 men and six women) in attendance; while in Misau LGA, the meeting took place on April 18, 2016, with 50 participants (46 men and four women) in attendance. The participants, which included WDCs, SBMCs, CEF, and CC, agreed to partner and form coalition for enhanced service delivery in their various local governments.

#### *Monitoring Visit to Nonformal Learning Centers (NFLCs) and Adolescent Girls' Programs (AGPs)*

This activity was carried out in Bauchi and Misau LGAs with the aim of monitoring the activities of the centers and educational support materials for the month under review were presented. During the visit, their weekly reports were reviewed and the monthly stipend to the five instructors for each of the center, were paid. One of the centers held its fourth student graduation during the month of reporting. The visit to Bauchi centers was carried out April 19, 2016 while that of Misau was conducted on April 20, 2016.

#### *Sensitization Campaign on WASH and Maintenance Culture*

To position the community structures for effective performance and to enhance their capacity, a series of workshops and capacity building trainings have been mapped out to build their capacities. One of such is the sensitization campaign conducted for CBOs, health service providers, and teachers in Misau LGA on WASH and maintenance culture on April 17, 2016. The event had in attendance 50 participants (31 men and 19 women) drawn from WDCs, SBMC, teachers, and health service providers. The outcomes of the training were as follows:

- All WDCs agreed to carry out community level sensitization to improve the importance of WASH and its awareness.
- Teachers agreed to institutionalize group hand washing among school pupils and students in their respective schools.
- WDCs and SBMCs agreed to map out schools and health facilities without WASH facilities to aid and provide reliable data about the status of WASH facilities to support the advocacy process.
- The media agreed to support dissemination of relevant information on WASH awareness at community level.
- All health service providers are to institutionalize WASH and menstrual hygiene management during health talk and community outreaches.
- A work plan was developed to implement all activities highlighted above.
- Financial support from the local government and different community member

and philanthropies were also donated for the project.

One of the outstanding outcomes of the meeting was that the WDC forum in Bauchi agreed to work with other community structures to pursue relevant advocacy issues and also mentor newly established WDCs to assist them to grow and attain meaningful development.

### **Women Development Association for Self-Sustenance (WODASS)**

#### *Training on WASH and School Enrollment*

WODASS conducted training on water sanitation and hygiene and school enrollment on April 22 and 23, 2016, in Kirfi and Dass LGAs, respectively. The objectives were to expose participants to the negative impacts associated with absence of gender-sensitive WASH facilities in schools and health care centers. In Dass LGA, a total of 30 participants (23 men and seven women) attended the training while Kirfi LGA also had 30 participants (25 men and five women).

#### *Review Meeting with Representative of CBOs*

The aim of the review meeting with representatives of CBOs was to collect data and information on the implemented CPP and activities of other CBOs towards improving basic education and health care services. The meeting was conducted on April 25 and 26, 2016, in Dass and Kirfi LGAs, respectively. In Dass LGA, 25 men and five women attended the meeting with same figure in Kirfi LGA (25 men, five women).

#### *Interface Meeting with CBOs and the LGA Service Directors*

WODASS conducted an interface meeting with community-based directors and service delivery directors in Dass and Kirfi LGAs on April 27 and 28, 2016. The objective of the meeting was to confirm the projects that were approved in the 2016 Budget as presented by the CBOs as outcome of the priority setting conducted during the budget formulation. In Dass LGA, a total of 30 participants (22 men, eight women) and same figure Kirfi LGA attended the interface meeting.

#### *Town Hall Meeting*

Also, WODASS conducted a town hall meeting with representatives of CBOs, community radio, social mobilization unit of the LGEAs, and the health educator of the PHC department. The meeting was aimed at disseminating information and sharing ideas with stakeholders on how to sustain the activities of the LEAD Project. The activity was conducted on April 29 and 30, 2016 in Dass and Kirfi LGAs, respectively. A total 25 participants (21 men and 4 women) in Dass LGA and same in Kirfi LGA attended the meeting.

#### *Monitoring Visits to Adolescent Girls' Centers and Nonformal Learning Centers*

Monitoring visits were paid to adolescent girls' centers and nonformal learning centers in Dass and Kirfi LGAs. During the visits, a simple checklist was utilized, filled in during interaction, and evidence seeking session with the facilitators and the students. The activity was conducted on March 24, and 26, 2016, concurrently in the two CLGAs with 5 women and 25 men in attendance. Presentations were made by CBOs, WDCs forum, coalition of CSOs in Kirfi LGA, while SBMC, CEF and FOMWAN made presentation at the meeting on activities implemented in their Wards during the period under review.

The participants representing 11 wards from Dass LGA (Bununu, Zumbul, Bununu South, Dott, Wandu, Bunun Central, Durr, Baraza, Bundutt, and Lukshi) also made presentations on their achievements.

Summary of achievements reported include

- Constructed a block of two toilets as well as plastering of wall at Badel maternity
- Mobilized resources and fenced the public toilet at Zumbul market and repaired a community borehole as well as reinstallation of doors at Zumbul maternity staff quarters at Sarkin Kufai
- Built a block of two classrooms using mud bricks at Talarang Primary School, raised ₦34,300 to put overhead cost of Zumbul Dangri dispensary
- Carried out a step-down sensitization on the prevention of LASA fever, meningitis and cholera during a community meeting, after receiving the training which was held at Dass LG council chambers on the March 23, 2016
- Mobilized the sum of ₦982,000 to build staff quarters at Durr PHC. ₦600,000 have been utilized and work is in progress
- Monitored arrival of drugs supplied and its utilization at ECWA clinic Bundot as supplied by the State Primary Health Care Development Agencies
- Public expenditure tracking on Zumbul primary school where they discovered that a contractor supplied seats in one class and seat frames in the other class
- Renovated 100 seats at the Government Day Secondary Lukshi
- Advocacy visit to the honorable commissioner of health Bauchi state with regards to health challenges in Dass LGA. The outcome of the advocacy was renovation of one of the wards and that medical Doctor's resident at general Hospital Dass which is presently ongoing.

In Kirfi LGA, similar achievements were reported by the chairmen of 8 wards.

- Installation of doors and replacement of roofing sheets at Baba Primary Schools
- Payment of ₦1,000 stipend to four volunteers who served as support staff at Tabule maternity
- Construction of waste disposal site at Badara PHC
- Procurement of drugs worth ₦80,000 to improve the drug revolving fund scheme and provision of motorcycle to support immunization services both at Dewu ward
- Repair of solar borehole at Shalfori in Kwagal ward
- Facilitated a sensitization and mobilization radio program where issues related to inadequate health personnel and hospital requirements such as beds and poor infrastructure were discussed and support for improvement mobilized. As a result, four staff were deployed to the general hospital in Kirfi Rivers State

#### *Strategic Plan Development Workshop for CSO Partners and Network Members*

To enhance the capacity of the local partners in Rivers, the LEAD Project in Rivers State conducted a three-day workshop on strategic plan development for our CSO partners and members of the RPD from April 19 to 21, 2016. The workshop content included strategic visioning, resource mobilization, succession planning, and risk mitigation. It also provided an overview of the Nigerian National Not-For-Profit Organizations Governance Code 2015, with emphasis on anti-fraud and anticorruption measures. A total of 30 participants (14 men and 16 women) from the six CSO partners, executive members of the RPD and representatives of network

member organizations attended the training. The CSOs committed to develop/review and finalize their draft strategic plans with the knowledge gained from the workshop. Further mentoring support is being provided to individual organizations to finalize their strategic plans. The participatory workshop is part of LEAD's sustainability strategy for our CSO partners/network in Rivers State. These five-year plans are designed to shape the focus and drive of the CSO partners in attaining their goals and objectives.

#### Key Result

- Effective planning process established in partner organizations for their growth
- Strategic plan document produced/reviewed and adopted as policy instruments and fully integrated into CSOs planning processes.

#### *Partnership Building with Rivers State Ministry for Social Welfare and Rehabilitation*

LEAD established a partnership with the Ministry for Social Welfare and Rehabilitation in Rivers State, after a meeting on April 13, 2016, between representatives of LEAD, subgrantee ACCORD, and officials from the ministry. The meeting had in attendance Commissioner Damiete Herbert-Miller, the Permanent Secretary Lady Amie Nemi Iwo, and seven directors of the ministry. The areas of cooperation between the project and the ministry were discussed, and in particular, a production of a directory of CSOs in Rivers State which has been developed by the project. The ministry is a coordinating agency for registration of CSOs, NGOs, and CBOs in the state and LEAD's collaboration with it will further solidify project efforts to complete the CSO directory and make its presentation to the public. The directory will facilitate CSOs networking; improve on coalition building for effective issue-based advocacies, and sustained engagements with state and local governments.

#### *Peace Building and Conflict Resolution Knowledge Sharing Continues in Rivers*

As part of the project's commitment to supporting peace building in communities in the CLGAs, a Peace Building and Conflict Resolution workshop was conducted in Khana LGA by ACCORD, one of our CSO subgrantees. The two-day workshop, which was held on April 27–28, 2016 at the Suanu Finimale Hall at the council secretariat, had 26 participants (18 men and eight women). They were community representatives, including youth and women's leaders, members of CDCs and local CBOs, and LGA officials. The training module included topics such as understanding a conflict, the concept of peace building, and techniques and tools for conflict analysis in a community. The workshop was further enriched by an overview of the conflict situation in Khana, during which stakeholders shared experiences. The workshop could not have come at a more opportune time, as the LGA has been experiencing an uneasy peace since the March 19, 2016 elections in the state.

#### Key Result

- Capacity and responsiveness for reconciliation and peace building in Communities in CLGAs enhanced.

#### *Mentoring CSOs on Successful Proposal Writing, Resource Mobilization, and Sustainability*

LEAD provided demand-driven mentoring sessions to our CSO partners in Rivers on the effective organization of the proposal development process and good practices in writing and preparing grant proposal submissions. A one-day training activity was conducted for CCDS staff on the organization's premises on May 10, 2016; a similar session for staff of CIEPD, representatives from Initiative for Community Development and Lifeline CSOs was held in the CIEPD office on May 11, 2016. In a participatory setting that alternated between structured presentations with case study

discussions and group training exercises, LEAD specialists shared with their CSO colleague's techniques for persuasive proposal writing and mentored them on establishing an internal business development process for tracking funding opportunities and developing well-qualified proposals for grants. The basis of the workshop was an interactive walkthrough of each step of the proposal process using a solicitation from the United Nations Office on Drugs and Crime. This hands-on training, requested by CSO grantees, is timely, as their grants from LEAD Project will be ending soon and they are actively looking for other funding opportunities to augment their work. A total of 14 staff (10 women and four men) from different CSOs received mentoring.

#### *Training on Advocacy and Media Engagement for CBOs in Tai LGA*

LEAD CSO subgrantee MADEPIN organized a workshop on advocacy and media engagement for CBOs active in Tai CLGA Friday, May 20, 2016, at the Barayira community town hall. A media representative was in attendance to co-facilitate the workshop. The objective of the workshop was to expose the participants to the importance of media in effective advocacy for community development. The facilitators of the workshop explained the basics of advocacy and the importance of raising their voice on issues concerning their respective communities. The workshop had in attendance 64 participants (41 men and 23 women). The media representative expressed commitment to support the CBOs of Tai CLGA in their advocacy for good governance and community development. Kinson Godams, the WDC chairman of Tai CLGA thanked the LEAD Project, MADEPIN, and the media for the opportunity given to sensitize participants on how to advocate and engage the media in issues raised by the communities of Tai and promised to take full advantage of the workshop. The training was designed to equip community leaders and CBOs with skills for engagement of the media as part of the process to attract development to the communities.

#### *LEAD Subgrantee Builds Capacity of Ward Accountability Groups in Akuku-Toru LGA*

As part of activities to strengthen CBOs' capacity in CLGAs, LEAD subgrantee Community Initiative for Enhanced Peace and Development (CIEPD) facilitated a two-day capacity building training for the four ward accountability groups formed in Akuku-Toru LGA with the support from LEAD. The training covered a variety of subjects, such as community needs assessment, resource mobilization, communication for development, managing meetings, reporting, and conflict sensitivity. The activity, which was held in Akuku-Toru Local Government Council Secretariat on April 20–21, 2016, had 20 participants (17 men and three women), representing CDCs and CBOs in the coalition. This training seeks to ensure high performance and sustainability of the accountability groups in promoting good governance and quality service delivery in Akuku-Toru LGA.

### **Objective 3: Improved Access to Basic Education and Reading and Strengthened Health System**

#### *Deployment of the Revised Budget and Planning Tool for Education Sector*

LEAD mobilized specialized technical resources to revise the Budget and Planning Tool (BPT) for deployment to key education stakeholders in Bauchi and Sokoto states. The tool was initiated by the Nigeria Northern Education Initiative (NEI) project to strengthen budget and planning systems at the SUBEB and other related basic education institutions, including the state central planning agency. The BPT has been adopted by LEAD, in its up-to-date version, to support the implementation of the 2015 budget and develop the budget framework for 2016 in the basic education subsector of Bauchi and Sokoto states.

To initiate the revision, a stakeholder's workshop was conducted in Kaduna on October 15, 2015, to strategize with education sector managers on the use of the tool to fulfill policy objectives of access, quality, and effective management of scarce resources in basic education, as well as to determine methods for the deployment of the BPT to the government agencies. LEAD, in collaboration with the SUBEBs in both Bauchi and Sokoto, decided to re-activate the Budget and Policy Reforms Technical Working Group (TWG) and constitute an implementation committee from it to coordinate BPT deployment activity. The workshop had a total of 17 participants (16 men and 1 woman).

Subsequently, LEAD organized deployment of the BPT on October 19–November 6 to computer systems of the staff of the following state-level government stakeholders in Bauchi and Sokoto: SUBEB, Ministry of Education, State Planning Commission, and the House of Assembly. The BPT creates an effective linkage between the Medium-Term Sector Strategy (MTSS) and the budget for easy integration, implementation, and progress reporting against set policy objectives/sub-objectives and annual and quarterly implementation targets, and thus enables government stakeholders to exercise effective budgeting and planning for education sector.

#### Key Results

- Stakeholders/Partners resolved to adapt and sustain the revised BPT
- BPT deployed to key education stakeholders of Bauchi and Sokoto
- Efficiency of budgeting and planning for education sector improved

#### *Formal Handover of Draft Sokoto State EMIS Policy*

International donor agencies have always been at the forefront in supporting the federal government in the development of national EMIS policy. In Sokoto, NEI has supported the state government in producing the EMIS Toolbox and kick started the review and adaptation of the EMIS policy. Unfortunately NEI could not go beyond the EMIS review stage. Considering the importance of domesticating the Nigeria Educational Management Information System (NEMIS) in the state, LEAD facilitated various meetings and workshops, including public hearings, in collaboration with EMIS TWG and using a multi-stakeholder approach, to review and adapt EMIS policy with the aim of getting approval of the policy by the state government, as LEAD has done with water sanitation and environmental sanitation policies, among others.

On November 20, 2015, LEAD formally handed over the draft EMIS policy document to the state government through the Ministry of Basic and Secondary Education. The policy document was received on behalf of the state government by the Honorable Commissioner for Basic and Secondary Education, Dr. Muhammad Jabbi Kilgari. The ceremony was well attended with the full participation of key education policy makers in the state, which included Alhaji Nasiru Zaraummai, commissioner for Science and Technology; Alhaji Faruk Shehu, secretary, SUBEB; Alhaji Aliyu Balarabe, permanent secretary, Ministry for Higher Education; Hajija Zainab Sani, Ag, permanent secretary, Ministry of Basic and Secondary Education; executive secretary, Arabic and Islamic Board; and executive director, Nomadic Education. Directors and some staff of ministries and agencies, media, and CSOs also attended the brief ceremony.

#### *Training on the Application of Revised EMIS Toolbox*

In Bauchi, LEAD conducted a three-day intensive training on the application of the revised EMIS Toolbox in Azare, Katagum, on November 10–12, 2015. Thirty-seven participants attended the training (36 men and 1 woman) from Gamawa, Jama'are, Katagum, and Misau LGEAs of Bauchi State. The participants were members of the

**Table 43. Summary of Mapping Coverage in Bauchi CLGAs**

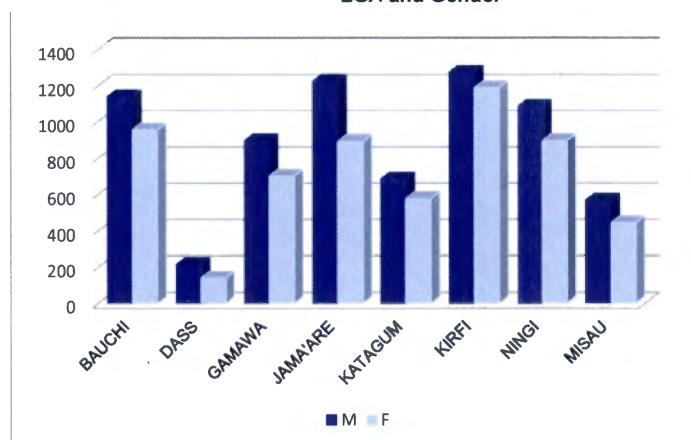
LGA	No. of Schools	No. of Communities	No. of Households
Bauchi	8	48	1,049
Dass	8	35	612
Ningi	8	20	676
Kirfi	8	42	898
Misau	8	42	1,012
Katagum	8	23	768
Gamawa	8	75	742
Jama'are	8	45	785
Total	64	330	6,542

**Table 44. Out-of-School Children in the Catchment Communities, by Age Group, Gender, and CLGA**

LGA	Aged 3–5 Years		Aged 6–11 Years		Aged 12–14 Years		Aged 15–18 Years		Total	
	M	F	M	F	M	F	M	F	M	F
Bauchi	518	458	329	316	152	122	140	59	1,139	955
Dass	40	32	38	37	45	30	90	42	213	141
Gamawa	208	201	347	259	174	92	167	149	896	701
Jama'are	410	354	460	329	163	106	191	104	1,224	893
Katagum	228	222	286	269	95	64	76	22	685	577
Kirfi	406	462	383	465	213	169	274	93	1,276	1,189
Ningi	588	530	343	281	72	54	83	32	1,086	897
Misau	99	167	223	143	128	95	117	40	567	445
Total	2,497	2,426	2,409	2,099	1,042	732	1,138	541	7,086	5,798



**Figure 22. Total Number of Out-of-School Children in the Catchment Communities, by LGA and Gender**



The exercise determined the number of school-age children who are out of school in the catchment communities of the eight LEAD pilot LGEAs in Bauchi State. It provided a scientific basis and evidence for planning for future EDC strategies and engagement of relevant stakeholders. It also produced data for community-based stakeholders such as the SBMCs, CEFs, and parent-teacher associations (PTAs) to aid them in their efforts to ensure that all children are enrolled and drop outs are returned to school.

*Training of Instructors/Facilitators of Nonformal Learning Centers and Integrated Islamiyya, Qur'anic, and Tsangaya Education*

In Bauchi State, LEAD conducted a two-day capacity building workshop for instructors/facilitators of nonformal learning centers and integrated IQTE on literacy and numeracy skills for improved learning outcomes. The training, which took place on December 9, 2015, at Yankari Game Reserve, had in attendance instructors and facilitators of integrated Qur'anic learning centers (IQLCs) and Adolescent Girls and Women's Development Education Centers, and SUBEB and Bauchi SAME officials.

The training was aimed at improving the literacy, numeracy, and psychosocial well-being skills of learners in the target schools. Three instructors of nonformal learning centers and two facilitators from the IQLCs and Adolescent Girls and Women's Development Education Centers were drawn from each of the eight CLGAs. A total of 45 persons (33 men and 12 women) attended the training. The training was delivered using the psychosocial training manual developed by Bauchi SUBEB and the College of Education–Azare, technically supported by USAID in 2012 (under NEI), and the literacy and numeracy manual provided by the National Commission for Literacy and Adult Education.

At the end of the workshop participants displayed proficiency in the use of the reading and math manuals, demonstrated adequate knowledge and core teaching skills in literacy and numeracy, modeled activity-based teaching with the aid of a training guide, and acquired the requisite skills in developing appropriate, low-cost instructional materials required for teaching.

### Key Results

- 40 instructors trained in literacy, numeracy, and psychosocial counseling
- Nonformal learning centers reinforced with better skilled staff
- Expected improvement of learning outcomes in nonformal learning centers and IQLCs

#### *Training of PTAs and SBMCs on School Profile Reports*

In Bauchi, LEAD conducted a training workshop for PTAs and SBMCs on school profile reports on December 17 and 18, 2015, at Yankari Game Reserve, Bauchi.

The two-day training was organized to increase the knowledge and skills of the members of SBMCs and PTAs in using the Annual School Census data processed through the EMIS Toolbox. The training aimed to provide evidence and sufficient guidance for participants to conduct advocacy visits and evolve more effective strategies in managing the problems of the pilot schools. This can be achieved in collaboration with the LGEA, SUBEB, and other relevant stakeholders.

The training was attended by the chairmen of the SBMCs and PTAs, secretaries of the SBMCs, education secretaries and EMIS officers, and the head of EMIS, SUBEB. A total of 44 participants (42 men and two women) were in attendance.

The activity unlocked opportunities for the SBMCs in building alliances for resource leveraging to support effective school improvement planning and other activities to improve learning outcomes in strategic partnership with community, civil society, corporate institutions, and NGOs. It also charted a clear approach and synergy among stakeholders aimed at ensuring effective collaboration with the government in the implementation and monitoring of school activities.

At the end of the training an action plan was developed (see *Annex B*).

### Key Results

- Stronger involvement of parent and local communities focused on increased transparency for equity access and learning outcomes

#### *School/Community Mapping for Enrollment Campaign Drive in Sokoto*

In Sokoto State, LEAD conducted a school/community mapping for the 2015/2016 EDC in the 12 CLGAs. The exercise started with a one-day practical training in which 70 data collectors were acquainted with the objective of the school/community mapping exercise and guided on how to effectively use mapping tools and strategies. LEAD conducted peer-to-peer simulation of the use of the tools; participants were paired to make practical demonstrations of how to conduct the community mapping.

The mapping exercise was conducted in three phases, based on the three senatorial zones. The first was the eastern zone on October 5–7, 2015, western zone on October 12–14, 2015, and central zone on October 19–21, 2015 respectively. In each zone, four LGEAs were selected. The surveyed LGEAs were Bodinga, Goronyo, Rabah, Kebbe, Gudu, Ilela, Isa, Wamakko, Sokoto South, Tambuwal, Dange/Shuni, and Silame. The numbers of OOSC and of those never attended school were identified.

*Table 45* and *Table 46* present the data.

**Table 45. Number of Children Who Never Attended Schools in the 12 LEAD-supported LGEAs in Sokoto**

LGEAs	Male	Female	Total
Round 1, six LGEAs	9,778	7,713	17,491
Round 2, six LGEAs	8,316	6,796	15,112
Total			32,603

**Table 46. Number of Children Who Dropped Out of Schools in the 12 LEAD-supported LGEAs in Sokoto**

LGEAs	Male	Female	Total
Round 1, six LGEAs	1,398	944	2,342
Round 2, six LGEAs	1,900	1,382	3,282
Total			5,624

**Key Results:**

- The number of OOSC (boys, girls, and youths and adults) and those who never been to school mapped and identified with the purpose to be registered and enrolled
- The significance of generating, collecting, distributing, and utilizing data institutionalized
- Awareness raised among the urban and rural populace to send their children to school

*Training on Numeracy, Literacy, and Psychosocial Counseling*

LEAD conducted a series of two-day trainings on numeracy, literacy, and psychosocial counseling for facilitators (teachers and head teachers) of nonformal learning centers in the 12 LEAD CLGEAs in Sokoto on October 26–30, 2015. The training aimed to build the capacity of educators on special facilitation approaches, methodologies, integration, and effective classroom interaction to enhance access to learning and learning outcomes. The trainings sharpened the facilitators' teaching skills through the adoption of some aspects of the formal system of lesson delivery to suit the nonformal approach; emphasized and demonstrated required approaches, styles of teaching adults, people of old age, the vulnerable, and those with special needs; and created awareness of the need for OOS youths and adults to enroll and complete their circle of studies. In all, 60 participants attended the trainings, 13 women and 47 men.

The activity also provided an opportunity for identifying major problems hindering access and quality learning outcomes for the centers, which include, among other things, the lack of relevant instructional materials, unqualified instructors, poor funding on the part of the government, and the nonchalant attitude of learners. Training participants shared their experiences and discussed the way forward to enhance performance. The SAME committed to reporting the findings to the government and also strategized to enhance learning in the centers.

**Key Results:**

- Enhanced skills of facilitators of nonformal learning centers in teaching

numeracy and literacy for adult learners

- Teachers trained in how to support learners' psychological well-being
- Nonformal learning centers reinforced with better skilled staff
- Expected improvement of learning outcomes in nonformal learning centers

#### *Training for Head Teachers and Teachers on Psychosocial Wellbeing*

Teachers are frequently unaware of the psychosocial needs of children, especially girls and more vulnerable children, and are unskilled in providing for special needs or accommodating children's rights. With the aim to create in schools an enabling psychological environment, conducive to learning, retention, and progression of pupils, LEAD conducted from November 18–27, 2015, two-day trainings for teachers and head teachers on psychosocial well-being in six Round 2 LGEAs of Sokoto State. The training equipped educators with skills to promote a healthy psycho-educational environment that facilitates the learning and development of children and addresses children's issues and needs in a holistic manner. This integrated developmental approach to promoting psychosocial well-being among pupils will improve access to education, reading, and general learning outcomes. The training was conducted by lecturers from Shehu Shagari College of Education. Directors of junior secondary schools, representatives from SUBEB, the EMIS Officer from Ministry of Education, education secretaries, deputy education secretaries, heads of schools services, head teachers, teachers, and CSO representatives participated. In total 187 teachers and head teachers (160 men and 27 women) from the six Round 2 CLGEAs participated in the trainings.

Testing educators' skills on how to support learners' psychological well-being before and after the training revealed training effectiveness, with pretest scores averaging 35 percent and post-test scores at an improved 65 percent.

#### Key Results:

- Teachers trained on how to support learners' psychological well being
- Trust and cooperation between teachers and students and between school and home built
- Conducive environment for increased access and enhanced reading in school created

#### *Meeting with SBMCs, CEFs, and Education Managers on EDC*

LEAD conducted one-day sensitization meetings with SBMCs, CEFs, and education managers on the EDC for 2015 /2016 school year. The meetings took place from December 8–10, 2015, in the 12 CLGEAs of Sokoto State. A total of 351 participants (334 men and 17 women), cutting across all the 12 LGEAs, attended the meetings.

The objectives of the meetings were, among others:

- To build and increase awareness of parents and community leaders of 128 schools of the significance of education
- To create inclusive platforms for SBMCs and CEFs to share strategies and experiences on how to conduct EDCs
- To encourage and train SBMCs, CEFs, and CBOs to mobilize parents and community members, leaders, and mothers to identify OOSC and those who have never been to school, especially girls, and ensure they are enrolled and stay in schools
- To have full enrollment, attendance, retention, completion, and transition of

pupils, girls and youths in schools and centers

- To design and create workable platforms for enrollment, attendance, retention, completion, and transition by the SBMCs, PTAs, and CEFs

Community-based stakeholders in the pilot LGEAs, such as the SBMCs, WDCs, PTAs, CEFs, CBOs, and religious institutions, have shown a great commitment to the cause by productively contributing to the discussions on how to get OOSC and those who have never been to school at all to enroll. The SUBEB management directed all the education secretaries and appealed to the local government caretakers to implement measures to ensure the 2015/2016 EDC receives a massive boost, with an emphasis on girls.

