ZERO DRAFT COMMUNITY DRIVEN DEVELOPMENT POLICY FOR PLATEAU STATE



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 FOREWARD

 **PREFACE**

**LIST OF ABBREVIATIONS**

CBARDP- Community-Based Agricultural and Rural Development Project

CBOs - Community Based Organizations

CDAP - Community Development Action Plan

CDP - Community Development Plan

CDD - Community-Driven Development

CBNRMP- Community-Based Natural Resources Management Programmeme

CPRP - Community-based Poverty Reduction Programmeme

CSDP - Community and Social Development Programmeme

CSOs - Civil Society Organizations

FBOs - Faith-based organizations

FBPs

FCT - Federal Capital Territory

FGN - Federal Government of Nigeria

FPSU - Federal Project Support Unit

HIV/AIDS- Human Immuno-deficiency Virus/Acquired Immune Deficiency Syndrome

LEEMP- Local Empowerment and Environmental Management Programmeme

LGAs - Local Government Areas

LGC - Local Government Council

M&E - Monitoring and Evaluation

MDGs- Millennium Development Goals

NCDP National Community-Driven Development Policy

NFDP-II - Second National Fadama Development II Project

NFDP-III - Third National Fadama Development III Project

NSPP - National Social Protection Policy

NGOs - Non-Governmental Organizations

NPCO- National Planning Commission

PLSG- Plateau State Government

RTEP- Roots and Tubers Expansion Programmeme

SAs - State Agencies

UK DFID - United Kingdom Department for International Development

VIO- Voluntary Involving Organisations

 **EXECUTIVE SUMMARY**

Poverty has been identified as a major setback to development in most populations of the world, with the first Sustainable Development Goals (SDG-1) focused on ending poverty in all its forms globally. The growing acceptance of the need to reverse the undesirable conditions can also be noticed in Nigeria in the numerous poverty alleviation programmes that are cascaded to states, Plateau State inclusive, aimed at addressing the challenges posed by poverty among her citizens. However, these poverty alleviation programmes may not have been successful largely due to the top-down approach prevalent in public policy formulation. Globally, the bottom-up philosophy of mobilizing citizens participation in the design of policies and programmes for community development is increasingly gaining acceptance.

Community-Driven Development (CDD) approach, therefore, offers the opportunity to fill these critical gaps and achieve immediate and lasting results at the grass-root. Under specific opportunities and advantages, CDD helps to achieve the following : poverty reduction, enhanced sustainability of projects, community ownership and popular participation, improved efficiency and value for money, accelerated socio-economic development of the poor, inclusive and responsive growth and development, empowerment of poor and vulnerable citizens, improved social capital, strengthened governance from the grass-root, enhanced market and public sector activities and promote accountability, transparency while reducing corruption, wastage and project abandonment.

The objectives of community development are multi-dimensional, embracing the three main spheres of development: political/administrative, economic and social. The main guiding principles for policy implementation are: grassroots community participation, exploitation of local potential, promotion of commerce, continuous improvement, enhancing a culture of transparency and accountability and common benefit.

Against this backdrop, this Community-Driven Development Policy (CDD-P) is designed to convey the sincere commitment of Nigeria to the effective mobilisation and efficient utilization of resources (natural, material and human) to improve the quality of life of the poor communities and vulnerable groups. The policy is developed using a bottom-up approach and it is a product of a wide consultations with multiple stakeholders including members of communities, Civil Society Organization (CSOs) Non-Governmental Organizations (NGOs, CBOs, FBOs, Private Stakeholders, Local, State, Federal Government officials and development partners. The policy implementation framework is anchored on the community development process and relies on cooperation and harmonization between formal and informal communities, the private sector, the civil society, international and national organizations, and central and decentralized government institutions.

Finally, the policy clarifies the legal and institutional framework of community development and the performance framework for continuous monitoring and evaluation of community development indicators.

# CHAPTER ONE

##  1.0 INTRODUCTION

## Background Information

Services are failing poor urban and rural people in the developing world and poverty remains concentrated in rural areas and urban slums (World Development Reports of 2004 and 2008, World Bank 2004a, 2008b). This situation prevails despite prolonged efforts by many governments to improve rural and urban services and development programmes.

Community Development refers to a method, a strategy or an approach that brings about change through initiation of projects that are responsive to community needs. The United Nations (UN) defines community development as: “an approach which relies upon local communities as units of action, and which combines external assistance with local development resources and stimulates local initiative and leadership”.