**Key Results:**

- Parents, community leaders, SBMC members in 128 schools have increased their awareness of the value of education, with a particular emphasis on girls
- A platform created for mobilizing coordinated efforts of SBMCs, PTAs and CEFs to simulate enrollment, attendance, retention, completion, and transition in schools

**Training for SBMCs on Improving School Governance**

To support the government of Sokoto State in the implementation of recently developed SIPs, LEAD conducted two-day training for SBMCs on improving school governance (**Table 47**). LEAD invited and trained three SBMC representatives and members from each of 128 LEAD school committees of the 12 LEAD partner CLGEAs. On October 15–20, 2015, the first training was conducted for the first 6 CLGEAs, which included Isa, Dange/Shuni, Bodinga, Wamakko, Silame, and Ilela. The second training took place on November 9–13, 2015, for Tambuwal, Rabah, Goronyo, Gudu, Sokoto South, and Kebbe LGEAs. The SBMC members, who participated in the training, were chairmen, women leaders, and secretaries. Other participants included LGEA officials, 2 women teachers, WDC members, 1 advocate for special needs learners, and 1 representative from each of the councils, as well as student representatives.

The activity strengthened capacity of SBMCs on the following:

- Roles and responsibilities of SBMCs
- Roles of SBMCs in promoting inclusive education
- Understanding good school and SBMC leadership
- Resource mobilization and management culture
- Partnerships for school development
- Making the voices of women and children heard
- Monitoring of teachers' and pupils' attendance

**Table 47. Participants of the Training for SBMCs on Improving School Governance**

CLGA	F	M	Total
Kebbe	9	29	38
Rabah	14	27	41
Sokoto South	13	27	40
Gudu	13	31	44

CLGA	F	M	Total
Goronyo	10	29	39
Tambuwal	11	25	36
Bodinga	14	30	44
Wamakko	14	26	40
Dange/Shuni	13	34	47
Silame	13	34	47
Ilela	14	32	46
Isa	1	42	43
Total	139	366	505

**Key Results:**

- 128 SBMCs received capacity building assistance for improved school governance
- 384 SBMC members increased their relevant knowledge and skills

*Training on Mentoring and Monitoring Pack for SBMCs' Sustainability*

In Sokoto State, LEAD supported the training of SBMCs in the 12 CLGEAs, with six participants from each LGEA, including four (champion) SBMC members, a quality assurance officer, and a LEAD desk officer. The state government participants were the director of social mobilization and director of junior secondary schools from SUBEB.

Training for the first six LGEAs (Rabah, Silame, Bodinga, Wamakko, Dange/Shuni, and Goronyo; 35 men and 1 woman) took place on November 24–25, 2015. The second training of six LGEAs (Gudu, Isa, Ilela, Tambuwal, Kebbe, and Sokoto South; 33 men and 2 women) took place on November 26–27, 2015. A total of 71 participants attended the trainings.

The objective of the activity was to educate the participants on their roles as mentors and trainers with the expectation that they would step down the training to other SBMC members. According to SBMC policy guidelines, SBMCs exist to improve school governance, maintain school facilities, and most importantly, make it easier for more children to get access to equitable and quality education. In the light of this, and after SBMCs received the initial trainings, the Mentoring and Monitoring Pack for Supporting SBMCs in Nigeria was produced with the support of the Education Sector Support Program in Nigeria project. These materials served as the guide for training the SBMCs to help them deliver on the state SBMC policy guidelines.

Two high-ranking state policy makers attended the training, Dr. Jabbi Kilgori, commissioner for Basic and Secondary Education, and Alhaji Faruk Shehu, Secretary to SUBEB. They both pledged continuous government support for the activities of SBMCs in the state.

The Mentoring and Monitoring Pack offers the following:

- Reinforcement of the training received using the SBMC guide book and manual
- Further development of areas mentioned in the guide, but not described in details

- Additional support as may be requested by SBMCs themselves during the program
- Provision of support based on observation/monitoring of SBMC progress made during training and mentoring visits.

*Training on Psychosocial Counseling for Instructors and Facilitators of Nonformal Learning Centers and Teachers of Pilot Schools in Bauchi CLGAs*

In Bauchi, LEAD conducted a three-day training for participants from Katagum, Gamawa, Jama'are, and Misau LGEAs on psychosocial counseling for instructors and facilitators of nonformal learning centers and teachers of pilot schools. The training, which took place February 16–18, 2016, had a total of 120 participants (95 men and 25 women) in attendance. The participants were primary school teachers and facilitators of nonformal learning centers.

Key Results

- SUBEB promised to replicate the training for other LGEAs and schools in the state, including the non-LEAD LGEAs
- Instructors of the nonformal learning centers agreed to step down the training to other instructors who did not attend the training for uniformity in the management of the centers and improved performances
- The training recognized the significant roles of SBMCs and center-based management committees toward the building of strategic alliances with related formal and nonformal institutions to address the risk of failures by children as well as the efforts to promote their self-esteem for improved learning outcomes
- The LGEAs have pledged to assist the nonformal Learning centers through the provision of water points and teachers to the centers where such need exists

*Training on Psychosocial Counseling for Facilitators and Teachers of Pilot Centers and Schools in Sokoto CLGAs*

Similarly, in Sokoto State, LEAD conducted on February 22–24, 2016, a three-day training on psychosocial counseling for facilitators of nonformal learning centers and teachers in pilot schools of Bodinga, Dange/Shuni, and Isa CLGAs. The training armed teachers and facilitators with knowledge and skills on the effective ways of rendering psychosocial counseling. This contributes to establishing a free, accommodative, and friendly learning environment for implementing educational programs and activities that are responsive to each learner's educational needs. It empowers them to achieve their full potential as lifelong learners and become productive citizens of the community. The training further increased awareness of the need for enrolling OOS youths and adults and supporting them in completing the circle of their studies. It equipped educators with the necessary rudiments of psychosocial counseling matrixes and life skills teaching that will attract and guide adults and vulnerable children, including those at the risk of failure. The training also expanded facilitators' capacity to address deviant attendance and juvenile delinquency. During the activity participants discussed strategies of having increased enrollment and completion and improved learning outcomes through guided reading techniques for the children, youths, and adults. Trainees included facilitators of nonformal learning centers in the Round 1 target LGEAs, as well as mathematics and integrated science teachers in Round 1 target pilot schools. In all, 111 participants from three LGAs attended the training, 12 of them women and 99 men.

*Training on Psychosocial Counseling for Nonformal Learning Center Facilitators and School Teachers Supports Enrollment, Retention, and Better Learning Outcomes*

LEAD conducted a three-day training on psychosocial counseling for facilitators of nonformal learning centers and teachers of pilot schools in the Round 1 CLGAs of Silame, Ilela, and Wamakko February 29–March 4, 2016. The training armed teachers and facilitators with knowledge about the effective ways of rendering psychosocial counseling, which will promote free, accommodative, and friendly learning environments in the learning institutions of basic education. The training supports educational programs and activities that are responsive to each learner's educational needs, and, as a result, will improve enrollment, progression, and retention and contribute to achieving better learning outcomes. The activity increased educators' awareness of the benefits of teaming OOS youths and adults to enroll and complete the circle of their studies. Training provided educators the necessary rudiments of psychosocial counseling and life skills coaching that will attract and guide adults and vulnerable children, including those at the risk of failure. It expanded facilitators' horizons capacity to address delinquency in attendance and empowered them with strategies of achieving increased enrollment and completion and improved learning outcomes through guided reading techniques. Participants included facilitators of nonformal learning centers and mathematics and integrated science teachers in Round 1 pilot schools in LEAD target LGEAs. In all, 111 participants attended the training, 14 women and 97 men.

*Strengthening Use of MIS in Management and Administrative Decision Making for Effective Service Delivery in Basic Education*

LEAD conducted a three-day workshop on management information systems (MISs) for MDAs in Sokoto State on March 2–4, 2016. The training emphasized the importance of and need for establishing MISs and bolstered capacity of state government officials in applying an MIS in the management of basic education programs, in particular. An MIS enables administrators to streamline the thinking of the line directors of MDAs towards effective decision making, such as performing posting, redeployment, and other related duties with the support of MIS; instilling effective use of data and information for educational policies, program activities, and administrative decision making; opening channels for dissemination and communication of information and data to ministries, LGEAs, international development partners, and media; and assuring quality general planning and budgeting. Participants included all line directors of SUBEB; directors of Planning and EMIS Officers from the Ministry of Basic Education; Arabic and Islamic Education Board; SAME; Ministry of Science and Technology; chairman and secretary of House Committee on Education; executive director, State Agency for Nomadic Education; and representatives of the Ministry of Information, Teachers Service Board, Civil Society Action Coalition on Education for All, and media outfits. Thirty-one participants attended the training, all of them men.

*Workshop on Strategic Health Development Plans*

As part of its effort to support the governments of Bauchi and Sokoto states in the production of the SSHDPs, LEAD supported government officials in Bauchi and Sokoto through initiating a gap and situation analysis of current health plans. This was one step in developing the 2016–2020 SSHDPs. The workshop took place in two phases. The workshop in Bauchi State was conducted from October 19–22, 2015, and that in Sokoto State took place from October 25–29, 2015, all at Bafra Hotel, Kaduna.

During the workshop state government stakeholders conducted gap and situational analyses, identified challenges experienced during the implementation of the current



SSHDPs, and worked to identify creative solutions to address these gaps in the 2016–2020 SSHDP. Both workshops were led by the permanent secretaries of the Ministry of Health. Participants at the workshop included government officials from key-line Ministries of Health, Budget and Planning, Finance, Local Governments; the Health Management Board; State Primary Health Care Development Agency; and tuberculosis, malaria, HIV, and drug management agencies. Other key implementing partners from the World Health Organization (WHO), United Nations Children's Fund (UNICEF), World Bank, UK Department for International Development (DFID), Clinton Health Access Initiative, and media were present, as well as USAID/Nigeria staff.

The Bauchi State workshop had a total of 82 participants (70 men and 12 women), while Sokoto State had a total of 75 participants (69 men and 6 women) in attendance.

As a follow-up to the workshops, LEAD collaborated with the Bauchi State Ministry of Health and other development partners, notably WHO and Population Council, in the development and validation of the Bauchi State Human Resources for Health Policy draft document. LEAD also organized a three-day workshop for the development of Human Resources for Health Policy Implementation Guidelines for Sokoto State. This was conducted on December 9–11, 2015, at Central Hotel in Kano.

#### Key Results

- Gaps in the 2010–2015 SSHDPs for Bauchi and Sokoto states identified
- Key areas of improvement for the 2016–2020 SSHDP identified
- Synergy between key stakeholders in the health sector established

#### *Development of Human Resources for Health Policy Implementation Guidelines*

In Sokoto State, LEAD took up the challenge to build on previous initiatives and improve the health sector by supporting the state in the development of guidelines for the effective implementation of reforms in human resource management for the health sector. The project held a workshop December 9–11, 2015, on the development of implementation guidelines for human resources for the Sokoto State Health Policy.

The policy has been designed using a multi-stakeholder approach, to develop the policy guidelines collectively, with the aim of getting ownership of and commitment by the Ministry of Health, State Primary Health Care Development Agency, and other health sector MDAs for the implementation of policy reforms. The Human Resources for Health Policy Implementation Guidelines will strengthen the institutional framework for human resources management practices in the health sector of Sokoto State; provide a structure for objective analysis, implementation, and monitoring of human resources for health performance; improve organizational and performance-based management systems for human resources for health; and augment capacity of training institutions to scale up the production of a critical mass of quality, multipurpose, multi-skilled, gender-sensitive health workers. The workshop also served as a medium to sensitize participants of the need to advocate for supporting laws for all the state health policies, fostering partnerships and networks of stakeholders for harnessing contributions to the public health sector agenda. Participants included the honorable commissioner and the permanent secretary of the Ministry of Health, respectively; directors of medical services and nursing services; representatives from Planning Research and Statistics; the executive secretary and director of M&E from Primary Health Care Development Agency; the chair of the House Committee on Health; the secretary of the House Committee on Health from Sokoto State House of Assembly; the executive director of Hospital

Services Management Board; officials from the MOLG; representatives of the School of Health Technology, School of Nursing, and others. In all, 31 participants attended the workshop, 2 women and 29 men.

#### Key Results

- Human Resources for Health Implementation Guidelines developed and operationalized
- Capacity and adequacy of health human resources expanded
- Health sector coordination, regulation, networking, and dialogue improved
- Capacity of governance structures to plan and implement health programs effectively enhanced
- Implementation of health budget and health financing improved
- Innovative approaches to ensure timely and effective health service delivery
- Improved effectiveness and efficiency of health system

#### *Action Planning Workshop on 2016–2020 Bauchi State Strategic Health Development Plan*

In partnership with the State Ministry of Health, LEAD organized a four-day action plan workshop on the 2016–2020 Bauchi SSHDP. The workshop was conducted at Yankari Game Reserve Resort on March 21–24, 2016. The activity provided an opportunity for health sector leadership and stakeholders to translate the new Bauchi administration long-term vision as encapsulated in its “5 points health agenda” into a medium-term sector development plan. The SSHDP process and emerging plan document will for the next five years guide the strengthening of health systems and improvements in health governance and financing and service delivery performance.

With the level of participation and consensus established on key health priority issues during the SSHDP situation analysis and action planning processes, MDAs and larger stakeholders are positioned to improve on annual health planning and budgeting, and will enhance citizen’s capacity for engagements in health expenditure and budget performance tracking. A total of 78 participants attended the workshop, including 68 men and 10 women, comprising the permanent secretary of the Ministry of Health; government officials from key-line ministries of Health, Budget And Planning, Finance, and Local Government; the hospital management board; state PHCDA; and tuberculosis, malaria and HIV, drug management agencies, as well as development partners such as WHO, FHI 360, Maternal and Child Health Survival Project, Society for Family Health, and Clinton Health Access Initiative, media, and CSOs.

#### *Service Improvement Plans for Primary Health Care*

The SIP methodology workshop conducted for local government PHC officers in September 2015 enabled participants to facilitate participatory formulation and implementation of SIPs in the eight CLGAs of Bauchi State. Each of the CLGAs has drafted a SIP that focuses on improving PHC governance and human resources for PHCs. The first step was the establishment of SDTs for PHC in all the CLGAs. The SDTs comprise the following:

- Head of Administration, Chairman
- Director PHC, Deputy Chairman
- Director of Works
- Director of Planning

- M&E PHC
- WDC Forum Chairman
- Assistant Director, Water and Sanitation
- Deputy Director, Maternal and Child Health
- LGA Health Educator
- Essential Drugs Officer
- LEAD Desk Officer, Secretary

Consequently, as part of their contribution to the jointly implemented activity, the CLGAs conducted assessments from October 12–23, 2015, to determine the current status of their PHCs, which provided a baseline for the SIPs. The assessment involved taking stock and reflecting on the LGAs' PHC human resources, facilities, and indicators.

LEAD then conducted LGA interface meetings (**Table 48**), which were jointly funded by LEAD and the LGAs, for service providers, managers, community representatives, WDCs, traditional rulers, religious leaders, women and youth groups, and the physically challenged persons, held at the respective LGAs. Participants together reflected on the current situation, prioritized issues and needs, and set visions, missions, values, and objectives. Drafting committees were appointed at the meeting. The SIPs were drafted by the LGAs based on the outcome of the interface meetings.

**Table 48. SIP Interface Meetings**

CLGA	Date	No. of Participants		
		Men	Women	Total
Misau	October 26, 2015	28	10	38
Katagum	October 27, 2015	29	8	37
Gamawa	October 28, 2015	26	2	28
Jama'are	October 29, 2015	35	4	39
Dass	November 2, 2015	31	8	39
Bauchi	November 3, 2015	30	7	37
Kirfi	November 9, 2015	32	7	39
Ningi	November 10, 2015	26	10	36
Total		237	56	293

#### Key Results

- SDTs for PHC established in the 8 CLGAs of Bauchi State
- Eight SIPs for PHC drafted by CLGAs
- 80 PHC facilities selected for improvement through partnerships between LEAD, CLGAs, and the communities.
- Targeted communities sensitized and ready to collaborate with their LGAs and donor partners

#### Monitoring Water Facilities Maintenance

In Sokoto State, LEAD has continued to support its partner LGAs and trained water facility committees on the rehabilitation and maintenance of water facilities. And over the years, the process become more sustainable, with regular rehabilitation and maintenance of facilities across LGAs, and with replication of training by some LGAs.

**Table 49** shows data on the repair of water sources conducted in the reporting quarter.

**Table 49. Data Summary of Water Facilities Repaired**

CLGA	Borehole	Hand pump	Open dug well	Cost of repair	No. of people with access
Bodinga	7	-	-	1,515,000	3,320
Kebbe	1	1	-	82,200	2,600

#### Empowering WDCs for Sustained Water Maintenance

In a bid to consolidate and sustain water maintenance interventions put in place in the CLGAs of Bauchi State, LEAD empowered four WDCs selected from four community clusters in each of the Round 2 CLGAs. A total of 68 WDC members including chairpersons, secretaries, and area mechanics were trained. Each WDC was provided with a borehole maintenance tool box. The objective of the support was to strengthen capacity of the WDCs to coordinate and scale up water maintenance efforts by communities. The two-day training took place at the respective LGAs as shown in **Table 50**.

**Table 50. WDC Training in Water Maintenance**

Date	CLGA	WDCs	No. of Participants	
			M	F
Dec 7–8, 2015	Kirfi	4 (Shango WDC, Kirfi WDC, Wanka WDC, Bara WDC)	17	–
Dec 9–10, 2015	Jama'are	4 (Jama'are A WDC, Dogon Jeji B WDC, Hanafari WDC, Yola WDC)	17	–
Dec 14–15, 2015	Misau	4 (Gwaram WDC, Kukadi B WDC, Hardawa WDC, Beti WDC)	16	1
Dec 16–17, 2015	Gamawa	4 (Gololo South WDC, Udubo Central WDC, Gamawa North WDC, Udubo North-East WDC)	17	–
Total	4	16	67	1

The first day of the training was a classroom session, and the second day was a field practical exercise. Two broken-down boreholes were repaired by the participants during the practical exercise. The training was delivered in collaboration with the Bauchi State RUWASSA and MOLG. The Assistant General Manager of Workshop and Maintenance, Bauchi State RUWASSA, was a co-facilitator at the training, while the Commissioner of the MOLG was represented by a director who is also the LEAD

desk officer. The training covered both technical and management aspects of village-level operation and maintenance of water services.

The trained WDCs have committed to support water and sanitation service delivery in the communities, with the following as next steps:

- Conduct advocacy visits to community leaders to brief them on the completed training and expectations
- Sensitize and mobilize communities for action in their own water maintenance
- Establish WASHCOMs where they don't exist
- Identify broken-down boreholes and assess their problems
- Meet with affected communities to plan for repairs
- Carry out repairs of the broken boreholes in collaboration with the LGA
- Reach out to neighboring WDCs to brief them on the LEAD water maintenance strategy and the opportunity provided by the training
- Establish WASHCOMs in neighboring wards to support them in maintaining their own water sources
- Conduct step down training for WASHCOMs

**Key Results**

- 68 WDC members trained in basic water maintenance
- 16 WDCs supported with hand pump maintenance tools
- Eight boreholes repaired during the training
- 2,000 people have restored access to improved drinking water

*Water Source Maintenance*

In Bauchi State, LEAD CLGAs have continued to rehabilitate water facilities at various locations to restore access to safe drinking water to their citizens within the year 2014–2015. **Table 51** shows a total of 81 water facilities were repaired in partnerships between the LGAs and their communities within the period under review, with an estimated 28,300 people gaining restored access to water as a result of these activities.

**Table 51. Bauchi Year 7, Quarter 1 Water Source Maintenance Report**

CLGA	No. of Facilities Repaired		No. of People with Restored/Improved Access to Water
Gamawa	HPBH	13	4,500
Katagum	MBH	22	7,700
Jama'are	HPBH	21	7,350
Ningi	HPBH	25	8,750
Total		81	28,300

HPBH, hand pumped borehole. Source: CLGAs

**Key Results:**

- 81 water facilities repaired

- 28,300 people have restored access to improved drinking water
- Community ownership of water maintenance increased

*Implementation of SIPs on Basic Education*

In Bauchi State, LGEAs have established SDTs that will be responsible for coordinating implementation of SIPs for Basic Education. They have also appointed desk officers for the LEAD program. The SDTs have been holding meetings to map out strategies for implementing the SIPs, pending approval of the 2016 budgets. Ningi and Gamawa LGAs have initiated intra- and inter-school debates, quizzes, and reading competitions to promote reading among school children.

*Community Empowerment for Improved Water Maintenance in Round 1 CLGAs in Bauchi State*

LEAD continues to empower communities to scale up and sustain the water maintenance strategy put in place in the CLGAs in Bauchi State. A one-day community sensitization meeting was conducted in each of the four Round 1 CLGAs to build collaboration between CBOs, WDCs, WASHCOMs, and the LGA for expanded and sustained access to safe drinking water. A total of four WDCs selected from four community clusters, LGA SDTs, and all the trained CBOs were primarily targeted for the sensitization, and they were represented at the meeting by their chairpersons and secretaries. Two WDCs in each of the LGAs were provided with a set of hand pump maintenance tools each. Details of the meeting by LGA are shown in **Table 52**.

**Table 52. Community Sensitization on WASH**

Date	CLGA	No. of Participants		
		Total	Men	Women
Feb. 15, 2016	Bauchi	34	32	2
Feb. 16, 2016	Dass	33	30	3
Feb. 17, 2016	Ningi	29	24	5
Feb. 18, 2016	Katagum	34	30	4
<b>Total</b>	<b>4</b>	<b>130</b>	<b>116</b>	<b>14</b>

The Bauchi State RUWASSA and MOLG supported the meetings, where participants were adequately sensitized on all aspects of village-level operation and maintenance.

At the end, participants resolved at the meeting to undertake the following actions as next steps:

- Conduct advocacy visits to community leaders to brief them on the training and expectations
- Sensitize and mobilize communities for action in their own water maintenance
- Establish WASHCOMs where they don't exist
- Identify broken down boreholes and assess their problems
- Meet with affected communities to plan for repairs
- Carry out repairs of the broken down boreholes in collaboration with the LGA
- Reach out to neighboring WDCs to sensitize them on the LEAD water

maintenance strategy and the opportunity provided by the training

- Establish WASHCOMs in neighboring wards to support them in maintaining their own water
- Step down training for WASHCOMs
- Mobilize resources to improve water maintenance

#### Key Results

- Over 100 community members sensitized on collaborative water maintenance
- Four WDCs and three CBOs in each of the four LGAs agreed to work together to expand and sustain water maintenance in their LGAs
- Eight WDCs supported with hand pump maintenance tools
- Collaboration between the LGAs and communities strengthened

#### *Education Stakeholders in Eight CLGAs Track Implementation of Service Improvement Plans for Basic Education*

A vast circle of local stakeholders reviewed progress in implementation of SIPs for basic education in Dass, Kirfi, Ningi, and Jama'are, Misau, Gamawa, Katagum, and Bauchi CLGAs on March 7–17, 2016, respectively. Participants at the meetings were drawn from SBMCs, CEFs, traditional rulers, women, youth, and officials of the LGEA, with LEAD staff facilitating the process.

The meetings featured presentations on the SIP implementation progress, challenges, and the way forward, followed by plenary discussions and brainstorming on actions for improvement. Major impediments for effective SIP implementation include financial constraints, limitations imposed on the LGEAs by the state government, weak leadership will, ignorance and a carefree attitude of many community members, and insufficient communication. The following strategies have been adopted for the way forward in improving SIP implementation for the next quarter (April–June 2016): SBMCs embark on income generating activities, such as establishment of SBMC farms; augment community contributions; increase community sensitization on the importance of education and role of stakeholders in improving pupils' reading ability; encourage state-level advocacy for increased autonomy of the LGEAs; reach out to well-to-do individuals and NGOs for support and partnerships; and increase involvement of parents in the process of improving basic education and reading. The meetings took place in the CLGAs as shown in **Table 53**.

**Table 53. Meetings to Track SIP Implementation, by CLGA**

Date	LGA	No. of Participants		
		Total	Men	Women
March 3, 2016	Dass	49	33	16
March 8, 2016	Kirfi	44	40	4
March 9, 2016	Ningi	38	34	4
March 10, 2016	Jama'are	42	35	7
March 14, 2016	Bauchi	45	41	4
March 15, 2016	Misau	49	47	2

Date	LGA	No. of Participants		
		Total	Men	Women
March 16, 2016	Gamawa	44	38	6
March 17, 2016	Katagum	43	40	3
<b>Total</b>	<b>8</b>	<b>354</b>	<b>308</b>	<b>46</b>

Major activities conducted by SBMCs, CEFs, and LGEAs in January–March 2016 were highlighted during the review meetings:

- School enrollment drive campaigns
- Community sensitizations on importance of education and self help
- Advocacy visits to traditional rulers, politicians, and philanthropists for support
- Renovations and repairs of school furniture
- Recruitment of volunteer teachers
- Provision of school uniforms
- Organizing inter school radio quizzes and reading competition

#### Key Results

- Establishment of a coalition of CBOs that will monitor delivery of health and education services in Dass and Kirfi
- Increased enrollment in all the CLGAs, up to 60% in Kirfi and Gamawa LGAs between 2014/15 session and 2015/16 session
- Increased demand for schools by disadvantaged communities including nomadic communities, particularly in Gamawa LGA
- Increased involvement of traditional rulers, politicians and individual philanthropists in providing basic education services in all the CLGAs.

For example, in Bauchi LGA, A.Y.M. Shafa, an individual philanthropist renovated two blocks of two classrooms at Yuguda Village; Gololo district head in Gamawa set up a school monitoring and supervision committee for supervising Gololo district primary and junior secondary schools; and at Umar Faruq Primary School Azare, Katagum LGA, a philanthropist renovated a block of three classrooms and supplied the furniture.

#### Key Results

- Increased girls' enrollment in all the CLGAs
- 354 participants sensitized on the need for greater community involvement and collaborations among stakeholders
- 80 targeted SBMCs sensitized and motivated to continue making effort to improving basic education services
- Way forward to improve the basic education SIP implementation identified
- Participants sensitized on the significant role parents can play in improving reading



### Water Source Maintenance

CLGAs and WDCs have appreciated LEAD's support to them on basic water maintenance. Gamawa LGA, in particular, requested additional hand pump maintenance tools, and LEAD responded by providing two more. Based on reports received in this quarter, a total of 46 water facilities were repaired by the trained WDCs in three of the Round 1 CLGAs, as can be seen in **Table 54** and **Table 55**, with estimated 11,500 people gaining restored access to water as a result of the repairs.

**Table 54. Quarter of Project Year 7 Water Source Maintenance Report**

LGA	No. of Facilities Repaired		No. of People with Restored/Improved Access to Water
Gamawa	HPBH	12	3,000
Misau	HPBH	10	2,500
Jama'are	HPBH	12	3,000
Kirfi	HPBH	12	3,000
<b>Total</b>		<b>46</b>	<b>11,500</b>

Source: CLGAs

#### Key Results

- 46 water facilities repaired
- 11,500 people have restored access to improved drinking water

**Table 55. Data Summary of Water Facilities Repaired**

CLGA	Borehole	Hand Pump	Open Dug Well	Cost of Repair	No. of Persons with Access
Wamakko	1	3		2,950,560	2,220
Bodinga		-			
Isa	3	4	-	1,766,030	6,696
Kebbe			-		
Tambuwal	2	-	-	310,000	1,750
<b>Total</b>					<b>10,666</b>

### Deployment of Service Improvement Plan (SIP) Methodology to Nonformal Education (NFE) Sector in Bauchi State

The SIP methodology is a proven tool for building partnership between local governments and communities they serve for improved governance and delivery of local services. LEAD has successfully demonstrated the use of the methodology to improve water and sanitation, basic education and primary health care services in targeted LGAs. In a bid to improve access to basic education and reading in targeted LGAs, LEAD has scaled up deployment of the SIP methodology to the NFE subsector.

A NFE SIP methodology training workshop was conducted for key NFE actors to enable participants facilitate participatory formulation and implementation of NFE SIPs in the eight CLGAs. The workshop was held in two clusters, Katagum and

Bauchi, for cost effectiveness. The Katagum cluster participants were drawn from Gamawa, Jama'are, Katagum, and Misau LGAs; while Bauchi cluster participants were drawn from Bauchi, Dass, Kirfi, and Ningi LGAs. The Katagum workshop took place at the Katagum Suites and Hotels Azare, on August 10–11, 2016; while the Bauchi event took place at Riveredge Resort, Bauchi, on August 17 and 18, 2016. The workshops featured paper presentations, group activities, and brainstorming sessions.

A total of 23 participants (all men) were present at the event while 24 (22 men; two women) were present at the Bauchi workshop. The participants included representatives of the Bauchi State Agency for Mass Education (BASAME); LG HOAs, Education and Social Department (ESD) and Planning Department Directors

At the end of the workshop, the following outcomes were accomplished:

- The SIP Methodology delivered
- Action Plan for NFE SIP formulation developed
- NFE SIP Writing Template adopted
- Terms of Reference for NFE Service Delivery Team (SDT) adopted
- NFE SDT members nominated.

**Table 56. NFE SIP Development Action Plan**

S/N	Steps	Implementation actions	Output	Indicator(s)	Time Frame	Responsibility
1	Formation of Service Delivery Team	Nomination, advocacy and Submission of SDT members with cover letter to Chairman for council approval. Serving members with appointment letter, and Inauguration of the team	Implementation structure established	Copies of approval and appointment/acceptance letters; Minutes of inaugural meeting, attendance list and inaugural pictures	Aug. 25, 2016	Chairman and HOA supported by Dir. ESD
2	Assessment of LG NFE Situation	Data collection to determined current status of NFE, and reflection by service providers; Community scorecard	Current NFE situation determined and gaps identified; SIP baseline established	Copy of assessment report; Minutes of meetings, attendance list and before-intervention pictures	Aug. 30, 2016	Dir. ESD supported by CO, & Dir. Planning
3	Interface Meeting	Identifying relevant stakeholders; Setting agenda for the meeting; Convening the meeting to discuss NFE situation, set priorities and plan for SIP writing	SIP Priorities and targets set; NFE improvement strategies and activities identified; Writing committee appointed	Invitation letters, minutes of meeting and attendance list; agenda, meeting pictures	Sept. 16, 2016	HOA supported by Dir. ESD
4	SIP Writing	Sharing of responsibilities, wide consultations, regular meetings and compilation of the plan	Plan document put together	Copy of draft SIP; Minutes of meeting and attendance list	Sept. 30, 2016	Committee Chairman supported by Directors ESD & Planning
5	SIP Validation Meeting	Convening the meeting with the relevant stakeholders; review of last minutes, presentation of the draft SIP for Endorsement by stakeholders	Draft SIP validated; Community ownership of draft SIP created	Copy of the validated SIP; Minutes of meeting and attendance list; Meeting agenda, invitation letter, and meeting pictures	Oct. 10, 2016	HOA supported by Dir. ESD
6	Council Approval	Advocacy visit to LG chairman to present validated SIP draft with covering letter for Council approval; review and signing	SIP approved; Implementation enabled	Approved SIP document; copy of council approval; reports and pictures of advocacy visit and SIP ratification ceremony.	Oct. 20, 2016	Chairman supported by HOA

S/N	Steps	Implementation actions	Output	Indicator(s)	Time Frame	Responsibility
		of the SIP document by council				
7	Implementation	Inclusion of SIP into the 2017 LG annual budget; Printing and dissemination of SIP document; Building collaboration and partnership; Executing plan activities and CPPs; Monitoring and evaluation	SIP Implementation in collaboration with relevant stakeholders commenced; NFE Service delivery Improved	Copy of 2017 budget; response from partners; partnership agreements/MOUs; Activity reports/M/E reports	Jan 2017	HOA

### Key Results

- Collaboration between LGAs and communities on SIPs implementation strengthened
- 283 community stakeholders participated in the feedback session and were sensitized on significance of SIPs
- Results of SIPs implementation tracked in a participatory manner
- Service delivery transparency and accountability increased

#### *Communities Increased ownership of Water Maintenance in CLGAs of Bauchi State*

- Reports received so far indicate increased in ownership of water maintenance by communities in the CLGAs as a result of LEAD project intervention. The CLGAs are now reassessing their water situations to guide development of their next SIP for water delivery.
- The recent water assessment report received from Ningi LGA shows that number of functional water facilities in the LGA increased from 43.9% in 2011 (when the SIP implementation for water maintenance started) to 87% in 2016
- The newly appointed Misau LG Chairman has earmarked N719, 500 for repairs and rehabilitation of water facilities in the LGA.

#### *Conduct a Two-Day Workshop on Improving Access to Basic Education/Primary Healthcare and Maintenance of Schools/Health Facilities in Sokoto*

In Sokoto, LEAD conducted a two-day partnership building workshop on improving access and maintenance of health and education facilities for SIPs implementation. The activity which took place on September 18–19, 2016 was to support SBMCs, CEFs, PTAs, WDCs, LGAs, LGEAs and other community associations to share best practices, peer to peer learning and develop realistic and achievable schools/health maintenance action plan that will improve access to basic education/primary healthcare and maintenance of facilities. It also aimed at expanding the role of community based associations (WDCs, SBMCs, CEFs, PTAs) in schools and health facilities maintenance, advocate for resource mobilization and allocation towards effective implementation of SIPs, improve networking and collaboration among community stakeholders on the basic education and health sector and build the capacity of the participants with the aim of stepping down the knowledge in order to provide qualitative services. Participants were made up of LGAs directors of personnel management, representatives of WDCs, SBMCs, CEFs and PTAs, Ministry of health, PHCDA and CSO members. In all 16 participants (all men) attended the activity.

#### *Conduct Two-Day Workshop on Networking and Experience Sharing on SIPs Implementation in the CLGAs*

In Sokoto, LEAD conducted a two-day workshop for local associations and LGEAs/LGAs on networking and experience sharing on Service Improvement Plans (SIPs) implementation in the CLGAs. The key objective of the activity was to: support SBMCs, WDCs, LGAs, LGEAs and other community associations by providing a platform to share best practices, peer to peer learning based on their experiences on SIPs implementation in their various communities towards improving access to basic education/primary healthcare and maintenance of school/health facilities on September 18–19, 2016, to expand the role of community-based associations—WDCs, SBMCs, CEFs, and PTAs—in advocating for resource mobilization and allocation toward effective implementation of the developed SIP to improve school management and health facility maintenance.

The activity was conducted in three clusters comprising the following four CLGAs in each cluster:

- **Batch A:** Tambuwal, Kebbe, Bodinga, and Dange-Shuni CLGAs; hosted by Tambuwal LGA. The activity was conducted on September 19–20, 2016, with 14 participants (all male) representing their associations.
- **Batch B:** Isa, Goronyo, Rabah and Silame CLGAs; hosted by Isa CLGA. The activity was conducted on September 28–29, 2016, with 12 participants (all male).
- **Batch C:** Ilela, Gudu, Wamakko, and Sokoto South CLGAs. It will be conducted at Ilela LGA conference hall on October 4–5, 2016, with 15 invited participants.

Some of the activities conducted by the LGAs are shown in **Table 57**.

**Table 57. Update on SIPs' Implementation by CLGAs in Sokoto State**

LGA	SIPs Implemented (Education)	SIPs Implemented (Health)
Bodinga	<ul style="list-style-type: none"> <li>• To encourage learning by providing conducive atmosphere in the school; Renovation and provision of other infrastructural facilities to the tune of over N200, 000 by a philanthropist (Alh. Sahabi Bojo) and SBMCs to the Sahabi Bojo Nizzamiyya Primary School, Bodinga.</li> <li>• To encourage female access to basic education and learning outcomes, the SBMCs spearheaded the construction of 4 number of toilets at Abdullahi Fodiyo Islamiyya and also introduce extra moral classes respectively.</li> <li>• To encourage enrolment and attendance, school feeding program was introduced by providing porridge and rice to about 400 children especially the none privilege children by the SBMC, PTA and CEF members in the school and other community members.</li> </ul>	<ul style="list-style-type: none"> <li>• To educate female and household on health promotion issues through house to house visit, CBHV were trained and their services promoted regular visits to clinics and increase ANC attendance by pregnant women</li> <li>• To learn more from our CBHVs and drug keeping on the use of Meso and chlohex and other health issues. Bodinga WDCs hosted their counterparts from Gombe, Kwara and Ogun States</li> <li>• To enlighten the people on the danger of polio and the need to immunize their children, sensitization and monitoring of polio eradication program and routine immunization were conducted successfully with compliance by the communities</li> </ul>
Tambuwal	<ul style="list-style-type: none"> <li>• To decongest classes, SBMC mobilized resources to the tune of N850,000 and renovated one block of two classrooms completely and repaired all the doors and windows of 6 blocks of A.A.G Nizzamiyya Islamiyyah Primary School.</li> <li>• SBMC also renovated 3 blocks of classrooms, office and store at Gov't day junior sec, school Tambuwal. It cost them N470,000.</li> </ul>	<ul style="list-style-type: none"> <li>• To introduce antenatal care attitude among pregnant women in the area, WDC Tambuwal Shimfiri ward conducted ANC awareness campaign to all health centers in the ward which resulted in the increased awareness and subsequent reduction in the material and child mortality rate in the area</li> <li>• To make General Hospital Tambuwal environment clean, the WDC team incorporated the NYSC of Tambuwal LGA in the conducted of environmental sanitation and sensitization campaign</li> </ul>
Dange-Shuni	<ul style="list-style-type: none"> <li>• Renovation, Construction and Provision of teaching and learning materials to:</li> <li>• JSS Amanawa (Constructed by SBMC/PHC)</li> <li>• Kwandis Primary School (total renovation, Provision of School furniture and students Uniforms</li> <li>• Gidan Gara Primary School (construction of a block of 3 classrooms/SBMC/Ph), Provision of School Uniform from time to time)</li> <li>• Gajara Primary School (Renovation and provision of school uniform to learners boys and girls</li> </ul>	<ul style="list-style-type: none"> <li>• Campaign film show (Majigi) was used to sensitize communities on routine immunization and ANC for pregnant women. This helps in creating awareness and subsequent improvement in ANC attendance and immunization for children</li> <li>• To provide essential drugs at subsidized rate to the following communities; Tsafanade, Wababe, and Jurga</li> </ul>

LGA	SIPs Implemented (Education)	SIPs Implemented (Health)
	<ul style="list-style-type: none"> <li>N248,000 was generated for the Provision of School Uniforms for boys and girls in the selected low income communities of Tsafanade, Kwandi, Illelar Gajar and Amanawa Primary schools.</li> </ul>	<ul style="list-style-type: none"> <li>Drugs revolving funds were introduced and resources mobilized by the WDC and achieved desired goal</li> </ul>
Kebbe	<ul style="list-style-type: none"> <li>SBMCs and WDCs Repaired doors and windows at Kebbe Model Primary School, Kebbe Nizzamiyya and Ungushi Primary School.</li> <li>To assess the performances of teachers in the school, committee was formed composed of SBMCs and WDCs and Supervised schools in the LGEA Kebbe MPS, Girkau 1 &amp; 2 P/S, Margai P/S, Ungushi P/S, Gauru P/S and Jigiri P/S.</li> <li>Support to (30) vulnerable children with writing materials and schools uniforms at Kebbe Model Primary School And Tudun wada Primary School was also provided.</li> <li>To encourage computer literacy WDC and SBMCs ensures that 2 computer classes are put to use with commitment of N12,000 monthly. And now many pupils are able to operate computer.</li> </ul>	<ul style="list-style-type: none"> <li>To improve health care delivery in the area, through donations and contributions WDCs and philanthropists purchased essential drugs for Kebbe (Dukura and Umbutu health centers)</li> <li>WDCs also conducted community mobilization and routine immunization, ANC attendance and malaria control in Kebbe communities</li> <li>To have adequate and portable drinking water in the communities , WDCs spearheaded the repairs of 6 hand pumps and formation of pump maintenance committee, costing N387,000</li> </ul>
Isa	<ul style="list-style-type: none"> <li>To create conducive atmosphere for learning, SBMCs made flooring of two classrooms.</li> <li>Repairs of furniture and welding metal doors and windows</li> <li>Temporary fencing was also made.</li> <li>First aid box was also provided</li> </ul>	<ul style="list-style-type: none"> <li>Sensitization on Routine Immunization was conducted using film show approach. This medium was effectively utilized showcasing to the public the dangers faced by unimmunized children. The film show create much awareness that the number of the immunized children rose from 38 children to 87 children. And WDCs only spent N35,000 in collaboration with LGA information officer unit.</li> <li>To reduce maternal morbidity, using the expenditure of about N28,000 Community dialogue on ANC was organized by WDCs and CBOs and met with 100 women groups, CBHC, TBAs and discussed on the need to create more awareness on ANC. Due to this effort the number of ANC visits has risen from 20 pregnant women to 60.</li> <li>To have a malaria free environment, WDCs engaged in environmental sanitation campaign ensuring every household participate in environmental cleaning and sanitation, which led to reduction of malaria threat to a minimum level.</li> </ul>
Silame	<ul style="list-style-type: none"> <li>At the cost of N85,000 Construction of temporary shed at Dankamawa Primary School was provided to accommodate more pupils in to the school</li> </ul>	<ul style="list-style-type: none"> <li>N12, 000 was spent by the WDCs in purchasing and distributing mosquito nets to the vulnerable families.</li> <li>Town hall meetings were also organized at the District head palace to sensitized particularly women on access to ANC healthcare services at the clinics, malaria and immunization for children.</li> </ul>
Rabah		<ul style="list-style-type: none"> <li>To educate CBHV on Promoting nutrition and hygienic environment, WDC collaborate with department of Health in the LGA to educate the CBHV—so that they can step-down the knowledge down to villages. This creates a huge difference in ensuring hygiene and nutrition for children.</li> <li>RI and malaria campaign was also conducted by the WDCs in collaboration with the LGA</li> </ul>

LGA	SIPs Implemented (Education)	SIPs Implemented (Health)
Goronyo	<ul style="list-style-type: none"> <li>To accommodate more children in school, one block of classroom was constructed at Gidan Magajiya Primary School, Goronyo at the cost of N250,000.</li> <li>At Ballati Primary school, a toilet was constructed at the cost of N100,00</li> </ul>	<ul style="list-style-type: none"> <li>Due to shortage of health personnel in the communities, WDCs and CBOs employed the services of 8 ad hoc Staff at Rimawa PHC to be paid N14,000 each per month. And this gesture supports the community in accessing healthcare services.</li> <li>In Sabon garin dole primary healthcare, sensitization campaign on ANC was conducted and results were later seen in the increase of ANC visits at the facility.</li> </ul>
Ilela	<ul style="list-style-type: none"> <li>To ensure the children are attending school regularly, awareness campaign on child enrolment was conducted, and it yield fruits as there is rise in access from 60-75%.</li> <li>250,000 was sourced and mobilized by SBMCs and PTAs, which were used to construct concrete toilets for the pupils use in the schools.</li> <li>To have access to portable water in the school, a borehole was maintained by the SBMCs</li> <li>First aid box was also provided by the SBMCs</li> </ul>	

#### Monitoring Water Facilities Maintenance in CLGAs of Sokoto

Table 58. Data Summary of Water Facilities Repaired

CLGA	Borehole	Hand Pump	Open Dug Well	Cost of Repair	No. of Persons with Access
Kebbe		6		387,000	1500
Tambuwal		1		40,000	1900
Rabah		3		33,000	1800
Goronyo		2		27,500	1050

#### Follow-up Meetings with Parent-Teacher Associations (PTAs)/School-Based Management Committees (SBMCs)

In Bauchi, LEAD continued to conduct meetings with PTAs and SBMCs to review the status of implementation of the Action Plan for monitoring school activities for quality learning outcomes, general school performance and effectiveness of services improvement in Bauchi state. The meetings were facilitative of accountability and good governance improvements, engagements of the PTAs and SBMCs to solve problems themselves and to report to the relevant authorities when they are not able to accommodate the financial implications, and also to chart ways forward for ensuring effective management of schools and achieving quality learning outcomes. These local educational stakeholders implemented numerous planned activities since adoption of the Action Plan in December 2015, which include, among others, conducting enrollment campaign and advocacy to SUBEB on the need to sustain the recruitment/posting of teachers to LGEAs.

The roundtable discussions which took place from May 31 to June 9, 2016, have created good opportunity for the PTAs/SBMCs who provided feedback on their efforts at executing their plans with the view to also help them track their performance and their ability in carrying out advocacy by engaging with other



stakeholders (such as parents, schools or those in government). A total of 147 participants (115 men and 32 women) attended the meetings as distributed according to their LGEAs in **Table 59**.

**Table 59. LGEA Meeting Schedule and Participant Tally**

LGEA/Date of Meeting	Male	Female	Total
Bauchi/June 6, 2016	15	4	19
Dass/June 7, 2016	13	7	20
Gamawa/June 2, 2016	13	4	17
Jama'are/June 3, 2016	12	2	14
Katagum/June 1, 2016	13	5	18
Kirfi/June 8, 2016	18	2	20
Misau/May 31, 2016	16	4	20
Ningi/June 9, 2016	15	4	19
<b>Total</b>	<b>115</b>	<b>32</b>	<b>147</b>

#### Key Results

- The PTAs/SBMCs have utilized the technical skills and knowledge acquired through the LEAD Project on Action Plans and priority settings to guide the development of their proposals and successfully accessed the half a million Naira financial grant to SBMCs. Twenty SBMCs from each LGEA have benefitted from the grant. As arrangements for processing the second tranche of the schools financial grant have commenced, it is anticipated that the SBMCs will continue to pursue vigorously the implementation of their prioritized issues through the grants in order to move the basic education forward in their respective communities.
- The PTAs/SBMCs have paid advocacy visits to SUBEB and requested for posting of teachers by the LGEAs. As a result of that, the SUBEB have issued out a circular NO. BA/SUBEB/S/ADM/155/V.1 dated April, 12, 2016 to all directors of SUBEB, all education secretaries of the local governments and all heads of sections/units of SUBEB emphasizing as follows:
  - All inter-local education authorities transfers remain suspended without exception;
  - Suspension of transfers from local education authorities to institutions of higher learning remain enforced; to reduce mass movement of teachers from the classroom (brain-drain).
  - All posting of teachers within local education authorities is also suspended indefinitely.

The circular further advised that any letter of posting of teachers that may emanate from SUBEB should be disregarded and the above directives strictly adhered to, failure of which will attract appropriate sanctions. It is envisaged that with continuous follow up and engagement of the SUBEB by the PTAs/SBMCs, the LGEAs will be allowed to participate in the process of teachers' recruitment, deployment and discipline in the near future.

- The PTAs/SBMCs without the financial support of the LGEAs have opened their Bank Accounts setting the good stage for accountability and transparent

business. This is considered a great opportunity for accessing financial support and grants from stakeholders and philanthropists at the LGEA and state level as they advocate for resource mobilization to improve the condition of their respective schools.

*Bauchi State Strategy Guidelines Document on Improving Access to Basic Education*

Based on the lessons learnt during the recently concluded (2015/2016) academic session enrollment drive campaigns in Bauchi State, the LEAD Project saw the clear need to develop a strategy guideline document aimed at improving access to basic education. Such a document would provide a good guidance to the state and the local government education authorities to adequately plan their access strategy campaigns for better results. To that effect, a local consultant was engaged for a short period that assisted the project and developed strategy document for Bauchi state. It is envisaged that the strategy document will greatly help the state especially considering its diverse culture, vast land mass area and above all improving enrollment.

To sustain and improve on the enrollment drive, the key strategies can be introduced sustained to gain more access to basic education in the state. The strategies are as follows:

- Enrollment Drive Campaign—to encourage parents to enroll their children in school.
- Home Grown School Feeding and Health Program—to improve health status and retain children in school.
- Conditional Cash Transfer—to support the schooling of poor children.
- Supply uniforms and learning materials to children of poor families.
- Formation and Management of SBMCs/CEFs and PTAs to demonstrate accountability and transparency of school management and resource as well as ensuring co-ownership by the community in safeguarding the government investment.
- Provision of More Infrastructure in Schools—where they are lacking.
- Recruitment and Deployment of Teachers to schools with need especially in rural areas.
- Rural Posting Allowances— reintroduction of rural posting allowances as motivation for rural teachers.
- Establishment of More Special Education Center and Inclusive Education in Schools.
- Formation of Mothers' Association—to spearhead advocacy and sensitization on issues relating to girl-child educational advancement.
- Female Teachers Training Scheme—to train more female teachers and keep them in the rural areas as attraction to girl-child enrollment.
- Best Practices from Other Countries—women's empowerment scheme, where goats are given to women to rear them and sell weaned offspring. The proceeds of the sales are used to pay for the school fees and supplies for their children. This practice has been successfully used in Burkina Faso).

*Dissemination Workshop on Outcomes and Findings from Schools and Community Mapping 2015–2016*

In Sokoto State, LEAD conducted a one-day dissemination workshop on outcomes and findings from schools and community mapping 2015–2016 on May 26, 2016. The objectives of the meeting were as follows; to share with stakeholders and policy makers on the significance of School Community Mapping which would inform decision for improvement of enrollment and retention of school aged children into primary school and enhance delivery of Basic Education in the state, identify number of out of school children and number of those that have never been to school at all, identify dropped out of school, to discuss and share the remote and immediate causes of the general apathy of parents towards modern education, and proffer solutions for improvements

The event was attended by the representative of State Commissioner for Basic and Secondary Education,

Key Results:

- The mapping was conducted in 12 LGEAs, 285 Communities in the 128 pilot schools successful.
- SUBEB, LGEAs, and LGA councils provided security, accommodation, and transport arrangements for the data collectors for their 3 weeks exercise
- The mapping among other things identified children that have never attended school: men 17,491; women 15,112; Total 32,603 and dropped out of school: male 2,348; female 3,282; Total 5,630, respectively

*Two-Day Workshop on Networking and Experience Sharing on SIPs Implementation.*

*Drafting of Action Plan for 2016–2020 Strategic State Health Development Plan*

In Sokoto State, LEAD conducted a meeting of key stakeholders in the health sector to draft action plans for the 2016-2020 strategic state health development plan. This was a follow up to the gaps and situational analysis conducted in 2015.

With the level of participation and consensus established on key health priority issues during the gaps and situational analysis and action planning processes took place from April 4 to 8, 2016, at Asa Pyramid hotel Kaduna. MDAs and larger stakeholders engaged in robust deliberation to improve on annual health planning. A total of 75 participants attended the workshop, including 67 men and eight women, comprising the permanent secretary of the Ministry of Health; government officials from key line Ministries of Health, Budget And Planning, Finance, and Local Government; the hospital management board; state Primary Health Care Development Agency (PHCDA); and tuberculosis, malaria, and HIV, drug management agencies, as well as development partners, media, and CSOs.

*Building Consensus on Action Plan for 2016–2020 State Strategic Health Development Plan*

LEAD Project facilitated a Consensus Workshop on 2016–2020 Bauchi State Strategic Health Development Plan (SSHDP) on May 3–4, 2016, followed by a similar workshop for Sokoto State 2016–2020 Strategic Health Plan on May 5–6, 2016. The workshops took place at ASAA Pyramid Hotel in Kaduna. The activity provided an opportunity for stakeholders to further deliberate and build consensus on the health sector strategic vision, mission, priorities and activities that will facilitate the medium-term development of the health sector, impact on health outcomes and citizens well-being. In addition, the participants identified creative implementation and monitoring mechanisms for the proposed 2016–2020 SSHDP. As a result, the first drafts of the 2016–2020 SSHDP documents were produced for each state and will

serve as a 5-year implementation guideline. A total of 80 participants attended the consensus workshop for Bauchi SSHDP (70 men and 10 women), comprising the commissioner and the permanent secretary from the Ministry of Health, government officials from key line Ministries of Health and its agencies, Budget and Planning Commission, Finance, and Local Governments; development partners; the media; and CSOs. The consensus workshop for Sokoto SSHDP had in attendance 78 participants made up of 5 women and 73 men. They included commissioner and permanent secretary from State Ministry of Health, executive secretaries and directors of health agencies in Sokoto state. Others were directors of Planning and Government Officials from key line Ministries of Health, Budget and Planning, Finance, Women's Affairs, Local Government; chairman of the Health Committee, Sokoto State House of Assembly; Saving One Million Lives; and directors of PHCs of the 23 LGA councils of Sokoto State. In attendance were also CSO representatives and Donor Partners, including the USAID team consisting of PDG Office Director (Dr. Blair King), PDG Deputy Office Director and LEAD Project AOR (Adamu Igoche), and HPN Program Manager (Dr. Mariam Jagun) attended both the Bauchi and Sokoto workshops.

#### *Costing Workshop on Bauchi and Sokoto States Strategic Health Development Plan*

LEAD Project conducted a two-day Costing Workshop on Bauchi and Sokoto States 2016-2020 Strategic State Health Development Plan with aim of developing financial estimates of all the interventions and activities. The Bauchi activity was conducted at the Katagum hotel Azare on June 2-3, 2016, to support the 5-year health strategic plan and to assist the government in budget allocations and implementation for the health sector. Participants include directors of Planning Research and Statistics from the State Ministry on Health and State Ministry of Finance as well as LGA finance officials and development partners. There were a total of 22 government officials (20 men and two women). One person (all male) represented the development partners that participated, including FHI 360, WHO, Society for Family Health, and CHAI.

While the Sokoto activity which took place at Dankani Hotel on June 6-7, 2016, also fulfilled the same objectives to support the health sector and to position the costed plan so as to attract donors and development partners to collaborate with the state government in health sector planning and implementation. Participants included permanent secretary from State Ministry of Health, executive secretaries of State Primary Health Care Development Agency, State Hospitals Services Management Board, and State Agency for the Control of AIDS and Tuberculosis. Others were directors of Planning and government officials from key line Ministries of Health, Budget and Planning, Finance, Women's Affairs; local government; Sokoto State House of Assembly; and directors of PHCs of the 12 LEAD target LGA councils of Sokoto State. In attendance also were CSO representatives (CONSS and FOMWAN) and donor partners (MSH, UNICEF, and Maternal and Child Survival Program). In all, there were 25 participants: three women and 22 men.

#### *Primary Health Care (PHC) Service Improvement Plans (SIPs) Rolled out in Bauchi CLGAs*

In Bauchi, all the eight CLGAs in have rolled out their PHC SIPs for implementation from April 4 to 14, 2016. LEAD supported the rollout meetings which objective was to enable joint planning for effective implementation of the SIP by the local stakeholders. Participants at the meetings included WDCs, service providers, LGA officials, and CSO subgrantees among others. The SIP rollout meetings are shown in **Table 60**.