Significantly, community development contributes to the realization of social development which refers to the well-being and fulfillment of individuals, groups, and communities. The UNDP Human Development Report (2010) describes development as the process of expanding human capabilities and access to opportunities in social, economic, and political arenas and therefore the overall improvement in quality of life. The capabilities lead to long healthy lives, knowledge and access to information and other resources essential for a decent standard of living. Human development takes people as central to the development process and the main actors in the process of improving their welfare.

Nigeria is the most populous nation in sub-Saharan Africa, rich in both human and natural resources. However, the country is rated as one of the countries having the highest incidence of poor people in the world. A large proportion of her population estimated at 200,058,292 live in rural communities and urban slums. Documented evidence showed that the key drivers of poverty, vulnerability and inequality in Nigeria include among others: lack of empowerment for most of the rural poor, disparity in income and asset distribution, poor access to basic social infrastructure and services, weak social contract and governance, lack of institutional accountability and transparency in governance and other socio-cultural norms and practices.

 Pervasive poverty, especially in poor communities and urban slums, has led to widespread discontent in Nigeria. Therefore, there is the need to make more effective policies for the rapid transformation of poor communities and settlements in the country. The sheer magnitude of the number of poor communities coupled with rapid population growth, requires a strategic and decentralized approach to bringing development to the people. It is in this context that a policy that promotes a Community Driven Development (CDD) approach is required. CDD is an initiative that provides control of the development process, resources and decision-making authority directly to groups in the community. It involves mobilizing citizens participation in the design of policies and programmes for community development. A CDD Policy will create a paradigm shift that promotes rapid development of poor communities and fast-tracks their integration and participation in wealth creation and national development.

## 1.2 JUSTIFICATION FOR CDD POLICY.

The challenge of eradicating poverty in Plateau State and Nigeria at large has remained an issue of concern to the State Government. The Federal Government (FG) has embarked on several poverty alleviation initiatives since the return to democracy in 1999. Most of these initiatives have not succeeded in totally eradicating poverty in states and the resultant effect is high incidence of poverty and underdevelopment in Nigeria.

Community development is a practice that has contributed significantly to national development since the pre-colonial time. Community development is multi-sectorial; therefore it requires integrated implementation by the different development agencies. The lack of proper coordination has created challenges which include overlaps, wastage of resources and poor supervision of the community development practitioners. Due to the lack of a policy framework, monitoring, evaluation and reporting, management information system (MIS), research as well as innovation have not been implemented in a coordinated manner. It is based on the above challenges and the need to streamline service delivery to the public that the Plateau State Government seeks to provide a framework that will address these concerns as well as harmonise the efforts of various stakeholders involved in promoting community development. The policy will provide an integrated approach to community development that will enhance synergy among the various community development agencies and allow for enhanced community participation. It will also facilitate the establishment of a regulatory mechanism to guide the coordination, mobilisation, formation, registration and management of community groups and organizations as well as facilitate the development and management of an information system on community development programmes.

### 1.2.1: The Nigerian Constitution and CDD Policy

The CDD Policy is rooted on and draws its premise from the “fundamental objectives and directive principles of state policy” under Chapter II of the 1999 Constitution of the Federal Republic of Nigeria (as amended). Sections 14, 15, 16 and 17 of the above Chapter provide the basis and support the need for CDD in Nigeria. The “Fundamental Principles” emphasized by the constitution which directly support CDD policy include:

1. The participation by the people in their government shall be ensured in accordance with the provisions of this Constitution – Section 14, Sub-Section 2 (c).
2. The State shall foster a feeling of belonging and of involvement among the various people of the Federation, to the end that loyalty to the nation shall override sectional loyalties – Section 15, Sub-Section 4.
3. Harness the resources of the nation and promote national prosperity and an efficient, dynamic and self-reliant economy – Section 16, Sub-Section 1(a).
4. Control the national economy in such manner as to secure the maximum welfare, freedom and happiness of every citizen on the basis of social justice and equality of status and opportunity – Section 16, Sub-Section 1(b).
5. Promotion of a planned and balanced economic development– Section 16, Sub-Section 2(a).
6. That the material resources of the nation are harnessed and distributed as best as possible to serve the common good – Section 16, Sub-Section 2(b).
7. That the economic system is not operated in such a manner as to permit the concentration of wealth or the means of production and exchange in the hands of few individuals or of a group – Section 16, Sub-Section 2c
8. All citizens, without discrimination to any group whatsoever, have the opportunity for securing adequate means of livelihood as well as adequate opportunity to secure suitable employment- Section 17, Sub-Section 3(a).