**Table 60. Schedule of SIP Meetings in Bauchi**

Date	CLGA	No. of Participants		
		Males	Females	Total
April 4, 2016	Dass	36	8	44
April 5, 2016	Kirfi	38	9	47
April 6, 2016	Ning	35	8	43
April 7, 2016	Bauchi	42	3	45
April 11, 2016	Misau	31	9	40
April 12, 2016	Jama'are	40	2	42
April 13, 2016	Gamawa	33	4	37
April 14, 2016	Katagum	34	7	41
<b>Total</b>	<b>8</b>	<b>289</b>	<b>50</b>	<b>339</b>

The meetings featured validation of the SIPs, identification of foreseeable challenges, and way forward for the next six months (April to September, 2016). Financial constraint, lack of commitment from both government and the community themselves, negative political interference, and ignorance among community members were identified as likely challenges that might hinder implementation of the SIP.

At the end of the meeting, participants agreed to do the following within the next six months (April–September 2016):

- Embark on income generating activities such as establishment of WDC farms, animal rearing, entertainment, etc. for PHC services
- Emphasize community contributions
- Increase community support and advocacy for greater commitment, personal sacrifice and self-reliance
- Mobilize community for a state level advocacy for increased released of budgeted funds for local services
- Reach out to successful individuals and NGOs for support and partnership on PHC services improvement activities
- Increase community involvement in their own health improvement process
- Establish partnerships between communities on PHC improvement projects
- Encourage volunteerism among unemployed trained health workers and advocate for their permanent employment by government

#### Key Results

- Collaboration between LGAs and communities on SIPs implementation strengthened
- 330 local stakeholders sensitized on SIPs implementation strategies
- Strategies for SIPs implementation adopted by local stakeholders
- Eight PHC SIPs rolled out for implementation

#### *Stakeholders Adopt CPP Implementation Manual in Bauchi*

LEAD facilitated a two-day CPP Manual Adoption and Strengthening Service Improvement Plans (SIP) implementation meeting for the champion Local Governments at the River-edge Resort, Bauchi, on April 27-28, 2016. The SIP methodology is one of the LEAD's innovations that foster collaboration, open dialogue and partnership between LGAs and communities for improved service delivery at the grassroots level, and enable effective and sustainable implementation of Basic Education and Primary Health Care services improvements by CLGAs. There was a presentation of the draft CPP Manual, followed by stakeholders' reviews in a small groups' setting. The discussions generated comments, observations and suggestions for further harmonization of the manual and emanated recommendations on how to overcome implementation challenges of service improvement plans. At the end of the meeting the participants issued a communiqué (**Annex D**) and developed an action plan (**Annex E**) for the way forward for institutionalizing community partnership projects and effective SIP implementation, including use of a public-private-partnership (PPP) funding model. The CPP implementation support strategy serves as a sustainability measure for the LEAD service delivery intervention. A total of 34 participants attended the meeting, out of which 30 were men and 4 were women, comprising of representatives of relevant MDAs, Chairmen of LGAs, Directors of PHC, Local Education Secretaries, representatives of NGOs, CSO subgrantees, CEF, SBMC, WDCs and other community partners. Also present were representatives of the State Basic Education Board (SUBEB), Primary Health Care Development Agency (PHCDA), and Community and Social Development Agency (CSDA). One of the important outcomes of the workshop is that CSDA committed to partner with LEAD on provision and maintenance of basic services facilities. A communiqué was issued at the end of the meeting (**Annex D**).

The CPP funding options adopted during the meeting included the following:

- Community contributions
- Donations from philanthropic individuals and organizations
- Company corporate social responsibilities
- Government counterparts (from Federal/state allocations and LGA IGR)
- Public-Private Partnership

#### Key Results:

- Participants' inputs included into the manual and the manual adopted by the stakeholders as a working document for CPP implementation in CLGAs.
- Challenges against SIPs and CPP implantation identified
- Funding options for CPP adopted
- Action Plan on way forward for SIPs and CPP implementation developed; and

#### *Implementation of SIPs for Basic Education and PHC Delivery in CLGAs*

Following the adoption of CPP manual in Bauchi, LEAD paid advocacy visits to relevant MDAs in the months of May–June, 2016, with a view to stepping up collaboration and support for SIPs implementation. Notable among the MDAs visited were the Bauchi State Community and Social Development Agency (BSCSDA), State Universal Basic Education Board (SUBEB), and the Ministry for Local Governments (MLG).

The BSCSDA has agreed to provide funding for improving BE and PHC infrastructure in 20 communities across the 8 CLGAs based on the condition that LEAD will

complement by providing capacity and system strengthening support to the targeted sectors. It was also agreed that LEAD will facilitate selection of the 20 communities as well as support the selected communities to effectively participate in the CSDP program which is based on a competitive process.

While SUBEB has indicated willingness to support scaling up deployment of the SIP methodology to non CLGAs, the MLG on its part has revealed that funding for local services by the ministry is based on proposals submitted by LGAs. This is a good opportunity for funding SIPs in line with LEAD's CPP strategy.

#### Key Results

- Collaboration between LEAD and state agencies increased
- Funding opportunities for SIPs increased

#### *Water Sources Maintenance*

- Based on reports received, a total of 201 water facilities were repaired by WDCs and CBOs in five of the eight CLGAs as can be seen in the table below, with estimated fifty thousand, two hundred and fifty (50,250) people gaining a restored access to water as a result of the repairs.

**Table 61. Bauchi Water Source Maintenance Report**

CLGA	No. of Facilities Repaired		No. of People with Restored/Improved Access to Water
Gamawa	HPBH	67	16,750
Katagum	HPBH	62	15,500
Misau	HPBH	45	11,250
Dass	HPBH	12	3,000
Jama'are	HPBH	15	3,750
<b>Total</b>		<b>201</b>	<b>50,250</b>

Source: CLGAs. HPBH, hand pumped borehole.

#### Key Result

- 201 water facilities repaired
- 50,250 people have restored access to improved drinking water

#### *Improving Access and Learning Outcomes through Service Improvement Plan*

In Sokoto State, the community and SBMC of Kwacciya lalle in Bodinga LGA purchased one hundred sets of school uniform, some bars of soap, pomade, exercise books, pencils, school bags and a ball. The beneficiaries were orphans, vulnerable and less privilege in the community. Each beneficiary got a set of the items mentioned and a token of two hundred naira. In essence, the enrollment drive campaign coupled with the provision of uniform distribution to pupils that have been captured in the SIP on access which provided opportunity for 79 women and one man to have access and enroll in to the primary schools.

In his remarks, the chairman of SBMC in Kwacciyar Lalle disclosed that, they repaired two classrooms, conducted an enrollment drive campaign, and provided uniforms to pupils. He added that more than thirty pupils proceeded to secondary schools when this gesture was done in the previous years. Beside the provision of material they thought they need to add other items like the pencils, exercise books, school bags pomade and ball among others.

#### *Public Hearing on Draft Human Resources for Health Policy Implementation Guidelines*

In December 2015, LEAD supported Sokoto State by conducting HRH policy implementation guidelines workshop using multi-stakeholder approach and a draft policy guidelines was developed.

To further enrich the draft document and promote ownership by the state, LEAD conducted a one-day public hearing on June 9, 2016. This was aimed at providing an opportunity for more people to participate and input their ideas, suggestions, and contributions as a process towards having a clean copy of the policy implementation guidelines that will be handed over to the government with the hope of getting approval and commitment of the state for the implementation of the policy, as was done with the Water Sanitation, Environmental Sanitation and Rural Water Supply and Sanitation Agency (RUWASSA) Bill among others.

The public hearing was well attended with the presence of the permanent secretary Ministry of Health representing his commissioner and most of the directors of the Ministry; other key stakeholders from MDAs, the media, CSOs among others. In all, 29 participants attended the activity made up of two women and 27 men.

#### **Rivers State**

##### *Work Planning Meeting on WASH Units/WASHCOMs in CLGAs*

The LEAD Project in Rivers State, as part of the efforts to improve health and sanitation conditions of communities in the CLGAs, and through its partnership with RUWASSA, convened a work planning meeting held at the PIND conference room on October 14, 2015. Representatives of the six CSO partners and the general manager of RUWASSA, Mrs. Kakada Chibunma, attended. The meeting served to discuss setting up WASH Units in the LGAs and WASHCOMs in the communities and the initiation of CLTS in the CLGAs. The CSO grantees discussed challenges experienced on the field and sought suggestions on overcoming these challenges. The harmonization of tools for mapping of infrastructure in the CLGAs—an activity to be implemented with the CSOs—was also completed at the meeting, and there were discussions on employing best practices for the mapping exercise. The mapping of infrastructure will lead to repair of dilapidated water infrastructure and increase the number of people with improved water supply in the CLGAs. The meeting served to promote CLTS in the CLGAs to improve sanitation.

#### Key Results

- Increased capacity of CBOs to effectively initiate CLTS and to map infrastructure in the LGAs
- Improved sanitation in communities

##### *Community-Led Total Sanitation, Social Enterprise, and Innovative Financing Mechanisms*

In order to promote community-driven behavioral change to eliminate open defecation and improve health and sanitary conditions in the communities, LEAD facilitated a CLTS workshop. The workshop also included innovative finance mechanism and social entrepreneurship components to empower the communities to generate funds to meet the demands of CLTS. The innovative finance mechanism and social entrepreneurship have wider implications and applications beyond CLTS, as they are tools for local economic growth and development. The first workshop for Round 1 CLGAs, Khana, Okrika, and Akuku-Toru, had in attendance 33 participants (23 men and 10 women) who were members of WASH Units in the respective local government councils, WASHCOM representatives, and representatives of RUWASSA and partner CSOs working in the respective CLGAs. This training was held in the Songhai Farms and Resort from November 3–5, 2015. The second



training, was also held at the Songhai Farms and Resort, November 10–12, 2015, for representatives of WASH Units, WASHCOMs, and partner CSOs of the Round 2 CLGAs: Bonny, Obio/Akpor, and Tai. A community rally on open defecation was organized as part of the training in Bunu Tai, a small community in Tai LGA that is plagued by open defecation and host to the Songhai Farms in the state. It was an eye opener for the community, which called for more engagement to eradicate open defecation.

As a result of the successful CLTS workshop, and to respond to the demand from stakeholders, LEAD facilitated a CLTS workshop for participants who attended the first workshop and have indicated willingness to act as ambassadors in their communities and create a network to combat open defecation. A network formation meeting was held on December 15, 2015, at the Sparklyn Hotel Port Harcourt with 46 (27 men and 19 women) people attending. Meeting participants were from the WASH units and the WASHCOMs of the six CLGAs. The meeting served as an avenue for the various CLGAs to present their achievements since the training, which include organizing Open Defecation Free Campaigns and town hall meetings. IEC materials with messages against open defecation were also printed and distributed. The various CLGAs also presented a three-month action plan that highlighted activities to be implemented to eradicate open defecation. A high point of the meeting was the election of the State Executive of the Network to manage its affairs.

#### *Formation of Service Delivery Teams in Round 2 Champion LGAs*

An SDT that comprises all of the service directors in the council with the head of the local government administration heading the team was inaugurated in both Obio/Akpor and Bonny LGAs on November 12 and 19, 2015, respectively. The SDT is charged with overseeing coordination of services from all relevant units of the council for the benefit of the communities. This will foster a sense of ownership and sustainability of project activities. It is also aimed at strengthening budget implementation for the communities through ensuring that SIPs are developed with community input and supported with funds from the councils.

#### *Community Partnership Project and Youth Economic Empowerment Program*

Objective 3 of LEAD in Rivers State aims to improve service delivery and support local economic development. LEAD identified the Community Partnership Projects and Youth Economic Empowerment Program in the CLGAs as strategies to help achieve this objective in Rivers. To kick start this component, LEAD supported a joint stakeholders meeting on November 7, 2015. The planning meeting brought together LGA officials, CSOs, and community representatives and served to exchange ideas and develop modalities for implementing the above mentioned activities. During the meeting LEAD staff acquainted stakeholders with the concept of the CPP and the expected contributions of various stakeholders. The event provided a forum where the implementation guidelines, selection criteria for project and benefiting communities, and composition of the implementation committee were agreed upon. There were also discussions on the implementation of the Youth Economic Empowerment Program, and a consensus was reached regarding steps for its implementation and composition of its implementing committee. Possible challenges, risks, and ways to mitigate them were also identified.

Thirty-two participants (23 men and 9 women), including officials of the local government council and community representatives, especially CDC and CSO representatives working in the CLGAs, attended the planning meeting.

#### *Organizing People and Communities—The Power of Cooperatives*

As part of activities to improve local economic development, LEAD facilitated a one-day workshop on December 14, 2015, at the PIND training room on the Power of

Cooperatives. This workshop was facilitated by operators of a renowned micro-finance institution, RIMA, and cooperatives sought to bring community representatives, CSOs, and representatives of the local government council together to harness the benefits of cooperatives for economic development. The meeting provided an opportunity for community members to brainstorm on the barriers to economic development and ways to mitigate these barriers. The workshop, which had in attendance 31 participants (21 men and 10 women), also provided a platform for participants to get first-hand information on the workings of cooperatives from experts and factors that make cooperatives unsuccessful. In addition, in the course of this activity RIMA expressed its commitment to partner with LEAD for the local economic development activities of the project.

#### Key Results

- Increased access to various financing options for small and medium enterprises

#### *LEAD Supports Mapping of Khana LGA Infrastructure for Better Management and Utilization of Local Government Resources*

The training of enumerators for the infrastructure mapping in Khana LGA commenced on Monday, February 22, 2016, at the LGA office. In attendance were 24 trainees (23 men and one woman), culled from the WASH Unit, Department of Works of the council, and members of the community. The training was on data collection using Open Data Kit software on Android phones. The second day of the training, which was supposed to be a practical session, was disrupted by violence in the LGA that erupted following an authorized operation to flush out criminal elements in the area. The training was concluded in April 2016, after the re-run of the elections in Rivers State. The LGA council shared the costs of the training with LEAD through purchase of equipment for data collection, bringing on board an expert trainer or facilitator, and providing meals for trainees.

#### *Community Partnership Program*

CPPs that will bring together LGA and communities to improve local economic development and infrastructure, and Youth Economic Empowerment Programs in the LGAs that will provide young women and men vocational and entrepreneurship skills, continued to remain in the center of LEAD programming for Objective 3 in the January–March 2016 quarter. To secure buy-in and commitment for the CPPs and the Youth Economic Empowerment Programs in the CLGAs, LEAD conducted a series of partnership meetings with the appointed and technical officials of the LGAs. Thus, the care taker committee chairmen of all the CLGAs made commitments on behalf of their LGAs to lend their financial support to the CPP and Youth Economic Empowerment Program in their respective LGAs. However, they did cite the unstable financing of the LGAs and difficulties with timely receipt of federal allocations. CSO partners have organized several participatory planning meetings with members of the local government council and community representatives on the implementation of the CPP and Youth Economic Empowerment Program.

The planning meetings resulted in the formation of a 10-member CPP/Youth Economic Empowerment Program committee that will manage the implementation of the activities and development of terms of reference for the committees in Akuku-Toru, Bonny, and Okrika LGAs.

#### *Domestication of the Rivers State Water and Sanitation Policy in Khana LGA*

In Rivers State, Khana LGA commenced the domestication of the state WASH policy, adopted in 2012, in the local government during a meeting facilitated by ACCORD on March 15, 2016. A 30-member committee (26 men and 4 women) comprising

members of the WASH Unit in Khana LGA and a representative from each of the 19 wards of the LGA sat to discuss the state WASH policy with the aim of tailoring the policy for use in the LGA. The locally adopted policy document will stimulate improved service delivery in the LGA for this important sector.

#### *Water and Sanitation Problems Are Being Addressed in CLGAs through Town Hall Meetings*

CCDS, LEAD CSO subgrantee, conducted a town hall meeting at the Obio/Akpor council secretariat on February 18, 2016. During the meeting WASH issues were discussed, including related service delivery. Participants were enlightened on the benefits of keeping their environment clean, good hand washing practices, and the need for clean drinking water to prevent diseases and illness. A total of 43 participants (23 men 20 women) attended the meeting, including WASHCOM members, CDCs of Woji, Rumuomasi, Rumuokwurushi, Rumuodara, Rukpokwu, Rumuolukwu, Rumuodomaya, Rumuolumeni and Rumuonioi; women leaders; youth leaders; health officers in Obio/Akpor LGA; and representatives of CSOs Future Empowerment, COLIDEIN, and Evergreen Youths.

Similarly, CCDS facilitated a town hall meeting to end open defecation in Obio/Akpor LGA on Monday, February 29, 2016, at the local government council secretariat. The meeting was attended by 98 people (57 men and 41 women), including members of WASHCOMs and CDCs, LGA staff, men, women, youth, traditional leaders, and representatives of seven grassroots CSOs that are active in the LGA. Attendees brainstormed on the causes of open defecation and possible strategies to curb the practice, especially in public places such as schools and markets. Recommended measures to alleviate open defecation include: continued education of community members on the hazards of open defecation, provision by local government of toilets in public places, and enforcement of building toilets in residential housing. Action plans were developed to stop open defecation in public secondary schools in Obio/Akpor LGA.

In Khana LGA, another LEAD subgrantee, ACCORD, conducted a town hall meeting on January 29, 2016, in Khana LGA secretariat to promote open defecation-free communities. The meeting had a total of 132 participants (73 men and 59 women) culled from WASH units in the LGAs, WASHCOM members, and community representatives from all 19 wards in Khana LGA.

#### *Quarterly Meeting on Community-Led Total Sanitation (CLTS) Network*

The CLTS initiative, recommended by the 2012 Rivers State Water Policy and facilitated by LEAD, has established a solid foundation in the CLGAs in Rivers. A quarterly meeting of the Network of CLTS Facilitators took place at the conference room of PIND Office in Port Harcourt on April 13, 2016. The participants reviewed activities of facilitators and CSOs at the LGA levels, updated their work plan for the remaining part of the year, and agreed on information, education, and communication materials that will be produced for upcoming activities. Growth and sustainability of the network and working with key stakeholders in the LGA and communities were discussed, including the need to register with the Ministry of Women and Social Welfare. The activities that are being implemented by the network include awareness campaign about the State Water Policy, in collaboration with water, sanitation, and hygiene (WASH) Units, WASH committees, and Rural Water Supply and Sanitation Agency, and organizing a celebration of Open Defecation Free Day on the state level. Thirty-three members of the CLTS Network attended the meeting, 12 of whom were women.

#### *Mapping of Local Infrastructure in CLGAs*

To facilitate maintenance of infrastructure facilities in the CLGAs and increase accountability for its ownership and use, LEAD's partner CSOs facilitated, in

cooperation with the local governments, a mapping of infrastructure in the CLGAs. All six CLGAs have completed their mapping, which culminated with the CSOs creating a comprehensive database of social and economic infrastructure facilities that, among other things, describes their state of functionality. The mapping covers the following local service sectors: water supply, sanitation amenities, market facilities, education and health facilities, rural electricity infrastructure, roads and drainages, and general infrastructure. An analysis of the mapping survey shows that there are many providers with overlapping service areas. Nonetheless, the database provides comprehensive information for each service provider, including current operational status, staffing, and capacity. As a result, the LGAs will be better able to engage service providers and improve service delivery for the community.

#### *A Roundtable Discussion on Service Delivery and Citizens' Participation in Local Governance*

To facilitate constructive dialogue between the LGA council and communities about service delivery and citizens' participation in governance, LEAD facilitated a roundtable discussion on May 24, 2016, at PIND's EDC conference hall. LEAD presented the results of the Community Scorecard Survey that was conducted earlier in the LGA. The household survey of 500 community households revealed gaps in transparency of local government operations and unrealized opportunities of effectively engaging communities to participate in the local governance, as well as insufficiency in local services delivery. After the presentation, representatives from the LGA provided an update on the state of service delivery in Khana LGA and participants discussed the causes of identified problems and the way forward. Political instability, deteriorating security situation, and lack of funds in the local government budget to implement capital projects were identified among other factors as hindering service delivery generally and also affecting access to quality potable water, which was identified by the Community Scorecard Survey as main service delivery priority for Khana. Participants unanimously agreed that because of the paucity of the resources it becomes even more important for communities to prioritize their needs and for the LGA to consider them in their planning and budgeting. The meeting concluded with the overview by LEAD of best practices for partnerships between local governments and their communities to promote responsive and responsible local governance. Twenty-four participants (18 men and six women) attended the roundtable meeting. They included the head of Khana LGA, directors of Services, members of the WDCs, and a representative from the MOLG.

#### *LEAD CSO Partners Build Capacity of Local Youth in Business Development and Entrepreneurship*

To implement YEEP in Rivers State, our CSO subgrantee CIEPD conducted a 2-day training (May 12–13, 2016) on business development and entrepreneurial skills in Akuku-Toru LGA; and another CSO partner, DLI facilitated a similar training in Bonny LGA on May 16–17, 2016. Some topics presented during the trainings were goal setting, markets and marketing, essential accounts in small business, and good book keeping practices. The activity equipped the participants on the rudiments of setting up and managing a small business enterprise (startup). A total of 60 youth from local communities were trained in Akuku-Toru and Bonny LGAs (36 women and 24 men).

#### *Trainings on Entrepreneurship and Small Business Management for Beneficiaries of Youth Economic Empowerment Program in CLGAs (Phase I)*

To further achieve the goal of business development and entrepreneurship and to set up and manage small businesses after their technical apprenticeship training, CSO partners conducted a small business/entrepreneurship development and management workshop in the CLGAs. The workshop increased participants knowledge in generating business ideas, business plans and feasibility assessment,

production and marketing, profit and loss determination, essential accounts in small business and good bookkeeping practices. The projects undertaken in the CLGAs are summarized below.

#### Akuku-Toru

CIEPD held its workshop on May 12–13, 2016, at the Akuku-Toru LGA council with 30 participants (12 men and 18 women).

#### Bonny LGA

DLI conducted the workshop on May 16–17, 2016, at the Bonny LGA Secretariat Hall for 30 (12 men and 18 women) participants.

#### Tai LGA

MADEPIN employed the services of the Centre for Integrated Development Initiative (CIDI) to facilitate the small business management and entrepreneurship training for its 30 beneficiaries (13 men and 17 women) on May 25–27, 2016, at the Tai LGA Secretariat.

#### Obio/Akpor LGA

CCDS enriched their training by highlighting opportunities in agricultural value chain and organized a tour to Shonghai Farms in Tai LGA where beneficiaries gained first-hand experience observing and engaging in different aspects of the agricultural value chain. The training took place at the Obio/Akpor Council Secretariat Hall on May 24–25, 2016, with 28 participants (13 men and 15 women) in attendance.

#### Khana LGA

ACCORD hosted a small business management training for 30 participants (19 women and 11 men) on May 25–26, 2016, at the Khana Council Secretariat.

#### Okrika LGA

Support for Mankind Development Initiative designed a different approach for their beneficiaries that combines the two strategies (business management and skill acquisition training) for an 18-month period.

#### *Trainings for YEEP Beneficiaries in CLGAs (Phase 2)—Skill Acquisition*

#### Akuku Toru LGA:

CIEPD trained 30 beneficiaries (12 men and 18 women) in Akuku-Toru LGA on fish farming, snail farming, and poultry for a 10-day period May 20–June 1, 2016. At the end of the training, the caretaker committee chairman of the CLGA provided the beneficiaries with a parcel of land to use for the fish and snail farming and the use of the CLGA's moribund poultry house. The executive director of CIEPD also made a personal contribution of fishing equipment to the beneficiaries. At the end of the training, several cooperatives such as poultry farmers' cooperatives, fish farmers' cooperatives, snail farmers' cooperatives and young farmers' cooperatives were formed and social media platform (WhatsApp) was launched for the beneficiaries and their trainers to communicate beyond the training.

#### Bonny LGA

DLI facilitated a 3-day skill acquisition training for 23 (18 women and five men) beneficiaries drawn from all communities in Bonny LGA. The training was held on May 25–27, 2016, in Bonny Island equipped 16 beneficiaries (15 women and one man) with baking and pastry skills and 7 beneficiaries (3 women and four men) on the production of liquid soap and other disinfecting liquids such as bleach and izal.

#### Obio-Akpor LGA

CCDS conducted a three-day skill acquisition training on May 27–31, 2016, for 26 (15 women and 11 men) beneficiaries in Obio/Akpor LGA. One beneficiary acquired skills in crop farming from Regina Crop Farms; 9 in poultry farming from PHART Farms Limited; and 16 in fish farming from Plant to Liquid Nigeria Limited Fish Farm. The beneficiaries from Obio/Akpor also visited the Nigeria Stored Product Research Institute on May 26, 2016, to gain knowledge on food processing and storage techniques.

#### Tai LGA

MADEPIN trained 22 YEEP beneficiaries (10 men and 12 women) from Tai CLGA on plantain and cassava farming and processing on May 27–30, 2016, at Nonwa Community Town Hall. The training was facilitated by Dr. Henry Ibhaze, the director of Rural People Succour Foundation. Also, 21 beneficiaries (nine men and 12 women) interested in fish farming had the theoretical part of the training on June 4–10, 2016, at Momoh Integrated Fish Farm located at Korokoro Community in Tai LGA. The Nigerian Agricultural Enterprise Curriculum, which is a federal government-approved curriculum for training individuals and groups seeking to engage in agriculture as a standard for training rural farmers, was also adopted by PIND, USAID, and Market Development program in the Niger Delta was used for the training. The trainees will however be engaged for the various processes of fish production at the farm for one full four-month production cycle. For further support beyond the training period, MADEPIN contacted the Tai Dynamic Integrated Fish Farmers' Cooperative and South-South Fish Farmers' Association to mentor and provide necessary support to the beneficiaries. To create visibility for the beneficiaries with the LGA leadership, MADEPIN presented certificates of completion to the 30 YEEP beneficiaries from Tai LGA. The ceremony was held on June 14, 2016, at the PIND conference room and had in attendance 30 beneficiaries of YEEP, the newly appointed Chairman of the Caretaker Committee Hon. Perkins Kelo, the head of the LGA council, chairman of WDC, and staff of MADEPIN and the LEAD Project. During the ceremony, the chairman of the Caretaker Committee of Tai LGA made a commitment to support the beneficiaries to start businesses utilizing the skills they have acquired in snail, poultry, and catfish farming, as well as plantain and cassava cultivation and processing. MADEPIN assisted beneficiaries of YEEP in organizing themselves into a young farmers' cooperative.

#### Okrika LGA

The 18-month training commenced on June 6, 2016, for 30 beneficiaries who are acquiring skills in the following areas: fashion and design (13), catering (6), hair styling (4), automobile repair (2), welding (1), aluminum works (1), and graphic design (3).

#### Khana LGA

Thirty beneficiaries are obtaining technical training on different topics along the agricultural value chain, including snail, fish, and yam farming and animal husbandry (goat). With the skills trainings held for the beneficiaries lasting until September 2016, the beneficiaries have now commenced small-scale ventures aimed at putting to immediate use, knowledge gained from the first phase of the training on enterprise development.



## **Crosscutting Issues**

### *Gender Mainstreaming*

Responding to the need for inclusiveness in governance, targeting marginalized populations, LEAD facilitated a workshop on mainstreaming gender into local governance and community development projects for its partner CSOs and state and local government officials in Rivers. The workshop, which brought to the fore the benefits of mainstreaming gender into community projects and government budgeting, sought to increase awareness of gender issues to enable the CSOs to advocate for gender equity and for the government officials to mainstream gender in the preparation of the annual budget. The workshop, held on November 23–24, 2015, had in attendance 31 participants (13 men and 18 women), among whom was a woman traditional ruler in Rivers State, Ada E.C. Onuoha, the Adaeze Ka Egi 1 of Ogba Land in Ogba/Ndoni/Egbema LGA. Her Royal Majesty Onuoha shared her challenges and successes as a foremost woman community leader in a patriarchal society and how she has leveraged her position to advance the status of women and advocate on their behalf. Follow-up activities have been designed to scale up mainstreaming efforts at the local and state levels. Tasks were also shared among key government officials who attended the workshop to support advocacy efforts of the LEAD Project partners on gender issues.

### Key Results

- Stronger and more gender sensitive CSOs
- Partnership with government officials on gender-related issues established

### *Identification of Basic Education Champions and Development of Advocacy Strategies, with a Focus on Girls' Education*

Girls' access to basic education is a challenge in Northern Nigeria, hence the need for concerted efforts to achieve a balance between enrollment rates of boys and those of girls. Indicators show that the primary school enrollment rate of girls is still very low and remains worrisome. This is further worsened by traditional systems and belief patterns of gender disparity and the high incidence of early marriage of very young girls.

In order to strengthen the systems for facilitating opportunities to increase access to basic education for vulnerable groups, LEAD conducted on October 5–9, 2015, a two-day training for education champions in two zones of Sokoto State. Some of the champions were selected by the LGEAs, while others were nominated based on their credibility or the role they have played in supporting education in their various communities. The training equipped participants with better skills to teach women about the importance of education and the role they have to play in ensuring that their children are enrolled in schools; to advocate for equal access for every child, especially those with special needs; to promote the expanding the role of women, youth groups, and CBOs to be watch dogs of education; to provide realistic short- and mid-term recommendations to address the problems identified within the educational system; and to improve networking and collaboration among stakeholders in the educational sector.

A total of 44 education champions (23 men and 21 women) participated from across the 12 CLGAs.

### *2015 Budget Review and Planning of Mainstreaming Gender into the 2016 Budget*

In Sokoto State, LEAD conducted on November 2–3, 2015, a workshop on 2015 budget review and plans for mainstreaming gender into the 2016 budget. The budget review workshop was aimed at identifying gaps in the 2015 budget and introducing



measures for incorporating gender into public finance management systems. The meeting also aimed to build the capacity of government officials to develop a gender-responsive budget and to further ensure that budget policies and outcomes are gender responsive. The workshop contributed to clarifying the myths and misconceptions of gender and stimulated discussions on the steps for mainstreaming gender into budgets and building the capacity of government officials to apply gender-responsive budgeting approaches to ensure policies and outcomes are gender responsive.

During the sessions the participants showed keen interest in learning how an effective budget process works and submitted questions in areas of concern to them. The representatives of Sokoto State House of Assembly provided feedback on key areas of the budget they felt were lacking. The legislators promised to involve more CSOs in their budget process. The CSOs appreciated the new knowledge they received and the opportunity to strengthen their stakeholder relations with government officials in the course of training.

A total of 40 participants (37 men and three women) attended the workshop.

#### Key Results

- Capacity of CSOs and state partners to advocate for increased budgetary allocation for education and health to address the issues of gender disparity in Bauchi and Sokoto states improved
- CSOs and state partners' capacity to track budget allocations and implementation of education and health policies and practices strengthened
- Capacity of CSO network and state representatives to develop issue-based strategy on education and health budgets improved
- Synergy between CSOs and state partners for effective engagement on basic education and PHC issues established
- Gender gaps in the 2015 budget and plans on how to mainstream them into the 2016 budget identified

#### *Support Male and Female Youth Enrollment into Nonformal Learning Centers*

LEAD access strategy seeks to reinforce nonformal learning centers with the view to widen direct and indirect means for the enrollment of adult learners, particularly male and female youths. LEAD provided technical support to the Ministry of Education and SAME, and to nonformal learning centers in Sokoto State, to encourage best practices in adult education management, instruction, and supervision that will reinforce the centers and stimulate enrollment.

The state Ministry of Education, Department of Nomadic Education, SAME, and basic education champions, instructors from the nonformal learning centers, and some community members participated in the workshop. The state-level meeting took place on January 19, 2016, while the LGA-level meetings took place in Illela on January 15–16, 2016, and in Tambuwal January 21–22, 2016. Some of the issues that came up for discussion included poor remuneration of facilitators, inadequate working materials, nonformal learning centers not being taken seriously, lack of mobilization on the existence of these centers, and inadequate number of qualified facilitators, among others.

At the end of the meetings, representatives from the state resolved that they would work closely to see what they could do immediately to address some of the issues. It was also suggested that LEAD in collaboration with SAME, SUBEB, and Nomadic

Education should visit MOLG to discuss the issues of late or nonpayment of facilitators' fees.

The state meeting had a total of 18 participants (13 men and 5 women) in attendance, while the LGA-level workshop had 61 participants (36 men and 25 women) in attendance.

#### Key Results

- Relevant stakeholders adequately mobilized to strengthen nonformal learning centers and teaching effectiveness of the centers in Sokoto State
- Action plan developed to increase enrollment of female and male youths in nonformal learning centers in the LGAs

#### Communications

- The *LEADing Innovation* newsletter, published by the project, supports the dissemination of information on project accomplishments, particularly on the health and basic education governance component of the extension period. Consequently, another edition of the project's newsletter was produced during the quarter under review. A total of 1,500 copies were produced in December 2015 and made ready for distribution to stakeholders in January 2016. The edition captures key results and processes on the project's engagements with stakeholders on health governance, basic education, local governance, and services delivery in the three focus states of Bauchi, Sokoto, and Rivers.
- In line with the LEAD Project objective to familiarize target audiences with the project's goals and promote messages on good governance, the project formed partnerships with media outfits to disseminate information about ongoing activities. During the quarter under review, activities at the LEAD Rivers State office, such as the Community Based Strategic Plan Development Workshop for Tai LGA and the Gender Mainstreaming Workshop, were on *African Independent Television* and *Today's FM Radio Station* respectively. The RGGG also held a media talk show in Port Harcourt on open defecation to mark the World Toilet Day. This was a live call-in radio program during which issues of open defecation were discussed with a statewide listenership, with numerous calls from across various communities and LGAs in Rivers State. In Bauchi and Sokoto states the project is collaborating with local radio stations to increase awareness of the issues of basic education and enrollment in schools, in particular for girls. For instance in Bauchi State, the community radio station in Gamawa LGA provided live coverage to one of LEAD's CSO partners (YMCA) during a girls' enrollment campaign conducted in the local government on November 19, 2015.

#### Key Results

- 1,500 copies of the project's newsletter produced for dissemination to stakeholders
- Increased interface between the CSOs and media
- Increased citizens awareness on issues of local governance

## 2.4 Implementation Challenges

Overall, the delay in political appointments and take-off of new executive cabinets in the three states has affected project engagements and capacity building activities targeting the executive branches. For instance, policies that were developed during previous quarters with LEAD's technical assistance and submitted for executive

approval, including the EMIS policy in Sokoto and the Human Resources for Health policy in Bauchi, are still awaiting executive branch reviews and final approvals.

Below, we summarize some significant implementation challenges that occurred during this quarterly reporting period.

- Replacement of members of the Local Council Caretaker Committees: During the period under review, the council management committees in Rivers State were reconstituted in the 22 affected LGAs. This meant that the new committee leadership had to be informed of and encouraged to support LEAD's activities in the CLGAs. The transition period always generates gaps. For instance, the community-based strategic plan development training for Obio/Akpor LGA was almost cancelled for political reasons. Adjustments were made to several dates for key activities owing to the absence of political leadership in some councils.
- The prolonged delay in funds disbursement by PIND to CSO grantees undermined to some extent LEAD grantees' confidence in the effective project implementation process in the state and significantly condensed grant schedules, imposing the risk of not completing all planned activities by the end of the project. CSOs were unable to implement grant activities for three months after their on-boarding because funds were not available.
- In Bauchi State, the lack of elected councils and appointed Caretaker Committees has hampered the implementation of a key activity to promote council effectiveness. Also, within the period under review, there were no councilors in place, which affected the link between the communities and the LGA authorities in terms of participation in decision making.
- In the January–March 2016 reporting period the absence of elected councils and executive leadership at the LGA levels remained a great challenge, as statutory transfers and internally generated funds are rarely available to execute programs by the LGA, including SIP and CPP implementation. The absence of elected local government chairmen in Bauchi and Rivers states continues to hinder long-term commitment of the local government stakeholders to the cause of good governance, while recent local government council elections conducted in Sokoto on March 13, 2016, provide hope that the situation will improve there.

High political tension and violence in Rivers State affected implementation of activities. Multiple activities had to be rescheduled based on political climate of the local governments and state, and in particular before the re-run elections for the House of Assembly and senatorial seats on March 21, 2016. Frequent transfers of technical staff of the CLGAs was an attendant challenge in the Rivers LGA system, which also affected our implementation process.

- In Bauchi State, a lack of constituted caretaker committees and elective councils have continued to slow down the implementation of council effectiveness activity as already done in Sokoto State. The Bauchi LGAs are being led by the heads of Administration of the local governments.
- The withholding of the monthly transfers to fund the operational costs of the LGEAs constituted a serious setback to the LGEAs to carry out effective management of schools and also collaborate with PTAs/SBMCs to deliver basic education services to the children in Bauchi State.

## 2.5 M&E Plan Update

**Table 1** on page 3 provides a summary of the key indicators for M&E. **Annex A** contains the complete list of LEAD's indicators.

The M&E team provided regular programmatic support to technical units, reviewing activity concept notes and implementation guidelines and providing technical guidance on applicable indicators.

In a bid to ensure data quality, LEAD trained CSOs on M&E in Rivers State. The CSOs learned LEAD indicators and how to report in line with donor requirements. Similarly, a quarterly review meeting with CSO partners in Sokoto and Bauchi states served as a platform for LEAD staff to mentor the CSOs, assess the level of their program implementation, and provided hands-on guidance, thereby ensuring program quality. Monthly program meetings between the M&E and LEAD program staff were conducted in the three states.

The M&E unit supported the Sokoto State Ministry of Health in conducting quarterly M&E review meetings on routine health management information systems. The meetings, which brought together state partners, M&E officers, and health data managers from the 23 LGAs, examined trends in previous quarter data collections and reportage, probing the consistency, correctness, completeness, and variations in data transmitted to the national health information database. Technical presentations and open discussions identified gaps and challenges, and stakeholder participating at this quarter's meeting developed action plans with concrete steps to improve performance management.

The M&E team provided regular programmatic support to technical units, reviewing activity concept notes and implementation guidelines and providing technical guidance on applicable indicators.

In the three focal states, we shared the final reports of the Community Scorecard with technical teams for dissemination to stakeholders. The reports featured interactive pdf sessions on governance, health, education, and water and sanitation.

## 3. INTEGRATION OF CROSS-CUTTING ISSUES AND USAID FORWARD PRIORITIES

### 3.1 Gender Equality and Female Empowerment

From October 2015 to March 2016, LEAD ramped up initiatives to promote gender equality and women's empowerment by conducting several gender-focused activities. These activities were in addition to the cross-cutting gender awareness and mainstreaming that have been an integral part of the LEAD Project's implementation strategy.

In Sokoto, on November 2–3, 2015, LEAD organized a workshop to review the 2015 budget performance in the education and health sectors and to ensure that the 2016 state and LGA budgets incorporated gender-inclusive programming. The activity boosted capacity of CSOs and state government counterparts to advocate for increased budgetary allocations for education and health, and to address issues of gender disparity in state and LGA budgets, paving the way to a more gender-sensitive and inclusive budgeting process. Action plans developed during the workshop set in motion stakeholders' strategies to promote gender mainstreaming at the state and LGA levels. Two members of the State House of Assembly have called

on women's and youth groups to submit prioritized list of their needs be addressed in the upcoming 2016 budget.

One of the strategies for increasing access to basic education and reading in CLGAs is to embrace women's participation in the community-based interventions as an effective means to nurture the change. An example is the "one woman reaches 10 women" communication technique that provides peer-to-peer information dissemination and builds informal local networks for women. It enables more women the opportunity to participate in the decision-making process concerning their children, empowering them with information and the ability to reach out to governing structures within their community.

We reached out and invited women and other vulnerable groups to take an active role in the SIP process in all three states.

Five of LEAD's grantees in Sokoto and Bauchi are women-focused CSOs (RWDP, WODASS, FAWOYDI, CHANGE, and FOMWAN). The capacity of the LEAD grants program to advocate for gender-related issues and target female beneficiaries is strong and has shown tangible results. LEAD-sponsored enrollment drive campaigns paid special attention to girls to increase their access to educational opportunities.

In Ningi LGA of Bauchi State, FAWOYDI established adolescent girl's vocational and entrepreneurial training centers to provide learning opportunities for girls. There, girls could learn vocational skills such as tailoring and making skin care products, to empower them with marketable skills and improve their economic status. Similar support to the Adolescent Girls Program was provided by LHI in Dange-Shuni, Tambuwal, and Rabah LGAs of Sokoto. There, girls learn knitting, sewing, and bead making weekly, alongside life skills such as conflict resolution and decision making.

Also mainstreaming gender and social inclusion into LGA programming was one of five major topics discussed at the CSO conference in Bauchi on February 17–18, 2016 with related observations and statements made in the communique issued at the end of the conference.

In Rivers State, LEAD stepped up our work on gender-inclusive programming by developing a partnership with the Ministry of Women Affairs. On November 23–24, 2015, LEAD conducted, a workshop on mainstreaming gender into local governance and community development projects for our partner CSO and state and local government officials. The workshop, which brought to the fore the benefits of mainstreaming gender into community projects and government budgeting, increased awareness of gender issues and introduced tools to enable CSOs to advocate for gender equity and for government officials to mainstream gender considerations in the preparation of annual budgets.

Recognizing that one of the preconditions of women's empowerment is equipping them with better knowledge and skills, LEAD in Rivers State set up a goal with our stakeholders and grantees that all project activities, such as meetings, conferences, trainings, and related capacity building events, should attempt to achieve 40 percent female attendance.

With concentrated efforts to increase female participation in project activities, and in particular in those locations where the participation is not restricted to specific job or elected positions, LEAD gained significant accomplishments in this area in January–March 2016. This was achieved with continuous advocacy to government officials, traditional rulers, and community leaders. Notably, 17 women attended Health Consultative and Analysis Forum in Bauchi on February 19–March 1, which constituted 41% of the total 41 participants. Similarly, significant 33% participation has been realized at the quarterly Joint State and Local Governments Technical

Planning Committee in Sokoto on March 30, with 21 women participants out of total 63 attending stakeholders.

Moreover, we have redoubled our effort at improving the participation of women in the training conducted on psycho-social well-being for teachers of primary schools and facilitators of learning centers. As a result, 20% of the participants are women which is an improvement over the past. As we move forward, there is a need to refocus attention on the integration of core subjects into the IQTE and leveraging of human resource needs to support the learning centers with women instructors. This will further widen the access to basic education by all cadres of female clients, including those in seclusion, especially in the remote and hard to reach communities.

Community-based activities implemented in Rivers State by CSOs under LEAD subgrants involved substantial number of women participants, as shown in **Table 62**.

**Table 62. Women's Participation in LEAD Community Based Activities in Rivers State, January–March 2016**

Date	Activity	CSO Subgrantee	Total No. of Participants	No. of Women	Percentage of Female Participation
January 25, 2016	Tax Rally in Okrika LGA	Support for Mankind	40	21	53%
February 12, 2016	Obio/Akpor LGA Town Hall on citizen participation in governance	CCDS	60	28	47%
February 26, 2016	Tai LGA Town Hall on Conflict Sensitivity and Peace Building	MADEPIN	341	105	31%
March 7–9, 2016	Workshop on Conflict Sensitivity and Peace Building in Bonny LGA	DLI	51	31	61%
March 15, 2016	Tax Rally in Akuku-Toru LGA	CIEPD	116	57	49%
March 15–16, 2016	Workshop on Conflict Sensitivity and Peace Building in Obio/Akpor LGA	CCDS	44	21	48%
March 17, 2016	Workshop on Participatory Budgeting in Obio/Akpor LGA	CCDS	50	17	34%
March 29–30, 2016	Workshop on Conflict Sensitivity and Peace Building in Okrika LGA	Support for Mankind	40	20	50%

### 3.2 Sustainability Mechanisms

LEAD's interventions for improved local governance stimulate best practices and innovations, with visible results of increased transparency and accountability, invigorated engagement of civil society and CBOs, better access to basic education,

and strengthened health systems. The long-term success of the project depends on sustainability of these achievements over time and on the ability of the Nigerian government and civil society stakeholders to continue the process of transition to a more democratic and effective governance and better educated, healthier, and prosperous communities.

In January–March 2016, LEAD continued working with state and local stakeholders to establish robust systems for participatory planning and budgeting, PET and monitoring, effective EMIS, and improved human resources for the public health sector.

The October 2015 trainings in leadership and management skills for key education stakeholders in Bauchi and Sokoto provided government officials and CSO representatives skills to empower them to lead their agencies and organizations on the path of sustainable development, effectively implementing and institutionalizing changes.

LEAD's success in institutionalizing reform through policy and legislative actions, including the development of EMIS policy in Sokoto and the Fiscal Responsibility for LGAs Bill in Rivers, contributes to establishing a resilient institutional and regulatory frameworks to facilitate good governance in the face of political instability and changes in administration.

By coordinating and facilitating with Bauchi and Sokoto governments the preparation of 2016–2020 SSHDPs, LEAD brings into the planning process new and higher standards that ensure quality and long-term perspective for health sector development, with embedded sustainable mechanisms, such as public-private partnerships (PPPs) for health service delivery at the state and local government levels.

LEAD's training of community-based structures such as WDCs, CDCs, SBMCs, CEFs, and other CBOs strengthens their capacity to articulate communities' needs and priorities and interact with local governments to serve as reliable and effective liaisons between the communities and local governments. Building their organizational capacity with clear governing structures, assigned roles and responsibilities, regular monthly or quarterly meetings with documented proceedings, and measurable action plans ensures the sustainability of LEAD's impact.

IGR mobilization, stimulated by LEAD in CLGAs to decrease their dependence on federal government allocations, triggered continuous activities by LGAs. Gamawa and Katagum LGAs in Bauchi, for example, conducted tax mapping and updated their IGR database. The tax sensitization campaign, organized and supported by LEAD subgrantees in Bauchi State, generated much interest, and CLGAs have continued to conduct related activities on their own. For instance, Traders' Union and WDCs in Jama'are, in collaboration with the LGA, held a planning meeting on December 6, 2015, to map out strategies for stepping down the campaign to community levels. Similar meetings between the LGA management and tax payers were replicated in Ningi LGA. Additionally, several CLGAs (Ningi, Katagum, and Jama'are) expressed commitment to purchase computers and invest in other logistics for effective IGR database management.

LEAD also developed guidelines for implementing Community Partnership Projects, which will be disseminated to stakeholders in the April and will support collaboration between LGAs and the communities they serve in years to come.

Sustainability of the civil society stakeholders has been fostered through their improved capacity, and by handing over to them project intervention functions that initially were fulfilled by LEAD. For example, YMCA, with the grant funding from LEAD, conducted IGR mobilization training for LGA service directors in Katagum and

Gamawa LGAs in October 2015 and, on another occasion in the same month, made a participatory review of local CBOs' activities and performance. CHANGE facilitated community priority settings for wards in Gudu, Silame, and Goronyo LGAs through training their leaders and community members in November and then conducting a meeting to harmonize the priorities for the LGA level in December 2015. WODASS steered budget review meetings with CBOs and LGA service directors in Dass and Kirfi LGAs in November 2015, just to name a few.

In Rivers State, LEAD conducted in-depth M&E training for partner CSOs, which stimulated them to set up robust M&E systems in their organizations and improved their ability to develop intervention programs with sustainable and measurable impact. Also in Rivers, one of the key sustainability achievements of the project was the emergence of the RGGG, a civil society platform that amplifies citizens' voices and advocates on their behalf to promote good governance and anticorruption. The network's capacity has been developed by LEAD, and it now works independently to promote good governance with other CSO partners in Rivers State. Through the network, media stations now canvas for good governance examples in the state. The CLTS network, which naturally evolved as a result of LEAD's activities to improve sanitation and service delivery in the Rivers CLGAs, is another sustainable achievement.

In Sokoto, LEAD initiated OCAs and capacity building for NULGE, with the view of ensuring its sustainability and continuing input in the local governance improvement process.

From January through March 2016 sustainability process has been supported by the active participation of grantees in technical activities, and transfer of responsibility from the LEAD team to CSO partners of facilitation of community-based events and some capacity building activities for LGAs.

With the final LGDF reassessment of 8 champion LGAs in Bauchi State, the LGDF process is being handed over to the Local Government Service Commission, with the aim of government stakeholders continuing the application of LGDF and replicating it in the non-champion LGAs in Bauchi State.

During the stakeholders budget analysis for health and education (February 29, 2016), stakeholder engagement committees were inaugurated to engage with the Bauchi State House of Assembly on 2016 budget public hearing. This committee will henceforth continue to engage with the Bauchi State House of Assembly and the government in all future budget discussions and implementation. The committee brings together members of the CSOs, CEFs, school-based management committees, WDC's, media, BASNEC, and representatives from the MOH and MOE.

As a result of the training conducted for staff of the Bauchi Office of Auditor-General for Local Governments, in-house facilitators from the Office of Auditor-General for Local Government (OAGLG) were able to conduct the step-down training for LGA/LGEA Internal Auditors and will serve as mentors to the Internal Auditor of local government. Similarly, with the intention of OAGLG to print more copies of the Audit Manual and conduct another step-down training to LGAs and states, will further serve in sustaining the usage of the Audit Manual.

LEAD's subgrantees through the grant support provided by USAID/Nigeria through LEAD have built the capacity of community structures such as WDC, CDC, CEF and SBMC in advocacy, budget processes, and community priority settings in CLGAs in all three states. With these capacities, the WDCs in Bauchi formed issue-based advocacy coalitions through which they advocate for improvement in service delivery and budgetary allocations for health and education. They are also working to address key development challenges through self-help projects implementation where they



address issues such as water maintenance, minor schools renovations, and supply of some school materials.

The willingness of the SUBEB to replicate the training on psycho-social well-being training for other non-LEAD-supported schools in Bauchi is a clear testimony of the government's commitment to ensure sustainability of the LEAD Project support to the education sector.

LEAD's interventions for improved local governance stimulate best practices and innovations, with visible results of increased transparency and accountability, invigorated engagement of civil society and CBOs, better access to basic education, and strengthened health systems. The long-term success of the project depends on sustainability of these achievements over time and on the ability of the Nigerian government and civil society stakeholders to continue the process of transition to a more democratic and effective governance and better educated, healthier, and prosperous communities.

At the local government levels, community structured have been empowered and strengthened to engage authorities and well-meaning citizens on the need to provide services to the people. The testimonies and success stories provided by the leaders of the community structures such as WDCs, CEFs and SBMCs during the review meetings conducted by LEAD demonstrated an improvement and readiness of the structures to sustain the gains the project.

### 3.3 Environmental Compliance

Not applicable

### 3.4 Youth Development

Recognizing that youth constitutes sizeable and the most dynamic demographic stratum in Nigeria, LEAD involves youth in all aspects of our community-based activities and accounts for specific needs of youth when designing our state-level and LGA-level interventions for better governance, stronger CSOs, improved access to basic education and reading, and health system strengthening.

In Rivers, LEAD monitors youth participation (aged 18 to 35 years) in project events by disaggregating participation data. The project also began planning the Youth Economic Empowerment Program by conducting a planning meeting on December 7, 2015, with representatives of six CLGAs and partner CSOs to kick start the program. In Bauchi, the training of WDCs in CLGAs on basic water source maintenance (hand pump repairs) provided an opportunity for youth in the communities to increase their vocational skills and expand their means of securing employment. LEAD's support of nonformal learning centers allows youth to continue with basic education not available in traditional schools.

In addition, building the organizational and technical capacity of CSOs whose mission is to work with youth ultimately results in a ripple effect through improvements in implementation of other, non-LEAD programs directly targeting young populations. Examples included YMCA, FAWOYDI, CCDS, DLI, and others.

The Adolescent Girls Programs supported by USAID/Nigeria and implemented by RTI LEAD is an example of youth development program. Young girls learn vocational skills such as knitting, sewing, cooking, liquid soap making and other crafts. Subgrantees in Bauchi and Sokoto supported AGPs across the project's champion LGAs during January–March 2016.

LEAD incorporated a topic on the "Roles of Civil Society in Youth Development" in the agenda of the CSO Conference in Bauchi that took place on February 17–18, 2016, with the relevant paper presented at the conference and a recommendation

issued in the communique that CSOs and networks should prioritize the mainstreaming of youth development issues in their programs and also create an enabling environment for youth role models through peer-to-peer mentoring.

LEAD Project promoted youth self-employment and involvement in economic activities through our CSO partners who trained youths in the targeted LGAs of Rivers State with the aim of enhancing their skills in small business development and entrepreneurship. When the youths put the skills acquired to use, it will grow local economy, increase source of employment and as well increase income in the local communities. Similarly, the WASH trainings for area mechanics is also a youth empowerment strategy that has provided them with requisite skills to carry out routine borehole repairs.

### 3.5 Policy and Governance Support

LEAD continued to conduct advocacies, provide technical assistance, and stakeholders' coordination support to the governments of Bauchi, Sokoto, and Rivers states in developing and implementing policies to strengthen more transparent, accountable, effective, and efficient governance at the state and LGA levels, improve access to basic education, and strengthen public health systems. Evidence-based applied research and best practices for good governance, brought to the fore by RTI International, significantly contributed in the development of sound policy documents and comprehensive strategic plans.

LEAD's continuous efforts, in tandem with the EMIS TWG in Sokoto, brought together stakeholders for the domestication of the NEMIS in Sokoto State and to develop state EMIS Policy. Efforts culminated on November 20, 2015, in a formal handover ceremony of the draft policy to state government through the Ministry of Basic and Secondary Education.

Similarly, LEAD advocated for and successfully facilitated the process of domestication of the Nigerian Fiscal Responsibility Law for LGAs in Rivers State. In cooperation with the MOLG and Office of the State Auditor-General for Local Governments, LEAD organized representatives from the CLGAs to draft the Fiscal Responsibility for LGAs Bill in November–December 2015. The government and CSO stakeholders aim to present the bill for adoption to the State House of Assembly. The Rivers Fiscal Responsibility for LGAs Law will promote transparency and accountability at both the state and LGA levels and contribute to anticorruption measures.

Another example of policy support by LEAD was the development of Health for Human Resources Policy Implementation Guidelines in Sokoto on December 9–11, 2015. This initiative will strengthen health systems by establishing the institutional framework for human resources management practices in the health sector of Sokoto State, provide a structure and incentives for performance-based management of human resources for health, and augment the capacity of training institutions to produce highly qualified health workers. The policy has been designed using a multi-stakeholder approach, with the aim of getting ownership and commitment by the Ministry of Health, State Primary Health Care Development Agency, and other health sector MDAs for the implementation of policy reforms.

We also made substantial progress in operationalization and implementation of important government policy initiatives to promote accountability and transparency of government operations by conducting trainings for state and local officials on IPSAS, the application of the updated BPT for education management, and use of the EMIS Toolbox.

From January to March 2016 LEAD's most significant contribution to policy and governance were trainings on the content and application of the Audit Manual for

LGAs that covered all LGAs in Bauchi, Sokoto, and Rivers, far beyond 26 champion LGAs targeted regularly by the project. Close collaborative work with Offices of Auditor-General for Local Governments and Ministries of Local Governance in all three states on the development and introduction of the Audit Manual for LGAs into practice leads to institutionalization of improved audit system and increased accountability in management of public resources at the local level.

*LEAD's Train the Trainers Workshops on Financial Management for Health and Education Managers in Sokoto, conducted by LEAD on February 1–4, 2016, contribute to establishing more robust management practices in budgeting, procurement processes, and services related expenditure at the state MDAs and LGA levels.*

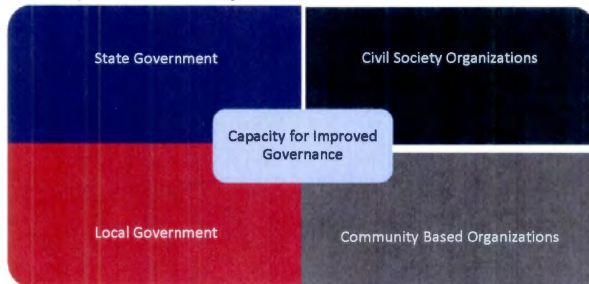
LEAD also continued to support development of Bauchi State 2016–2020 Strategic Health Development Plan and conducted a four-day Action Plan Workshop on March 21–24, 2016. The activity provided an opportunity for health sector leadership and stakeholders to translate the new Bauchi administration's long-term vision as encapsulated in its "five points health agenda" into a medium-term sector development plan.

LEAD continued to conduct advocacies, provide technical assistance, and stakeholders' coordination support to the governments of Bauchi, Sokoto, and Rivers states in developing and implementing policies to strengthen more transparent, accountable, effective, and efficient governance at the state and LGA levels, improve access to basic education, and strengthen public health systems. Evidence-based applied research and best practices for good governance, brought to the fore by RTI, significantly contributed in the development of sound policy documents and comprehensive strategic plans.

### 3.6 Local Capacity Development

Developing capacity of state and local level stakeholders, from both the government and the civil society sides, remained a cornerstone of LEAD's interventions to promote good governance (**Figure 23**).

**Figure 23. Capacity of State and Local Stakeholders**



LEAD continued to educate elected **state government** officials in the targeted states and conducted training on budget/IPSAS and constituency outreach techniques for the Bauchi House of Assembly. The capacity of state government officials in both Sokoto and Bauchi to analyze state program implementation and to plan strategically improved. LEAD led them in a gap and situational analysis of current health sector plans and helped them develop creative solutions to the identified gaps through the 2016–2020 SSHDPs. Furthermore, LEAD invested significant project resources in

improving management and planning practices of the state MDAs by introducing the updated BPT and revised EMIS Toolbox.

At the **local government** level, LEAD conducted leadership and management training for education stakeholders in Sokoto and Bauchi, hands-on training on EMIS Toolbox, IGR mobilization training for LGA directors, gender mainstreaming workshops, and others. LEAD also continued to provide capacity building for service providers at the LGA/LGEA level for effective service delivery, and training instructors from the nonformal learning centers and community members and LGA staff responsible for water source maintenance, for example.

In Rivers State, three CLGAs of Bonny, Obio/Akpor, and Tai have been assessed using the LGDF tool. The CLGAs capacity building plans have been developed in a participatory manner to address weaknesses and build upon strengths.

The biggest number of capacity building activities has been implemented for **community based organizations**, such as WDCs, CDCs, SBMCs, CEFs, and others, to expand their expertise in participatory budgeting and community priority setting, advocacy, PET, effective school management, implementation of CPPs, CLTS programs, etc. It is noteworthy that at this advanced stage of the project implementation, capacity assessments and capacity building of CBOs are being accomplished by the CSOs, which demonstrates increased sustainability.

LEAD strategies for bolstering capacity of **civil society organizations** have included tailored technical and organizational management trainings by LEAD staff and through peer-to-peer exchanges, learning by doing when implementing project activities with LEAD's assistance, structured seminars on strategic organizational planning (in Bauchi) and M&E (in Rivers), and technical monitoring of grant activities with a constructive feedback. Two CSOs in Rivers and 1 in Sokoto have been assessed for the first time using the OCA methodology to design effective interventions to build their organizational capacity.

In January–March 2016, LEAD extended capacity development in the audit functions to all 66 LGAs of Bauchi, Sokoto, and Rivers states, which maximizes impact of our project's intervention to strengthen local government capacity (Objective 1). State and local government officials commended LEAD for providing assistance to build capacity of their staff, and Bauchi Office of Auditor-General for Local Governments sent the project a Letter of Appreciation for the development of Audit Manual and the dissemination training.

Rivers State office of LEAD opened a new area of capacity development for CSOs, CBOs and LGA stakeholders by conducting workshops on conflict sensitivity and peace building, which is in high demand in the communities in the state.

LEAD's subgrantees actively engage peer-to-peer learning for local capacity building. A recent example includes MADEPIN arranging a visit of staff from Tai LGA in Rivers responsible for documentation and archiving to Obio/Akpor LGA that demonstrate strength in this functional area. DLI sub grantee plans to arrange a similar visit to Obio/Akpor for staff of Bonny LGA to learn best practices from their sister LGA.

### 3.7 Public–Private Partnership and Global Development Alliance Impacts

LEAD's operations in Rivers have been financed in-kind by PIND, under PIND's partnership agreement with USAID. In the project's extension period, with the former four objectives streamlined into three, and health and education governance components introduced under Objective 3, PIND expressed a preference to extend the service delivery component rather than incorporate health and education governance components. The LEAD Project in Rivers therefore focuses on service delivery and local economic development to fulfil the goals of Objective 3 during

project extension. The Rivers team has been steadily delivering on project objectives, with three Round 2 CLGAs and three partner CSOs recently added to the group of Round 1 champion local governments. However, a three-month delay of funding by PIND for grants that were initially scheduled to be issued to CSOs in early September 2015, in turn delayed implementation of the grants program during the October–December 2015.

Project interventions benefited from synergies derived from LEAD's partnerships with private sector institutions and with other international donors in all three states, by leveraging resources and intensifying impact. Examples include

- LEAD supported the Management Sciences for Health (MSH)/Pfizer HIV/AIDS gap and situational analyses of HIV/AIDS intervention in Sokoto State, as well as of the health sector in general, by paving the way for MSH to interact with both state agencies and LGAs.
- LEAD subgrantee FOMWAN conducted training for WDCs and SBMCs in Sokoto on PPPs for health facility maintenance, rehabilitation, and construction, as well as for drug procurement through the Drug Revolving Fund Initiative. Projects have been collated and prioritized for possible financing.
- LEAD joined resources with the initiative of the Hon. Sani Yakubu Gudu, Member representing Gudu on girls' retention in school from primary to junior secondary to senior secondary levels. The initiative looked to procure school uniforms, books, and other necessary items for girls who otherwise would not have them.
- In Rivers, LEAD forged partnerships with UNICEF, FHI, and such projects as NDLINK, P4P to share technical assistance in areas of comparative advantage/specialization.

In addition, LEAD has been effectively utilizing and further developing training materials and tools produced by other projects funded by USAID and other donors, such as RARA, TSHIP, NEI, Education Sector Support Program in Nigeria, and others.

### 3.8 Conflict Mitigation

LEAD has continued to position LGAs, communities and CSO partners in Rivers with the community-based peace building and conflict mitigation capacity building trainings conducted during October 2015–March 2016.

### 3.9 Science, Technology, and Innovation Impacts

Not applicable

## 4. STAKEHOLDER PARTICIPATION AND INVOLVEMENT

LEAD has been successfully working with a wide array of state and local government stakeholders representing government, civil society, and the private sector, with the circle of stakeholders constantly expanding and linkages between the contributors being strengthened.

For example, after the project conducted a budget/IPSAS/constituency outreach techniques training workshop for members and management staff of the Bauchi State House of Assembly, many members established community outreach offices in

their various constituencies. The House indicated that in the future, state budget preparation processes would be more inclusive, while the Assembly would also establish a liaison office for CSOs.

LEAD in Rivers initiated partnerships with such MDAs as the Ministry of Women's Affairs, on gender equity and women's empowerment; RUWASSA, on improved water and sanitation; and RIMA, on local economic development. At the local level, it gained new stakeholders in WASHCOMs for the CLTS initiative.

In Sokoto, the project entered into collaboration with a new government stakeholder, Judiciary, for the development of the draft EMIS Policy Guidelines.

The project also continues to actively involve traditional and religious leaders in project implementation, given their enormous authority in the communities and influence on local constituencies in promoting change.

In January–March 2016, LEAD continued to involve a diverse group of local and state-level stakeholders, with some notable developments as described below.

- The Tsangaya mallams, or facilitators of the nonformal learning centers, were involved and have participated at the training on psychosocial well-being. The association of the Tsangaya mallams has enthusiastically issued an endorsement of the LEAD Project's capacity building initiatives of school teachers that have now been extended to the IQTE.
- The Tsangaya mallams have indicated their readiness to persuade other mallams that have not integrated in the education system through the SUBEB/LGEA, to do so. They further requested that the SUBEB/LGEA should be supported further to ensure full coverage of other Tsangaya centers that are not in the LEAD LGEAs.
- LGA/LGEA Internal Auditors are new stakeholders that have been engaged for training on and implementation of Audit Manual for LGAs, along with the staff from the Offices of Auditor-General for Local Governments in all three states.
- LEAD's subgrantees have sensitized and mobilized traditional leaders and WDCs, other CBOs in all champion LGAs about the key roles they play in the LEAD interventions in education and health governance in Bauchi and Sokoto states. As a result, local CBO coalitions have been formed that are actively sensitizing and mobilizing their communities to increase enrollment of children into schools, access immunization services for their children and access other maternal and child health services. They also conduct advocacies for communities' prioritized needs to be incorporated in their respective LGA budgets. For example, coalition is Kirfi coalition of CSOs in Bauchi that comprise WDC from 13 wards, CEF, 100 women group, FOMWAN, Women Wing Christian Association of Nigeria, People Living with HIV & AIDS (PLWA) support group, and people with special needs. Coalitions active in other LGAs have similar structure.
- In Rivers CLGAs the CSO subgrantees mobilized new local stakeholders, such as faith-based organizations and business management organizations to promote, together with the wide range of other nongovernmental stakeholders, awareness on diverse issues such as tax, improved service delivery, peace building and conflict mitigation in the communities, participatory budgets and community-led total sanitation.

## 5. MANAGEMENT AND ADMINISTRATIVE ISSUES

LEAD has well established operations and management systems that support smooth technical implementation.

The project has been fully staffed, although with the June closeout of the project's period of performance approaching, some staff members have started to pursue new employment opportunities. In particular, LEAD's Grants Manager, who was located centrally in Bauchi, resigned and, because grants programs have been already developed and established, RTI replaced this single management position with two specialist-level grant officer positions located in Bauchi and Sokoto, to better cover the geographic spread of grants for monitoring. New and enhanced grants monitoring techniques have been implemented by technical teams, with regular field visits by LEAD staff documented in a structured monitoring reports template. Quarterly grants review meetings conducted in Bauchi and Sokoto served well to engage LEAD technical teams and CSO partners in comprehensive discussions on the progress of grant implementation and offer solutions for challenges encountered.

In Rivers, PIND delayed until December disbursement of funds for six grants that were issued in September, which postponed initiation in earnest of the second phase of grants programs in the state, and condensed already intense grants schedules. This created the risk that not all planned activities will be implemented by the end of the project.

RTI continued to support LEAD with systems strengthening and professional development opportunities for cooperating country national employees by inviting the Finance Manager, Human Resources Officer, and Procurement Officer to attend the RTI Africa regional operations conference in Nairobi, Kenya, at RTI's expense in December 2015.

On January 19–20, 2016 LEAD's finance and operations team from the three state project offices (Bauchi, Sokoto, and Rivers) convened in Abuja to receive a training from RTI Regional Africa office on procurement policies and procedures, based on current RTI policies and USAID regulations for cooperative agreements. In the course of the participatory workshop staff reviewed procurement policies and their applications to LEAD operations, clarified roles and responsibilities for effective and compliant procurement process, and identified areas for and steps to complete process improvement. In addition, participants also attended a briefing of USAID Regional Office of Inspector General on Fraud Awareness, which took place on January 20, 2016, at FHI 360's headquarters in Abuja. Thirteen LEAD staff have been trained (8 women and 5 men).

LEAD successfully closed out 10 grantees—five in Sokoto and five in Bauchi—and all of the outstanding advances have been paid back to LEAD account as of May 2016.

## 6. LESSONS LEARNED

As LEAD makes big strides in accomplishing project objectives, the following lessons have been learned.

- Our reliance on the CSO networks to provide a platform for CSOs' war on corruption and strive for good governance also provided a tool for citizens' involvement in ongoing actions for governance improvement in the targeted states. These platforms have activated the skills and activism of many CSOs, which trickle down to CBOs at the grassroots level.

- Taking time to familiarize our state partners with LEAD's work plans in advance of commencement of project activities serves LEAD well, as it increases coordination and effective support by the state government agencies.
- Broadening representation of government partners, to include staff of other relevant departments in LGAs when focusing on health and education governance, ensures effective engagement of the governance structure and sustainability of interventions.
- Recent utilization of state partners serving as resource persons for the local and state-based planned activities helped to reduce project costs, and by extension created vast awareness about LEAD's activities, refined coordination, and provided focus on dissemination of the training content.
- Classroom management for training should involve significant participation of the trainees. This creates a platform for simulation and M&E of the learning progress.
- Technical training like that for teaching reading may require longer training programs to enable participants to have robust discussions and fully internalize both the content and context.
- Systematized and well-articulated programs in the mass media on local governance, including issues related to access to basic education and reading, health system strengthening (in Bauchi and Sokoto) and service delivery, and local economic development (in Rivers), could considerably augment project outreach and coverage.
- To promote gender equity in the project events' participation, invitations should state the number of women participants invited per organization. This will help mainstream gender into programs.
- Making the LGA budget process open is achievable through continuous sensitization and follow-up with the Budget Officials.
- The CPP initiative has proved that communities are highly committed to address their development needs, especially those related to health and education, even in the absence of the counterpart funding from their LGAs.
- Application of IPSAS model in budgeting and financial reporting in Rivers State, as well as other best practices for public financial management are hinged on availability of computers in the LGAs. In the current state of scarce funding allocations to LGAs from the federal government, support from PIND for provision of computers for CLGAs could promote successful adoption of IPSAS.
- Incremental efforts at policy and legislative reforms are key to creating stronger and stable institutions that can continue to withstand changes in political and administrative leadership at the states and LGA levels.
- Sector level strategic planning has provided effective processes for connecting newly appointed political leadership and institutional administrative cadres, and facilitated the emergence of medium term strategic visions and platforms for effective engagements with citizens.



## 7. SUCCESS STORIES

### 7.1 Bauchi State Increases Health Sector Budget to 15 Percent

Bauchi State government has increased budgetary allocation to the health sector to 15 percent in the 2016 annual budget proposal.

Although the national health policy requires that 15 percent of the total budget for states should be allocated to the health sector, the allocation to health sector in Bauchi in 2014 was only 8.07% and in 2015 it was 9.06%. To address the issue, LEAD organized in October 2015 a health governance and financing workshop for stakeholders and shared the results of a gap and situational analysis of the 2010–2015 SSHDP for government officials, CSOs, and media in Bauchi and Sokoto.

While analyzing the implementation of the state plans and other health-related activities, there was a move to ensure that the state governments' budget process give more priority to the health sector as dictated by the national policy. Consequently, participants at the two workshops, which included CSOs and media, embarked on a series of advocacy visits to the Ministries of Health, Budget, and Finance and other relevant MDAs. The advocacy was to ensure the 15 percent budgetary allocation in accordance with the national standard.

Based on the five-point health agenda of the government, the government in its budget proposal recently submitted to the Bauchi State House of Assembly increased allocation to the health sector to 15 percent. Efforts are currently being made by members of the civil society and other key stakeholders to ensure that the legislative arm passes this allocation into law so that implementation of programs can commence.

### 7.2 Sokoto State Declares a State of Emergency on Education and Increases Education Sector Budget to 27 Percent

After a series of intervention activities on basic education conducted by the LEAD Project and other stakeholders in Sokoto State, the state government recently declared a "State of Emergency" in the education sector. This declaration raises the priority of education among other sectors of the economy in Sokoto. The project had conducted a training for stakeholders and technical working group (TWG) on improving access to basic education with the sole aim of reinvigorating their skills and expertise by using best practices from Nigeria and neighboring African countries.

The training also focused on the best strategies of increasing enrollment of out-of-school children (OOSC) and those who have never attended school. A community mapping exercise targeting OOSC was conducted in targeted LGAs, and the data were presented to the Governor Aminu Wazirii Tambuwal by the leader of the TWG in Sokoto State. The leader of the TWG and the permanent secretary of the Sokoto State Ministry of Education issued a challenge to the governor to improve the state's education sector.

In response to this challenge, Governor Aminu Tambuwal on December 9, 2015, declared a "State of Emergency" on the education sector. This was followed with the appropriation of 27.8 percent of the Sokoto State 2016 Budget to the education sector. In 2015, only 7 percent of the state budget was allocated to the education sector. The current allocation therefore marks an increase of 20.8 percent, which has been highly commended by stakeholders in the State.

### 7.3 Communities Embraces LEAD's Peace Building Efforts in Rivers State

The Niger Delta region has become a volatile society, torn apart by communal, cult, and political crises, a phenomenon that has rendered most communities uninhabitable.

Against this backdrop, the LEAD Project, in its third year in Rivers, planned to undertake a conflict sensitivity and peace building initiative to mitigate the harsh and debilitating effect of conflicts in the CLGAs.

To achieve this, LEAD partnered with a project called Partners for Peace, a peace building initiative of PIND that has extensive expertise in conflict and peace building, to coordinate the training. The highly participatory and expository training of trainers equipped the six LEAD CSO subgrantees and members of the CSOs Network: The Rightpath for Development Initiative with knowledge and skills in peace building and conflict sensitivity assessment. After the training, CSOs proceeded to share this expertise with communities and local governments.

The turn out and enthusiasm expressed by members of the communities in each of four CLGAs where the trainings took place (Tai, Bonny, Obio/Akpor, and Okrika LGAs), was encouraging. In Tai LGA, for instance, instead of the 60 people initially invited to the training, more than 300 people attended, and the event was changed to be a town hall meeting. In addition, Tai LGA requested a peace rally in the LGA, and the rally was planned for a central venue, but ended up becoming a march for peace around the LGA. The very active participation of youth groups and women's associations was unprecedented. The message was simple—PEACE, YES.

At the end, the communities requested opportunities for sustained interface with LEAD on peace building and resolved to work with the CSO partners on peace efforts at both community and LGA levels.

### 7.4 Audit Manual, First of Its Kind in Rivers State

One key gap identified during the LGDF assessment in Rivers State, was a weak internal financial and internal control systems. To bridge the gap, LEAD facilitated the development of audit manual for enhanced accountability in the six champion LGAs in partnership with the Office of the Auditor-General for Local Governments.

The development of the manual elicited so much passion in the Auditor-General, Mr. Friday Bema, who swiftly moved for its adoption by all the 23 LGAs in the state. He expressed appreciation to the LEAD Project for our support and said, "The development of this audit manual is first of its kind in the State." The manual will strengthen financial management and audit practice with a view to ensuring good governance and accountability in the management of public funds at the local government level," he added.

One of the LEAD Project's mandates is to support initiatives that promote resource transparency and accountability and also strengthen capacity for participatory and transparent budget process. This intervention is an anticorruption measure aimed at improving LGA audit mechanism, strengthen internal controls, and promote transparency and accountability in the management of public funds at the local government level.

The LEAD Project in Rivers State has trained 35 auditors from the Office of the Auditor-General and 23 internal auditors from the local government councils in the state. LEAD will work collaboratively with the Office of the Auditor-General for Local Government to monitor and report quarterly on the impact of this intervention on the management of local government funds going forward.

## 7.5 District Head Endorses EMIS Toolbox Software and Praises Its Value for Education Planning

The training on the EMIS Toolbox conducted by the LEAD Project (November 10–12, 2015) provided an opportunity for local community leaders to be more informed managers of their schools through the SBMCs. As a result of the training, the SBMCs have become more proactive in engaging the relevant authorities to address the problems of the community, especially education-related issues. This engagement also improves the good governance process.

The District Head of Udubo, Alhajji Aminu Muhammed Malami, who is also the chairman of the Gamawa LGEA SBMC, stated, "It is impossible to plan without making use of the EMIS Toolbox." He made the statement after the software was installed on his personal computer. He was amazed by the power of the EMIS Toolbox to not only display the indicators, but also create the platform for providing the school profiles and reports.

Alhajji Malami's commitment to using data for decision making is but one example of how stakeholders have taken ownership of and responsibility for using the data provided in the EMIS Toolbox to monitor and engage governments at state and local levels for improved access to basic education.

## 7.6 Community Structures Deepen Ownership of Service Delivery in Bauchi State

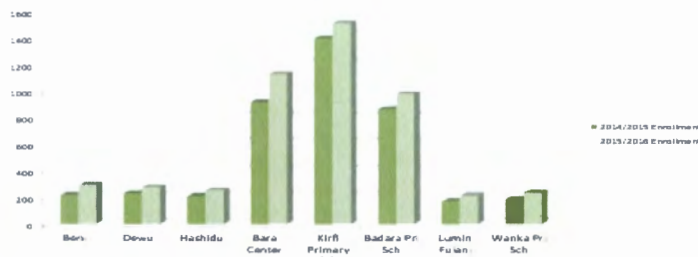
The capacity of community structures (WDC, SBMCs, and CEF) in the 8 LEAD CLGAs in Bauchi State have been strengthened by LEAD in the areas of advocacy, participatory budgeting and community mobilization and community priority settings. The goals of the technical assistance was to empower these bodies to actively engage with and contribute to improving the education and health governance sectors and to sustain other development activities. As a result of these capacities, they have been able to mobilize resources from key stakeholders, philanthropists, and constituency representatives across the CLGAs to carry out activities to improve health and education services in their respective LGAs.

The following are some of the key successes recorded during the period under review:

Increase in school enrollment through enrollment campaign. Across all the CLGAs, community structures have involved traditional rulers in enrollment campaign drive, which has yielded positive result (**Figure 24**). For example, in Kirfi LGA, there was a 32% increase in school enrollment from 3,956 in 2014–2015 to 5,857 in 2015–2016 enrollment in Gamawa LGA.

**Figure 24. Key Results: Enrollment**

## Key results: Enrollment



- Establishment of school monitoring team in Katagum LGA to monitor the quality of teaching in schools. Restoration of electricity supply to some secondary schools in Madara village of Katagum LGA
- Donation of 100 computers by a member, representing Katagum LGA in the House of Representatives to three secondary schools in the LGA; renovation of classrooms in 5 schools; procurement of 300 sets of school uniforms for pupils of Gobarari Primary Schools in Bulkachuwa district of Katagum LGA.
- Establishment of quality improvement team in Katagum LGA to address water and sanitation issues as well as electricity supply in Azare General Hospital through advocacies to key politicians in the LGA.
- Blood bank was also established in Azare general hospital with support from an NGO called MAMAYE.
- Restored electricity supply to the hospital through donation of 5 KBA generators to the theatre, blood bank, 2.5 KBA to labor ward and 11 KBA transformer to supply full electricity to the hospital.
- Donations of 250 mattresses to the hospital and 300 delivery kits to maternities in Katagum LGA.
- As a result of training on hand pump repair and the pump repair tools supplied by LEAD, WDCs in Gamawa have improved water supply in the LGA through pump repairs in 17 wards, including neighboring LGA (Zaki). This support has addressed water problem in Gamawa LGA and has provided employment opportunities for some young people in the wards of Gamawa LGA. Ten young people have been trained on the pump repair. This has empowered them to provide water maintenance services not only to Gamawa LGA, but to neighboring Yobe State communities.
- Community structures in Kirfi LGA are utilizing community radio services for school quizzes to improve learning among children.
- Establishment of emergency transport system and drug revolving funds in all the CLGAs to ease access to maternity services.

### The Gains of Capacity Building and Advocacy

- Ningi LGA, one of Round 1 CLGAs in Bauchi State recently received Water Aid's Award for best performing LGA partner in Nigeria. The award was given during Water Aid Nigeria Annual Partners Round Table Meeting and Policy Dialogue to commemorate 20 years of working in Nigeria. The LGA informed LEAD in writing attributing the achievement to the solid foundations laid and capacity strengthening provided by the project.
- A philanthropist renovated a block of two classrooms and head teacher's office, two toilets (1 for females and 1 for males), as well as constructed a fence around the whole school with a gate at Shafa Primary School in Bauchi LGA. This followed an advocacy by CEF and SBMCs in the LGA having participated in LEADs capacity building and SIP development activities.
- A WDC trained by LEAD has purchased a set of vehicle tires for a primary health center ambulance in Kirfi LGA (Round 2 CLGA).
- The WDC forum in Jama'are LGA mobilized resources and constructed a fence with gate, repaired a hand pump borehole at the Jama'are Township Maternity, as well as replaced wooden electric poles with concrete poles linking 3 communities with electricity at the total cost of N162,000.

## 8. PLANNED ACTIVITIES FOR NEXT QUARTER INCLUDING UPCOMING EVENTS

### 8.1 Objective 1:

- Conduct LGA council effectiveness orientation workshop for elected LGA officials in Sokoto State
- Hold retreats for executive and legislative government officials in Bauchi and Sokoto states
- Conduct OCA and capacity building workshop for ALGON in Sokoto State
- Disseminate the report on Kano State PFM baseline assessment to state stakeholders
- Upgrade of the Kano State BC and COA to IPSAS accrual standard
- Facilitate training on budget process and IPSAS in Kano
- Facilitate CPS development on health and basic education for 2017 budgets at LGA level and state level and support inclusion of LGAs' prioritized needs in state budget.
- Conduct training on leadership and management skills for key managers in the Hospital Management Board/Hospitals in Bauchi State.

### 8.2 Objective 2:

- Conduct organizational performance assessment of LEAD two CSO partners BASNEC and WODASS
- Conduct project start-up meeting as soon as grant approval is communicated
- Continue monitoring subagreements implementation.

### 8.3 Objective 3:

- Provide technical support on good governance in Nigeria Partnership for

Education Project (NIPEP) pilot schools/LGEAs in Sokoto State

- Conduct joint technical support on psychosocial counseling and reading for teachers of NIPEP pilot schools/LGEAs in Sokoto State
- Develop nonformal education SIP in Bauchi State
- Follow up issues on enrollment campaign with the State Planning Committee
- Train stakeholders on health governance and health financing in Kano State
- Conduct handing over ceremony on the *Draft Human Resources for Health Policy Implementation Guidelines* in Sokoto State
- Conduct mentoring and monitoring of SBMCs activities based on 'mentoring and monitoring pack for SBMCs sustainability' in Sokoto State.
- Mentor community associations (e.g., CSOs, WDCs, etc.) on improving and maintaining water/education/health facilities
- Continuous support for Community Partnership Projects (CPP) implementation in CLGAs of Bauchi State
- Support for nonformal education SIPs development
- Conduct service improvement and facility maintenance monitoring and analysis.

#### Gender

- Provide technical support to the Ministry of Education and LGEAs on how to engage communities to improve inclusive participation of gender in education to boost enrollment, retention, and transition in schools in Sokoto State
- Support state council meeting on education.

## 9. WHAT DOES USAID NOT KNOW THAT IT NEEDS TO?

The implementation environment has significantly improved with the conclusion of the 2015 general elections; and in recent months, the final resolution of all pending electoral tribunal contestations particularly in Rivers state. Political appointments in Sokoto were very encouraging with the reappointments of LEAD champions in key positions like commissioner of the Ministry of Basic and Secondary Education and permanent secretary in the same Ministry. These appointees and many others have worked very closely with the LEAD Project in previous years. It is also noteworthy that the newly appointed permanent secretary, Ministry for Local Government, Sokoto, was a former LEAD Finance and Budget Specialist. This particular appointment has established a bridge for further consolidation of relationship with partner LGAs and the parent ministry.

LEAD offers the following additional observations from the activities on the ground:

- The current political situation in Bauchi State has resulted in expectations to see the execution of projects that would lead to improvement in livelihoods. During January–March 2016, the state cabinet was appointed and the 2016 budget has been presented to the House for deliberation and passage into law. In Sokoto State, local government elections took place, which improves enabling environment for project interventions.

**Commented [CA1]:** Please review and update this section. It is the same write up we included in the semiannual report. I went ahead and deleted the text on Rivers

**Commented [CA2R1]:** Boniface, please update this section since it repeats information we included in the semiannual. If you want to leave it as is, please respond "Keep it as is"

**Commented [BK3]:** I am sur our CoP will update this section for us. Bu I have added a bullet point under.

- It is important to note that the governor of Bauchi State has approved the 15 percent allocation to the health sector in the 2016 annual budget, recently advocated for by stakeholders during the health governance and financing workshop organized by LEAD.
- Communities are increasingly taking charge of their own water maintenance and other critical service sectors. There is increased demand for direct financial and in-kind support by local communities for infrastructural and basic services improvement.
- The non-conduct of local government elections and the operation of the Local Government Joint Account Allocation Committee through the state government remain major challenges to effective LGA operations and performance.
- Project observations are that the key areas of local demand are centered on:
  - The need for full local government autonomy and the conduct of free and fair LGA elections
  - The need for the provision of sound and effective basic education and sound PHC services.
  - Measures that will ensure security of lives and properties of the citizens
  - Improved agricultural development and youth empowerment measures
- In Sokoto, there is an increased demand for LEAD to support both the state and LGAs in the development of the 10-year State Development Plan. LEAD is also expected to help the state develop the IPSAS budget template, finalize the 2016–2020 SSHDP, and provide capacity building for the newly commissioned initiative called Health System under One Roof.
- The dependence on LGA management (or caretaker) committees is eroding institutional leadership in the LGAs and creates room for abuse of power and decentralization.
- [The major challenge faced by our Champion LGAs is the paucity funds which have affected the implementation of some activities at the LGA level. However, some have taken innovative steps by collaboration with community associations and also improving their IGR profiles to compliment some of the gaps.]

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The delay in releasing funds to LGAs from the JAC account and execution of Joint Projects by the center remain detrimental to LGA operations and performance

With LEAD project approaching the end, key government officials, CSOs, traditional rulers and other stakeholders express demand for the extension of the project

## 10. HOW IMPLEMENTING PARTNER HAS ADDRESSED A/COR COMMENTS FROM THE LAST QUARTERLY OR SEMI-ANNUAL REPORT

No comments were made to the April–June 2016 Quarterly Report that need to be addressed.

## ANNEX A. PROGRESS SUMMARY

**Table A-1. PMP Indicator Progress—USAID Standard Indicators and Project Custom Indicators**

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)	
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4			
<b>Strategic Objective</b>												
<b>Intermediate Result (IR) 1: Strengthened capacity of state and local government institutions</b>												
1.A: Aggregate score of target local governments on Local Government Development Framework (LGDF)				An improvement of 2 scores on a Score Scale of 1–5						Bauchi =4, Rivers= 3.6, Sokoto = 4.4		<ul style="list-style-type: none"> <li>There is an improvement on the scores in each state.</li> </ul>
<b>Sub-IR1.1: Targeted local governments' strategic capacity improved</b>												
1.1.1 (Governing Justly and Democratically [GJD]): Number of subnational government entities receiving U.S. Government (USG) assistance to improve their performance				65	232	60	82	64	26	357%		<ul style="list-style-type: none"> <li>LEAD project supported the Champion LGAs in the 3 states, LGEAs in Bauchi and Sokoto, relevant ministries in the 3 States and as well supported MOH and its department in Bauchi and Sokoto.</li> </ul>



Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											<ul style="list-style-type: none"> <li>The target is overachieved because non LEAD champion LGAs were also supported in Bauchi and Sokoto state which not part of the planned targets for the year. Similarly, the target for planned to end in June but the project was later extended with additional quarter inclusive for the FY16 reporting period.</li> </ul>
1.1.2 (GJD): Number of government officials receiving USG-supported anticorruption training				520	881	247	276	222	136	169%	<ul style="list-style-type: none"> <li>The project supported</li> <li>LGAs, LGEAs, MDAs</li> <li>and legislators with</li> <li>anti-corruption related</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											<ul style="list-style-type: none"> <li>• training in Bauchi,</li> <li>• Rivers and Sokoto States.</li> <li>• The target is overachieved because</li> <li>• in Bauchi and Sokoto,</li> <li>• the State government requested LEAD</li> <li>• project to scale up</li> <li>• some of the trainings</li> <li>• to non-LEAD champion LGAs</li> <li>• whereas the target</li> <li>• was planned based on</li> <li>• LEAD's Champion LGAs.</li> </ul>
1.1.3: Increase in the percentage of citizens in targeted LGAs who											

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
feel that local government is competently addressing their priority concerns											
1.1.4: Number and percentage of targeted groups trained in reconciliation and peace building methods											
GJD 1.1.5: Number of training days provided to executive branch personnel with USG assistance				35	82	31	25	16	10	234%	<ul style="list-style-type: none"> <li>• The target is overachieved because</li> <li>• in Bauchi and Sokoto, the State government requested LEAD project to scale up</li> <li>• some of the trainings to non-LEAD champion LGAs covering the entire LGAs in the state</li> <li>• whereas the target</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											<ul style="list-style-type: none"> <li>was planned based on</li> <li>LEAD's Champion</li> <li>LGAs.</li> <li></li> </ul>
<b>Sub-IR 1.2: Targeted LGAs transparency improved</b>											
1.2.1: Number of LGAs with standard financial operating procedure				26	26	23	3			100%	<ul style="list-style-type: none"> <li>The 26 LGAs in Bauchi, Rivers and Sokoto now have standard financial practice with support on IPSAS which enhance budget system in the LGAs.</li> </ul>
1.2.2: Number of community priority projects included in the LGA budget				95	522				522	550%	<ul style="list-style-type: none"> <li>The target is overachieved because the community priority setting exercise is successfully institutionalized with the LGAs responding to the prioritized needs of the</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											community members 100%.
1.2.3: Number of LGAs with internal controls and financial audit				26	26	26				100%	<ul style="list-style-type: none"> <li>LEAD developed an audit manual and trained the State Offices of Auditor-General and the internal auditors of the LGAs on the content and application of the manual for its operationalization at the LGA council.</li> </ul>
1.2.4: Percentage change in IGR in LGA				5%					Bauchi=-8.5% Sokoto=11.6%		
<b>Intermediate Result (IR 2): Increased capacity of local organizations</b>											
2.A Number of civil society organizations (CSOs) assessed using Organizational Capacity Assessment (OCA)				47	42	16	26			89.4%	<ul style="list-style-type: none"> <li>OCA reassessment was conducted for subgrantees in Bauchi, while in Rivers, OCA was conducted</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											for the community-based organizations (CBOs) and community structures.
<b>Sub IR 2.1 Partnership between CSOs and LGAs strengthened</b>											
2.1.1 Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government				45	83	34	33	4	12	184%	<ul style="list-style-type: none"> <li>The CSOs, as part of empowering the community, conducted community dialogues with members representing their constituency getting feedback on prioritized projects in the three states. Quarterly interface meetings between LG officials, Ward Development Committees (WDCs) were conducted.</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
2.1.2 Number of local groups supported by subgrantees				350	505	297	208			143%	<ul style="list-style-type: none"> <li>The target is surpassed because of the improvement in citizen's engagement of their council and the increase in constituency outreach by the State House of Assemblies in Bauchi and Sokoto.</li> <li>LEAD supported local groups, mostly community governance structures ranging from WDCs, school-based management committees (SBMCs), Community Education Forums (CEFs), and Community Coalitions</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											(CCs), with trainings on public expenditure tracking (PET), understanding the budget process, good governance, and advocacy skills as part of sustainability measures. Other support provided included instruction on implementing the OCA and town hall meetings for engagement of government officials.
2.1.3 Number of participatory planning sessions conducted				200	189	154	19	16		95%	<ul style="list-style-type: none"> <li>A budget stakeholder analysis forum was conducted with community members and government officials.</li> <li>LEAD conducted</li> </ul>



Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											participatory sessions on community partnership projects in the three states, and held planning meetings for IGR consultative forums and review meetings with community structures to plan advocacies activities.
<b>Sub IR 2.2: CSO/NGO advocacy/mobilization activities increase</b>											
(GJD):2.2.1 Number of people affiliated with NGOs receiving USG-supported anticorruption training				600	1013	621	362	30		169%	<ul style="list-style-type: none"> <li>The subgrantees in Bauchi trained the community structures (WDCs, SBMCs, CEFs) on ethics, accountability and transparency, participatory budget</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											processes, and PET. These aimed at building the capacity of the local organizations to use their voices and participate in LG governance processes.
2.2.2 Number of advocacy activities conducted by partner CSOs				26	41	12	28	1		158%	<ul style="list-style-type: none"> <li>The CSO subgrantees conducted a wide range of advocacies on issues ranging from community priority setting projects, education enrollment and retention, increased budgetary allocation to health and education sectors in the LG, and service improvement</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											plan (SIP) implementation.
2.2.3 Number of community mobilization activities conducted by partner CSOs				40	79	36	37	6		196%	<ul style="list-style-type: none"> <li>The CSO partners conducted a series of community mobilization activities on community issues around the Community Partnership Project (CPP), IGR improvement and awareness campaigns in communities for increased school enrollment and retention.</li> </ul>
Intermediate Result (IR) 3: Service delivery improved											
3A Number of SIPs produced by targeted LGAs				11	11				11		<ul style="list-style-type: none"> <li>SIPs were completed for 3 new LGAs in Rivers and 8 in Bauchi state.</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
<b>Sub IR 3.1: Local involvement in WASH infrastructure rehabilitation increased</b>											
3.1.1 Number of people in target areas with access to improved drinking water supply as a result of USG assistance				15,000	109,386	34,220	22,165	41,500	11,500	729%	<ul style="list-style-type: none"> <li>The Service delivery Team (SDT) in Bauchi and Sokoto collaborated with the LG councils through SIP implementation to repair boreholes and restore access to potable water to the affected communities. The WASHCOMS were trained in the wards of LEAD champion LGAs who in turn intensify effort on repairs of boreholes beyond their communities and it also serves as a</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											means of livelihood.
3.1.2 Number of water point maintenance activities carried out as a result of technical assistance by the project				40	347	90	59	166	32	868%	<ul style="list-style-type: none"> <li>Broken down boreholes were repaired by trained WASHCOMs in their respective communities and beyond.</li> </ul>
3.1.3 Number of community associations that actively participate in the process of local infrastructure building projects				20	82	17	46		19	410%	<ul style="list-style-type: none"> <li>WASHCOMS and WDCs participated in the rehabilitation of boreholes in some communities.</li> </ul>
3.1.4 Number of stakeholder groups functioning to establish state and local level policies regarding water and environmental sanitation				6	7	7				116%	<ul style="list-style-type: none"> <li>1 in Sokoto</li> <li>6 in Rivers</li> </ul>
3.1.5 Number of activities/projects jointly implemented by CSO and LGA				5							<ul style="list-style-type: none"> <li>CPP activities have been initiated which will be reported in the next quarter.</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)	
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4			
<b>Sub-IR 3.2: Increase awareness, formulation, and implementation of state and local government health plans and budgets in Bauchi and Sokoto</b>												
3.2.1 Percentage of annual state budget allocated to health				10%						Bauchi= 13.4%, Sokoto =6.5%		13.4 percent of total budget size of Bauchi went to the health sector while 6.5 percent of total budget size of Sokoto went to the health sector.
3.2.2 Percentage of allocated state health budget that was released and expended										Bauchi = 9.3% Sokoto = 17%		In Bauchi, 9.3 percent of the total health budget have been released and expended as of June 2016 however the remaining half of the expenses will be reported in the next quarter report. Similarly, Sokoto total health budget that have released and expended as June 2016. Capital projects is yet to fully

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)	
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4			
											start in the two states.	
3.2.3 Percentage of annual aggregated LGA budget that was allocated to health										Bauchi= 19.8%	19.6% of total aggregated budget of 20 LGAs in Bauchi State went to Primary Health Care sector of the LGAs.	
<b>Intermediate Result (IR) 4: Equitable Quality Education Accessed</b>												
Indicator 4A: Primary net enrollment rate										Bauchi= 69%, Sokoto is 61.5%	Bauchi State recorded a net enrollment of 69%, whereas Sokoto recorded a net enrollment of 61.5% for 2015/2016.	
<b>Sub IR 4.1: Improved reading skills instruction in pre-service and in-service teacher training</b>												
Indicator 4.1.1: Number (and total number of training days) of teachers/educators who received in-service training				900	676	331/8 days	345				75.5%	<ul style="list-style-type: none"> <li>Teachers and educators were trained in enhancing learners' psychosocial well-being in Bauchi and Sokoto.</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
<b>Sub-IR 4.2 Increased community engagement to improve reading</b>											
Indicator 4.2.1: Number of PTAs or similar school governance structures supported				600	649	500	73	64	12	108%	<ul style="list-style-type: none"> <li>The community education governance structures (SBMCs, CEFs) were supported with training in PET, participatory budget processes. Similarly, interface meetings were conducted between SBMCs and LGEA officials on school enrollment and retention. Other supports included the budget stakeholders' analysis forum and advocacy for increased funding for education.</li> </ul>



Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
<b>Sub-IR 4.3 increased enrollment and completion of at-risk children and youth in accelerated learning program</b>											
Indicator 4.3.1: Number of male and female youths who would not otherwise have been able to participate in school but were able to participate as result of the program				2,178	3,251	134			3,117	149%	<ul style="list-style-type: none"> <li>LEAD reinforced 77 NFLCs; and as a result, more male and female youths have enrolled.</li> </ul>
Indicator 4.3.2 Number of teachers in USG-supported programs trained on how to support learners' psychosocial well-being				660	592	247	345			90%	<ul style="list-style-type: none"> <li>A three-day training on psychosocial counselling was conducted for NFLCs and primary school teachers in Bauchi and Sokoto.</li> </ul>
Indicator 4.3.3 Number of male and female youth in school environment who benefitted from this program in some manner regardless of whether or not the program actually created the opportunity				8,960	8,615	8,415		200		93.9%	<ul style="list-style-type: none"> <li>Primary 2 grade pupils in 64 LEAD-supported schools have benefited from the outcomes of psychosocial programs.</li> </ul>
Indicator 4.3.4: Number of non-formal learning centers established or reinforced				76	77	77				101.3%	<ul style="list-style-type: none"> <li>NFLCs have been strengthened with training</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
											support on numeracy and literacy as well as psychosocial counselling training.
<b>Sub-IR 4.4: Capacity of EMIS and TDMIS expanded to include all schools and education staff</b>											
4.4.1 Number of host-country institutions with improved management information systems (MIS) as a result of USG assistance				32	27	22	5			84.4%	<ul style="list-style-type: none"> <li>A three-day technical assistance was provided to Education MDAs in Sokoto on the use of MIS in management, administration, planning, and decision making.</li> </ul>
Number of host-country institutions that have used USG-assisted management information systems in administrative/management decisions				32	27	22	5			84.4%	<ul style="list-style-type: none"> <li>Education MDAs were trained in the use of MIS for management, administration, planning, and decision making.</li> </ul>

Indicator	Data Source	Baseline Data		FY 2016		Quarterly Status – FY 2016				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
<b>Sub IR 4.5 Demand for education transparency increased through consultation and strategic communication</b>											
4.5.1 Number of schools involving parents and/or local communities focused on increasing transparency and accountability for equitable access and learning outcomes with USG assistance				208	523	205	190	128		189.9%	<ul style="list-style-type: none"> <li>CSO subgrantees have continuously supported the involvement of parents and communities in LEAD targeted communities and schools. The education SIP also provided an avenue for the involvement of parents.</li> </ul>

## ANNEX B. ACTION PLAN

From *Training of PTAs and SBMCs on School Profile Reports, Bauchi State, December 17–18, 2015*

Abbreviations: BAHA, Bauchi State House of Assembly; CBO, community-based organization; CEF, community education forum; MOE, Ministry of Education; LGEA, Local Government Education Authority; NA, not applicable; PTA, parent–teacher association; SBMC, school-based management committee; SUBEB, State Universal Basic Education Boards; WASH, water, sanitation, and hygiene.

**Table B-1. Action Plan for the Improvement of Basic Education**

S/No	Issue	Activity	Cost of Implementation	Responsible person	Time frame	Outcome
<b>Bauchi</b>						
1	Inadequate core subjects textbooks	Conduct advocacy to SUBEB, MOE, LGEA,	N10,000	SBMC,PTA, CEF,WDC	January 2016	Funding for more core subject textbooks secured
2.	Irregular supervision of schools	Conduct team supervision to schools	N30,000	LGEA,SBMC, CEF,WDC, PTA	January –March 2016	Regular supervision conducted in schools and report produced
3.	Inadequate toilet facilities in schools	Awareness and advocacy to SUBEB, LGEA, PTA	N20,000	LGEA,SBMC, CEF,WDC, PTA	Feb–March 2016	More toilet facilities provided
4.	Open SBMC bank account	Conduct meeting to brief SBMC executive council on bank account procedures and needs	N10,000	SBMC executive council	January 2016	Bank account opened
<b>Gamawa</b>						
1.	Enrollment, Retention and Transition of pupils	Sensitization of community members on benefits of enrolling their children in school	N10,000	LGAC, LGEA,SBMC, PTA, CEF, WDC, CBOs,	January 2016	Community members fully sensitized
2.	Irregular Monitoring/supervision of schools	Conduct team monitoring/supervision of schools	N10,000	LGEA,SBMC, PTA, CEF, WDC	Monthly in 2016	Schools supervised and report produced
<b>Jama'are</b>						
1.	High pupil teacher ratio in Dogon Jeji Central	<ul style="list-style-type: none"> <li>LGSBMC to hold meeting with Dogon Jeji CPS</li> </ul>	N20,000	SBMC and PTA	January 2016	Pupil teacher ratio improved

S/No	Issue	Activity	Cost of Implementation	Responsible person	Time frame	Outcome
	Primary school	<ul style="list-style-type: none"> <li>SBMC</li> <li>Appointment of volunteer teachers</li> <li>Advocacy to LGEA/SUBEB</li> </ul>				
2.	Non-functional SBMCs	Itinerary to inform the affected schools	LGEA SBMC/Head of Social Mobilization	N15,000	Feb–March 2016	SBMCs acquired the roles and responsibilities to function well
3.	LGA's SBMC has no bank account	Advocacy to LGEA for backing and possible assistance	LGEA/SBMC	N5,000	First week in January 2016	Transparent accountable SBMC
4.	Furnish SBMC office	Advocacy to Education Secretary	LGA's SBMC and CEF	N35,000	March 2016	Office space provided with furniture
<b>Kirfi</b>						
1.	Inadequate qualified teachers	Advocacy to SUBEB, Teachers Service Commission, Ministry for Local Government	SBMC and PTA	Transportation costs	January 2016	Qualified teachers posted
2.	Low girls pupils attendance and retention	Community awareness and mobilization	SBMC/PTA	Transportation costs	January 2016	Communities sensitized
3.	Inadequate number of good classrooms	Advocacy visit to SUBEB	SBMC/PTA/CEF	Transportation costs	Jan–Feb 2016	Good classrooms provided
4.	Inadequate working materials in some schools	Advocacy visit to SUBEB/LGEA	SBMC/PTA	Transportation costs	Jan–Feb 2016	Adequate working materials provided in identified schools
5.	Inadequate facilities such as water points and toilets	Advocacy visit to LGEA, SUBEB, WASH	SBMC/PTA	Transportation costs	Feb–March 2016	Adequate water and toilet facilities provided
<b>Ningi</b>						
1.	No bank account	<ul style="list-style-type: none"> <li>Opening Bank Account through:</li> <li>Assistance from LGEA</li> <li>Personal contribution</li> </ul>	SBMC/LGEA	NA	January 2016	Bank account opened

S/No	Issue	Activity	Cost of Implementation	Responsible person	Time frame	Outcome
		from SBMC executive council members				
2.	Improper transfer of teachers	Advocacy visit to SUBEB	SBMC/relevant stakeholders	NA	Jan–Feb. 2016	Authority to transfer teachers returned to LGEA
3.	Inadequate resources	Resource mobilization through: personal contribution from SBMC members, assistance from the LGEA/LGA and advocacy visit to philanthropists	SBMC /PTA	NA	Dec 2015 onward	More resources mobilized
4.	Lack of office space	Provision of office through advocacy visit to the LGA/LGEA	SBMC/PTA	NA	Dec 2015–March 2016	Office space acquired
5.	Low awareness on the duties of SBMC	Creating more awareness on the duties of SBMCs by organizing a step-down training for SBMCs in collaboration with the LGEA	LGEA/LG SBMC/PTA and CEF	NA	Feb–March 2016	Awareness created on the duties of SBMCs
<b>Katagum</b>						
1.	No SBMC bank account	Open SBMC Account	LGEA/SBMC/PTA/CEF	N10,000	Jan 2016	Functional bank account established
2.	Poor inspection of on-going projects	Conduct regular inspection of ongoing projects	LGEA/SBMC/PTA/CEF/WDC	N10,000	Jan–Feb 2016	Record of completed projects established
3.	Inadequate teachers	Advocacy visit to Head of administration Katagum LGEA, State House of Assembly members, House of Representatives (National Assembly)	SBMC, LGEA, PTA, CEF, WDC	Voluntary service	March 2016	Target audience sensitized
4.	Non-punctuality of teachers in schools	Track teachers attendance in schools	SBMC, LGEA, PTA, CEF, and WDC	N15,000	April–May 2016	Teachers punctuality increased

S/No	Issue	Activity	Cost of Implementation	Responsible person	Time frame	Outcome
<b>Misau</b>						
1.	State government conducts centralized recruitment and deployment of teachers	Advocacy to traditional rulers, SUBEB, Bauchi State House of Assembly (BAHA), MOE and PTA	SBMC, CEF, and traditional rulers	NA	Dec 2015–Feb 2016	Transfer and posting of teachers returned to LGEAs
2.	Ineffective supervision of schools	Team supervision of schools	SBMC, LGEA, CEF, and PTA	NA	Jan–Feb 2016	Improved learning outcome ensured
3.	Low enrollment, transition, and retention	Sensitization and advocacy to stakeholders on enrollment campaign	SBMC, LGEA, CEF, and PTA	NA	Jan–Feb 2016	Improved enrollment, transition, and retention of pupils
4.	Inadequate school facilities	Advocacy to SUBEB and LGEA	SBMC/PTA	NA	Jan–Feb 2016	Improved school facilities
5.	Rural SBMCs unaware of their roles and responsibilities	Advocacy to LGEA, SUBEB, BAHA, and MOE	SBMC/PTA, CEF, and LGEA	NA	Feb–March 2016	Rural SBMCs take ownership and begin fulfilling their mandate
6.	No commendation and celebration of high-performing schools	Use of evidence to report outstanding performance in schools	LGEA, SBMC, PTA, and CEF	NA	March 2016	High-performing schools celebrated
<b>Dass</b>						
1.	No bank account	<ul style="list-style-type: none"> <li>Open bank account through:</li> <li>Assistance from LGEA</li> <li>Personal contribution from SBMC executive council members</li> </ul>	Education secretary/SBMC	N10,000	Jan 2016	Bank account opened
2.	Ineffective supervision of schools	Team supervision of schools	SBMC/LGEA	N20,000	Jan–Feb 2016	Improved learning outcome ensured
3.	Inadequate classrooms	Advocacy visit to SUBEB for additional classrooms	SBMC, PTA, and LGEA	N15,000	Feb 2016	Number of functioning classrooms increased

S/No	Issue	Activity	Cost of Implementation	Responsible person	Time frame	Outcome
4.	Low awareness of SBMCs	Conduct sensitization for SBMCs	LGEA and SBMCs	N15,000	March 2016	SBMCs take ownership and begin fulfilling their mandate



## ANNEX C. BAUCHI SUBGRANTEE MONITORING REPORTS

CSO	Progress on Grant Implementation/OCA	Observations	Recommendations/ Follow-Up Actions
Bauchi State Network of CSOs (BASNEC)	<ul style="list-style-type: none"> <li>14 advocacy visits to local government areas (LGAs) and ministries, departments, and agencies (MDAs) were conducted in 8 LGAs</li> <li>2 trainings on advocacy and community priority settings were conducted</li> <li>Civil society organizations' (CSOs') database mapping completed and ready for hard copy printing</li> <li>Tw2o town hall meetings were conducted, one still to come</li> <li>2 community informational meetings held</li> <li>Enrollment Drive Campaign</li> <li>Community dialogue meetings</li> <li>Two quarterly experience sharing meetings</li> </ul>	<p>Remaining grant activities:</p> <ul style="list-style-type: none"> <li>2 trainings related to anticorruption are still to come</li> <li>Advocacy to legislatures proved difficult due to inaccessibility of the House of Assembly members</li> <li>Support to House committees on public hearing. This activity has been delayed due to non-availability of the committees to conduct the public hearing</li> <li>Quarterly review meeting with Community Education Forum (CEF) and formation of best practice groups</li> </ul>	<ul style="list-style-type: none"> <li>Advised to make informal contacts to get access to the House of Assembly members</li> <li>Advised to seek advice from LEAD Finance Unit for review of budget line to ensure completion of activities</li> <li>Make follow-up advocacy visits to the LGAs to track impact of previous visits</li> </ul>
<b>Achievement in Addressing OCA Gaps</b>			
	<ul style="list-style-type: none"> <li>Vision, mission, and core values of the organization have been revised and sharpened with technical guide from LEAD</li> <li>Board has been reactivated; 3 meetings have been held so far</li> <li>Strategic Plan (SP) development workshop conducted</li> </ul>	<ul style="list-style-type: none"> <li>BASNEC has made remarkable improvement in addressing OCA gaps</li> </ul>	<ul style="list-style-type: none"> <li>Put in place standard asset register</li> <li>Develop operational plan alongside the SP</li> <li>Governing board to speed up the completion of the policies review</li> </ul>

CSO	Progress on Grant Implementation/OCA	Observations	Recommendations/ Follow-Up Actions
	<ul style="list-style-type: none"> <li>• Constitution still under review. Operational policies are in draft form waiting to be approved by governing board</li> <li>• Inventory registers are in place; internet and office telephone lines in place</li> <li>• 5 paid staff employed</li> <li>• BASNEC secured funding from LEAD</li> <li>• Secured a more spacious office accommodation around old Government Reserve Area</li> </ul>		
Rahama Women Development Program (RWDP)	<ul style="list-style-type: none"> <li>• OCA Gap Filling:</li> <li>• All assets have been tagged</li> <li>• Staff performance appraisal form developed; all staff had the forms ready for appraisal in December 2015</li> <li>• Resource mobilization plan now in place</li> <li>• Activity Accomplishments:</li> <li>• All advocacies have been completed</li> <li>• Sensitization and Enrollment Drive Campaign done</li> <li>• Town hall meetings, training of community-based organizations (CBOs) on advocacy and lobbying skills accomplished</li> <li>• Training on community priority settings and need assessment, identification and support to non-formal learning centers conducted</li> <li>• Information, education, and communication (IEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Outstanding OCA Gaps:</li> <li>• Fixed asset not valued yet</li> <li>• QuickBooks utilization for all RWDP projects is not in place</li> <li>• Chart of accounts has been developed with the support of Save the Children</li> <li>• Remaining Grant Activities:</li> <li>• OCA training for CBOs</li> <li>• Anticorruption training</li> <li>• 21 town hall meetings</li> <li>• Community scorecards</li> <li>• Training of CBOs on internally generated revenue (IGR)</li> <li>• Joint advocacy with community structures</li> <li>• Training of community health care workers on maintenance culture of water and hygiene</li> </ul>	<ul style="list-style-type: none"> <li>• Follow-Up Actions:</li> <li>• Draw up work plan of outstanding project activities are still ongoing</li> <li>• Write the accomplishment of all project activities from May to December 2015 and include outcomes and results of each accomplishment</li> <li>• Complete outstanding OCA gaps filling by end of January 2016</li> <li>• Complete the development of SP by February 2016</li> </ul>

CSO	Progress on Grant Implementation/OCA	Observations	Recommendations/ Follow-Up Actions
	<p>materials development, strategies of improving basic education training for teachers done</p> <ul style="list-style-type: none"> <li>• Training on budget analysis and expenditure tracking conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly review meeting</li> </ul>	
<p>Women Development Association for Self-Sustenance (WODASS)</p>	<ul style="list-style-type: none"> <li>• OCA Gaps Accomplishments:</li> <li>• Strategic planning workshop conducted by LEAD. WODASS now completing the SP development</li> <li>• Staff appraisal forms developed, and appraisal of staff performance has commenced</li> <li>• Office furniture and other equipment is improved with support of Targeted States High Impact Project (TSHIP)</li> <li>• Resource base being improved through access to funding from two donors (RTI/USAID and Clinton Health Access Initiative)</li> <li>• Activity Accomplishments:</li> <li>• 8 out of 12 advocacies conducted</li> <li>• 26 Community Partnership Project (CPP) sensitizations achieved</li> <li>• Community priority settings training and prioritization of activities at target communities all completed</li> <li>• Good governance and advocacy trainings of CBOs and other community structures all completed</li> <li>• 7 non-formal learning centers in target champion LGAs</li> </ul>	<ul style="list-style-type: none"> <li>• Outstanding OCA Gaps:</li> <li>• WODASS is still not utilizing Microsoft Excel due to low capacity</li> <li>• Remaining grant activities:</li> <li>• Sensitization meetings for government officials on IGR and public expenditure tracking training</li> </ul>	<ul style="list-style-type: none"> <li>• Develop work plan of the remaining project activities and get them completed by March 2016</li> <li>• Draft constitution is written and undergoing internal review 16</li> <li>• Complete development of SP by Quarter 3 (April–June 2016)</li> <li>• Develop resource mobilization plan SP by Quarter 3 (April–June 2016)</li> <li>• WODASS to link up with other sister organizations to get support on QuickBooks utilization</li> </ul>

CSO	Progress on Grant Implementation/OCA	Observations	Recommendations/ Follow-Up Actions
	(CLGAs) (Kirfi and Dass) strengthened <ul style="list-style-type: none"> <li>Supported the training and conduct of community scorecard activities in Dass LGA</li> </ul>		
Young Men's Christian Association (YMCA)	<ul style="list-style-type: none"> <li>Activity Accomplishments;</li> <li>6 advocacies out of the 12 planned for May to Nov 2015 conducted</li> <li>Community support and mobilization on community priority settings conducted in 38 communities</li> <li>Two town hall meetings on 2015 budget review were conducted. The directors of budget and planning in Gamawa and Katagum discussed the 2015 budget publicly, and for the first time the public became aware of the budget, its expenditure, and deficits</li> <li>CPP training: 38 wards were trained and 185 people were reached</li> <li>Training on good governance and advocacy skills for 13 CBOs conducted. Some CBOs, such as UDDA (Udubo Development Association) advocated for support to renovate a secondary school in Gamawa LGA. The school is now under renovation by the House of Assembly member from Gamawa constituency</li> <li>Community coalitions were formed in both LGAs that are conducting advocacies to district</li> </ul>	<ul style="list-style-type: none"> <li>Remaining Grant Activities:</li> <li>Training of CBOs on budget tracking</li> <li>6 SIP-related advocacies</li> <li>CPP training</li> <li>2 town hall meetings</li> <li>Quarterly review meetings</li> <li>Training on community scorecards</li> </ul>	<ul style="list-style-type: none"> <li>Developed January to March 2016 work plan (including all outstanding activities) and submitted to LEAD</li> <li>Compiled report of results of all project activities and submitted to LEAD by December 16, 2015 (completed in January–March 2016 reporting quarter)</li> <li>Ensure that ward coalitions and WDCs have documented reports of all interventions carried out as a result of sensitizations and trainings received by YMCA under the LEAD Project</li> </ul>

CSO	Progress on Grant Implementation/OCA	Observations	Recommendations/ Follow-Up Actions
	<p>heads to support the need for increased enrollment and deployment of more health workers to health facilities</p> <ul style="list-style-type: none"> <li>• Enrollment campaigns conducted in both Gamawa and Katagum CLGAs yielded positive outcomes, with increase in enrollment in Gamawa CLGA from 3,837 in FY2015 to 5,750 children this year</li> <li>• Training of LGA officials on IGR mobilization; Gamawa identified more tax points and prompted renovation of a vehicle for tax collection</li> <li>• Support to 4 non-formal learning centers; one of the learning centers (Alamma Badamasi Tsangaya in Gamawa) had increased enrollment of 9 students as a result of the support received from LEAD through YMCA</li> </ul>		

## ANNEX D. WARD ACTIVITY IMPLEMENTED AND RESOURCES MOBILIZED

Name of WDC/CBO	Activity Implemented	Date of Activity	Resources Mobilized
FOMWAN	Sensitization of community members on the importance of enrollment, retention and transition of school-aged children, especially girls; hygiene promotion; routine immunization and morals & gender equity	A 30-minute program broadcast every Friday evening on Kirfi Community Radio	<ul style="list-style-type: none"> <li>Implemented by FOMWAN</li> </ul>
Baba Ward	Bought three bags of cement for the completion of latrine construction at Baba Maternity	Ongoing	<ul style="list-style-type: none"> <li>Funds mobilized N5,000. Implemented by WDC</li> </ul>
Beni Ward	Provision of electricity to Beni Health Clinic	November 22, 2015	<ul style="list-style-type: none"> <li>Funds mobilized N32,000. Implemented by WDC</li> </ul>
	Advocacy visit to PHC Department of Kirfi LGA seeking for the establishment of a Nutrition Center in the ward to combat infant malnutrition. Request was granted and are now awaiting implementation	November 19, 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
Shongo Ward	Advocacy visit to of Kirfi LGA seeking the completion of an abandoned health clinic where they were informed that the contractor was fully paid. The community representatives further contacted the contractor. As a result, the contractor resumed work on the site. Construction is in progress.	October 17, 2015	<ul style="list-style-type: none"> <li>Transport fee</li> <li>Activity anchored by WDC</li> </ul>
	Advocacy visit to the Works Department of the Kirfi LGA on non-functional solar water pump. The borehole was repaired in close collaboration with the Works Department Kirfi LGA.	October 5, 2015	<ul style="list-style-type: none"> <li>Funds mobilized N32,000; used N25,465. Implemented by WDC</li> </ul>
Guyaba Ward	Advocacy visit to LGEA on the state of inadequate teachers in schools within the Ward.	September 2, 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
	Sensitizing communities to participate in the National Program on immunization registration campaign	October 23, 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
	Repairs of the road connecting Guyaba to Sharaba	November 19–26, 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
Kirfi-Cheledi Ward	Constructed a dumpsite at Peltu PHC	November 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>

Name of WDC/CBO	Activity Implemented	Date of Activity	Resources Mobilized
	WDC Kirfi bought a 14.2 mega pixels camera to improve reporting activities	November 24, 2015	<ul style="list-style-type: none"> <li>Funds mobilized N13,400. Implemented by WDC</li> </ul>
	Advocacy visit to the member of House of Representative on the state of inadequate staffing at Kirfi General Hospital	November 23, 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
Kwagal Ward	Sensitization of communities on the importance of enrollment, retention, and transition	November 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
	Repairs of a nonfunctional solar pump at Shalfor	Ongoing	<ul style="list-style-type: none"> <li>Funds required for implementation N50,000.00; amount mobilized N70,000.00</li> </ul>
Kafin Iya Ward	Installing floors in one classroom at Central Primary School Kafin Iya	October, 2015	<ul style="list-style-type: none"> <li>Funds mobilized N3,000 Implemented by WDC</li> </ul>
	Repairs and reinstallation of 2 doors and 6 windows at Central Primary School	Ongoing	<ul style="list-style-type: none"> <li>Funds mobilized N8,000. Implemented by WDC</li> </ul>
Wanka Ward	Fencing staff quarters and construction of a dumping site at Wanka PHC	November 13, 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
Tubule Ward	Repairs of the road connecting Tubule to Bara	November 15, 2015	<ul style="list-style-type: none"> <li>Funds mobilized N1,500. Implemented by WDC</li> </ul>
	Sensitization of communities on the importance of enrollment, retention, and transition	November 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
Bara Ward	Repairs of a non-functional ambulance	November 2015	<ul style="list-style-type: none"> <li>Funds mobilized N25,000 for the repairs. Implemented by WDC</li> </ul>
	Repairs of an emergency unit at Bara PHC	November 2, 2015	<ul style="list-style-type: none"> <li>Funds mobilized N8,200. Implemented by WDC</li> </ul>
	Sensitization for stakeholders at Katsinawa communities on the importance of enrollment, retention, and transition	November 19, 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
Lariski Ward	Conducted meeting with healthcare providers at Lariski Maternity, discussing issues like low uptake of pregnant women for ANC services and hospital delivery, identified broken windows, and lack of toilet facility among others. Agreed on a plan to mobilize resources and addressed each issue.	October 13, 2015	<ul style="list-style-type: none"> <li>Implemented by WDC</li> </ul>
Dewu Ward	Established a fund to ensure continuous availability of necessary drugs.	October 31, 2015	<ul style="list-style-type: none"> <li>Funds mobilized N90,000</li> </ul>

Name of WDC/CBO	Activity Implemented	Date of Activity	Resources Mobilized
	Bought two tires for MCHC Dewu Ambulance	November 10, 2015	Implemented by WDC <ul style="list-style-type: none"> <li>• Funds mobilized N20,000 Implemented by WDC</li> </ul>
	Repairs of 9 school desks as well as the re-installation of 3 doors and 6 windows at Turaki Primary School	November 2015	<ul style="list-style-type: none"> <li>• Funds mobilized N17,000 Implemented by WDC</li> </ul>



## ANNEX E: COMMUNIQUE ISSUED AFTER CSO CONFERENCE ON NETWORKING AND COALITION BUILDING

*A COMMUNIQUE ISSUED AT THE END OF A TWO-DAY CSO CONFERENCE ON NETWORKING AND COALITION BUILDING HELD ON FEBRUARY 17–18 2016 AT DESTINATION HOTEL, BAUCHI.*

LEAD Project, funded by USAID and implemented by RTI International organized a two-day CSOs Conference on Networking and Coalition Building held on February 17–18, 2016 at Destination Hotel Bauchi. The conference, with the theme “Networking and Collaboration: Road to Sustainability” brought together LEAD’s CSO partners and networks, and Ward Development Committees from Bauchi State.

The objectives of the Conference were to provide avenue for experience sharing among the networks and other CSOs in Bauchi State, re-awaken the roles and responsibilities of CSOs in promoting good governance and sustainable development, increase CSOs’ capacity to support LGAs to promote gender empowerment and social inclusion in programming, sensitize CSOs on their roles in promoting youth development and strengthen a sustainable structure for CSOs experience sharing and stronger voice.

The Conference, had a total of 27 participants from LEAD CSO sub grantees, Bauchi State Network of Civil Society Organizations (BASNEC), Civil Society Action Coalition on Education for All (CSACEFA), Network of People Living with HIV/AIDS in Nigeria (NEPWHAN), Bauchi State chapter, Young Leaders Network (YLN), Ward Development Committees (WDC).

After extensive deliberations, participants made the following observations and recommendations:

### Observations:

During the plenary, participants observed the following:

- That networks and coalitions do not have an updated database of their members for linkages/referrals to donors and interested stakeholders as well as tracking of annual and monthly dues.
- That activities of networks and CSOs in Bauchi State are characterized by poor media engagement hence their voices are still unheard.
- That CSOs, State Ministries, Department and Agencies and Local Government Authorities are still not adequately responsive to mainstreaming gender issues in planning and implementation stages of their activities.
- The youth network in Bauchi State works independently with less support from organized Civil Society Organizations and networks
- That mentoring and coaching within CSO networks is poor and as such has resulted in capacity drain which will not ensure sustainability.
- That, internal and external communication strategies are underutilized by the CSOs and the networks which affect their visibility and dissemination of information giving rise to wrong perceptions within the networks.

### Recommendations:

In view of the above observations, the following recommendations were agreed upon and made by the participants at the end of the conference;

- Networks and Coalitions should maintain updated database of their members for linkages/referrals to donors and interested stakeholders as well as tracking of payment of annual and monthly dues.
- CSOs and networks should strengthen media engagement of their programs or activities at all levels.
- CSOs, networks and local governments should make deliberate efforts to mainstream gender issues in their programs or activities to ensure inclusive governance.
- A Committee should be set within the networks to facilitate gender mainstreaming, youth development and advocacy on key governance issues.
- CSOs and networks should as a matter of priority consider the mainstreaming of youth development issues in their programs and also create an enabling environment for youth role models through peer to peer mentoring.
- CSO networks should develop a plan for periodic capacity assessment, routine mentoring and coaching visits to ensure sustainability amongst member organizations.
- CSOs and networks should improve on their information sharing both externally and internally to promote accountability and transparency in their operations
- CSOs and networks should develop mechanisms for improving their own capacities with stronger groups transferring knowledge and skills to smaller groups and intensify efforts towards improved partnership, effective networking and result-oriented collaborations.

#### Conclusion

The participants appreciated RTI/LEAD for organizing the CSOs conference which provided them with a road map for sustainability through networking and collaboration. They made commitments to continue to network and undertake activities that would improve their programs for sustainable good governance.

#### Communiqué Committee:

Nachia T. Jonathan RWDP  
Sukumun N. Ezekiel WODASS  
Pharis Y. Obidah CSACEFA  
Mabel I. Samaila WODASS

## ANNEX F. ACTION PLAN

**Table F-1. Action Plan Developed for the Use of Audit Manual Training**

S/N	ISSUE	ACTION	RESPONSIBILITY	TIME FRAME
1	Inability of Internal Auditors to prepare audit program	Produce guidelines on preparation of internal audit program	OAGLG	May–June 2016
2	Lack of standard internal audit reporting template	Develop format for monthly and quarterly internal audit reporting	OAGLG	April–May 2016
3	No framework for monthly/quarterly internal auditors' report	Develop format to guide monthly/quarterly internal auditors' report	OAGLG	May–June 2016
4	No structured career development program for internal auditors	Training and retraining of internal auditors progressively on functions specified in the Model Financial Memorandum	OAGLG/LGSC/LGA/Dev. Partners	Quarterly
5	The Audit Manual did not fully capture the circumstances of LG and LEA internal audit. Most procedures in the manual are only relevant to audit inspection by OAGLG	Revision of Audit Manual to accommodate the peculiar features of LGs and LEAs internal audit	OAGLG/Dev. Partners	April–Dec. 2016
6	Only 1 female among 40 internal auditors that participated in the training	Encourage gender inclusive recruitment of auditors	CSC/LGSC/OAGLG	March–June 2016
7	Lack of working materials and necessary equipment	Provision of materials	OAGLG/BASG	2016–2017
8	Non-functional Audit Alarm Committee	Audit Alarm Committee to be inaugurated and function in line with requirements of MFM	OAGLG/LGAs	April–June 2016
9	Non-presentation of internal audit report to LGA council	Production of periodical statutory internal audit report to LGA council	Internal auditors	Immediately
10	Challenges of independence where internal auditors work within local government of origin	Make posting and transfer policy to enhance independence of internal auditors	LGSC/OAGLG/LEAD	April–December 2016

## ANNEX G. CSO CONFERENCE COMMUNIQUE

*A COMMUNIQUE ISSUED AT THE END OF A TWO-DAY QUARTERLY REVIEW MEETING WITH LEAD CSO PARTNERS, WDCs, SBMCs, CEFs, SUBEB AND MEDIA IN BAUCHI.*

LEAD Project, funded by USAID and implemented by RTI International organized a 2-day quarterly review meeting with CSO Partners, WDCs, SBMCs, CEFs, SUBEB and media on April 20–21, 2016 at Zaranda Hotel Bauchi. The meeting brought together LEAD CSO subgrantees, WDCs, SBMCs, CEFs and media from all (8) the LEAD champion LGAs in Bauchi State.

The objectives of the Review meeting were

- To evaluate the implementation of stakeholders coordination and advocacy strategies for education and health governance issues;
- To strengthen coordination and collaboration between CSOs, CBOs, and media for effective information sharing;
- To establish strong education and health budget advocacy coalitions that will lead to improved education and health services; and
- To share experience and success stories between CSOs partners, CBOs & media.

The meeting had in attendance a total of 40 participants from LEAD CSO subgrantees (BASNEC, FAWOYDI, RWDP, YMCA, and WODASS), Ward Development Committees (WDCs), School Based Management Committees (SBMCs), Community Education Forums (CEFs) and both print and electronic media (community radios, BRC, BATV, and This Day). At the end of all deliberations, participants made the following observations and recommendations;

### Observations:

During the discussions, participants observed the following;

- That, CBOs and other community structures are making tremendous efforts to improve access to health and education services, but are faced with funding challenges
- That, school attendance remains poor during raining season as children in most communities attend to domestic activities including working on farms instead of going to schools.
- That, the process of recruitment and posting of teachers is often bedeviled by undue interference from politicians, traditional leaders and government officials
- That, there is low teachers morale as a result of non-payment of salaries due to the verification exercise being conducted by the state government
- That, lack of elected LGA councils is affecting policy formulation and implementation at the local government level
- That, some community structures are perceived as opposition groups by politicians and the executive arm thereby affecting implementation of projects and service improvements activities in schools and health facilities
- That, inadequate trained personnel and sanitation facilities in health care

centers are affecting community patronage

- That, gender mainstreaming is still a huge challenge in the communities and local government councils as women are not elected in to leadership positions
- That, issue-based CSO/CBO coalitions exist in all the Champion LGAs but without clear terms of reference
- That, the community structures underutilize the print and electronic media opportunities around them thereby creating a gap for effective information sharing among stakeholders

#### Recommendations:

In view of the above observations, the following recommendations were agreed upon and made by the participants at the end of the meeting;

- Community structures should improvise community based internally generated revenue strategies, to help leverage funds for implementation of projects and improvement of services.
- Stakeholders and relevant authorities should review the state school calendar to accommodate seasonal events for improved enrollment, retention, completion and transition.
- There should be continuous advocacy and sensitization on quality recruitment and distribution of teachers for improved basic education across the State.
- CSOs and CBOs should advocate to the State House of Assembly on the need to conduct LG elections in the State
- Community Based Organizations should make effort to document their achievements and register with relevant authorities to attract funding, recognition and acceptance by donors.
- Community Based Organizations should promote volunteerism through engagement of skilled community health workers
- Community Based Organizations should make conscious effort to mainstream gender in leadership and programs activities especially at the local level
- Terms of reference should be developed for coalitions for effective collaboration and coordination for improved service delivery and sustainability.
- CSOs/CBOs should partner with the media to ensure adequate coverage of their development activities to attract wide support from government, private sector and the community.
- CBOs and community structures should intensify advocacy efforts to traditional and religious leaders as a way encouraging women participation in their activities.

#### Conclusion

The participants commended the Management of RTI/LEAD for organizing the quarterly review meeting as well as providing conducive atmosphere for the meeting and also commended the Bauchi State Government for increasing the budget allocation in the health sector from the 15% national policy requirement to 16%, and also meeting the 25% national policy requirement for the education sector in the 2016 budget.

#### Communiqué Drafting Committee:

Abdulhamid Yahya Liman Katagum (CEF Chair)	CHAIRMAN
Lamaran Akuyam (BRC FM Gamawa)	MEMBER
Baiko Sulaiman Dass (YMCA)	SECRETARY
Malam Umarv Yakubu (WDC Katagum)	MEMBER
Abdullahi Bello (SBMC Jama'are)	MEMBER
Solomon Adamu (FAWOYDI)	COOPTED MEMBER

## ANNEX H.ADOPTION OF CPP MANUAL

*A COMMUNIQUE ISSUED AT THE END OF A TWO-DAY MEETING ON THE ADOPTION OF COMMUNITY PARTNERSHIP PROJECT MANUAL HELD ON APRIL 27–28, 2016 AT RIVEREDGE RESORT BAUCHI*

LEAD Project funded by USAID and implemented by RTI International organized a 2-day consultative meeting on the adoption of Community Partnership Project Implementation manual held on April 27–28, 2016 at Riveredge Resort Bauchi, Bauchi State. The Meeting brought together Participants from Ministry of Local Government Affairs, Ministry of Health, Community Social Development Agency, State Primary Health Care Development Agency, State Universal Basic Education Board, Local Government Chairmen, Education Secretaries, Directors of Primary Health Care, LEAD CSOs subgrantees (Bauchi State Network of Civil Society Organizations (BASNEC) Rahama Women Development Programme, Young Men's Christian Association (YMCA), Women Development Association for Self-Sustenance (WODASS) and state Ward Development Committees (WDCs) Forum, Community Education Forum, and School Based Management Committees (SBMCs) in Bauchi State.

The objectives of Meeting were to get participants inputs into the Community Partnership Project Manual developed with support from LEAD and to map out strategies for implementation of the project activities developed in the manual. The meeting had a total of 34 participants in attendance

### Observations:

During plenary, participants raised the following observations as challenges that may affect the implementation of Community Partnership Projects in the champion LGAs:

- That weak political will and undue elite interference may affect community buy-in and commitment to the implementation of Community Partnership Projects in some Communities;
- That poor maintenance culture among communities may affect sustainability of the projects;
- That low involvement of women and other marginalized groups during planning and design of projects may encourage the execution of projects that are not gender sensitive;
- That poor release of budgeted funds to the local governments by the state may affect the commitment of local governments on the implementation of the Community Partnership projects.
- That socio-cultural bias due to low level of literacy and ignorance may lead to exclusion or low participation of some key community stakeholders;
- That lack of elected local government councils may hinder effective implementation of the community partnership projects initiative;
- That high poverty level among citizens poses a serious threat to community level resource mobilization for CPP projects; and
- That poor utilization of diverse channels of communications may hinder effective engagement and collaboration among stakeholders.

### Recommendations:

At the end of exhaustive deliberations on the manual, participants unanimously agreed on the following recommendations as the way forward for the CPP's implementation:

- There should be continuous advocacies and sensitization of leaders and key stakeholders for their buy-in and commitment to the Community Partnership Project initiative;
- There should be continuous sensitization and capacity strengthening of communities on how to properly maintain facilities and projects sited in their localities;
- CSOs, CBOs, LGEAs, and LGAs should make deliberate effort to involve women and other marginalized groups in the planning/design, implementation and evaluation of projects;
- CSOs and CBOs should step up joint advocacies to relevant authorities on the need to conduct local government elections in the state;
- Communities should be sensitized and empowered for self-reliance and economic development;
- There should be increased information sharing and dissemination through the use of social media platforms and SMS to compliment traditional strategies like town hall meetings and review meetings
- Communities and CSOs should advocate for corporate social responsibilities, encourage community contributions, donations from philanthropic individuals and organizations as well as advocate for timely release of budgeted funds and government counterparts; and,
- The public-private-partnership funding model should be adopted for community partnership projects.

#### Conclusion

Finally, participants expressed gratitude and appreciation to USAID and RTI/LEAD Project for the honor accorded to them by providing them the opportunity to make inputs into the CPP manual as well as champion the CPP implementation in the state.

#### Communiqué Drafting Committee

Alhaji Danladi Mohammed Yaba:	Chairman
Sukumun N. Ezekiel:	Secretary
Sule Ahmed Ibrahim:	Member
Baraya Ibrahim:	Member
Mary Ann Emmanuel:	Member
Zuwaira Musa:	Member
Baffa Yahaya:	Member
Suleiman Abba Kirfi:	Member



## ANNEX I. ACTION PLAN ON WAY FORWARD FOR THE IMPLEMENTATION OF SIPS/CPPS IN BAUCHI CLGAS

Issues	Intervention/Action	Time Frame	Responsibility
1. Weak political will/stakeholders buy in	Advocacy and outreach to all stakeholders	Immediately Continues	LGA/LGEA/CSOs/ CBOs
2. Undue political interference	<ul style="list-style-type: none"> <li>Advocacy and outreach to all stakeholders</li> <li>Conduct Ethics training</li> <li>Adopt participatory process e.g. conduct town hall meetings</li> </ul>	Continually	LGA/LGEA/CSOs/ CBOs
3. Poor maintenance culture	<ul style="list-style-type: none"> <li>Community awareness</li> <li>Training on basic services maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Continuous</li> <li>Quarterly</li> </ul>	LGA/LGEA
4. Poor release of budgeted funds for local services	<ul style="list-style-type: none"> <li>Conduct advocacy to relevant stakeholders on LG council election and formation of LG legislative arm</li> <li>Sustain CSO pressure on release of funds for local services delivery</li> </ul>	Immediately and continuous	CSOs/CBOs
5. Lack of gender mainstreaming and social inclusion	<ul style="list-style-type: none"> <li>Advocacy and communication to all stakeholders</li> <li>Training on gender mainstreaming</li> </ul>	Immediately	LGA/LGEAS/CSOs /LEAD
6. Socio-cultural bias	<ul style="list-style-type: none"> <li>Advocacy and communication to all stakeholders</li> <li>Training on gender mainstreaming</li> </ul>	Continuous	LGA/LGEA/CSOs/ community leaders/FBOs
7. Elite capture/dominance	<ul style="list-style-type: none"> <li>Sensitization and awareness creating</li> </ul>	Continuous	LGA/LGEA/CSOs/ community leaders/FBOs
8. Corruption	<ul style="list-style-type: none"> <li>Advocacy and communication to all stakeholders</li> <li>Training on ethics and values</li> </ul>	Immediately and continually	Same as above
9. Ignorance and low literacy level among community members	<ul style="list-style-type: none"> <li>Community awareness and support creation</li> </ul>	Continuous	Same
10. Poverty	<ul style="list-style-type: none"> <li>Community awareness creation on importance of self-reliance and sacrifice</li> </ul>	Continuous	Same
11. Lack of elected local government councils	<ul style="list-style-type: none"> <li>Conduct advocacy to relevant stakeholders on LG council election and formation of LG legislative arm</li> <li>Sustain CSO pressure on release of funds for local services delivery</li> </ul>	Continually	CSOs/CBOs