## 1.3 DEFINITION OF CDD AND OTHER RELATED CONCEPTS

Community-Driven Development (CDD) is, hereby, broadly defined as an approach that gives control over planning decisions and investment resources to community groups and local governments to take charge of their development agenda.

1.3.1 Community/Group:- This describes a community or group of people living in a particular geographic location and are culturally harmonious who have formed themselves together to achieve common development oriented objectives.

1.3.2 Community Engagement**:-** The term 'Community Engagement' covers the range of activities that any level of government employs to encourage the participation of the entire community or group in decision-making processes on development issues that affects them. These processes include: sensitisation, needs assessment and prioritisation, continuous consultation, involvement and collaboration with the community people and groups.

1.3.3 Collaboration**:-** Collaborationmeans working together with key partners and groups to promote pooling and integration of resources, work and/or decision-making across organizations or agencies to achieve common community or group development aspirations.

1.3.4 Advocacy**:-** Advocacy is an action intended to influence those who hold political or economic powers to influence public policies, resources and projects to the benefit of any specific interest population, in this case, the poor communities and groups in Nigeria.

1.3.5 Stakeholder**:-** A stakeholder is defined as an individual, group, organisation or government entity that has an interest or concern, or who may be affected by the project or service in question within the community or surrounding locations.

#  CHAPTER TWO

## 2.0 SITUATIONAL ANALYSIS

Community development has evolved over time. There are many stakeholders in the field of community development including state and non-state actors. However, the implementation of community development programmes has been uncoordinated, resulting in duplication of efforts, wastage of resources and minimal impact of these programmes. Currently there are no clear regulations or standards that guide the approach to community development resulting in uncoordinated engagement of communities, culminating in the distortion of development programmes and projects.

Recent developments in the practice of democracy in Nigeria have helped in the increase of resource allocation to the grassroots through decentralized and devolved resources such as funds for Constituency Development Projects for Legislators, among others. These funds have increased the interaction between the communities and government. However, the desired engagement and involvement of the communities in their own development has not been adequately realized.

Mobilisation of resources in communities has been a key component in community development. Communities are encouraged to mobilise resources to address their priority needs. However, the communities lack relevant knowledge, entrepreneurship, leadership and governance skills to manage these projects which sometimes lead to unsustainability of the initiatives. In addition, community development in Nigeria is practiced without a professional body to oversee its implementation, consequently leading to unethical implementation ultimately making communities more vulnerable. This could be attributed to limited coordination in terms of curriculum development for community trainings and poor monitoring and evaluation to ensure effectiveness.

There have also been several studies and research in community development, however, the findings and recommendations are rarely taken into consideration by the actors, hence creating a missing link between research and practice. In addition, some communities have been innovative and vibrant, but their activities have not been documented to serve as good practices for replication. It is in view of the above limitations that a policy on Community Driven Development practice is pertinent.

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#  CHAPTER THREE

## 3.0 THE VISION AND MISSION OF PLATEAU STATE CDD POLICY

## 3.1 VISION

In this policy, the Plateau State Government envisages a community that is organized, self-motivated, hardworking, forward-looking and can exploit local potentials with innovations geared toward sustainable development.

## 3.2 MISSION

The mission of the Community Driven Development Policy in Plateau State is to ensure effective and sustainable participation of the community in its own development, to achieve poverty reduction and self-reliance based on the sustainable exploitation of available resources

#  CHAPTER FOUR

## 4.0 PRINCIPLES GUIDING THE IMPLEMENTATION OF COMMUNITY DRIVEN DEVELOPMENT

 The guiding principles for the Community Driven Development Policy include:

1. Community participation: Local communities hold the key to sustainable development. They have the capacity to take charge of their own development, hence their effective participation is indispensable. Participation should be mobilised and concentrated at the lowest operational level (hamlet).
2. Common benefit: Communities should invest in projects which are productive and beneficial to a large proportion of the public employment and contribute to the improvement of the lives of the most deprived.
3. Exploitation of local potential: Communities should first deploy locally available socio-economic and cultural resources, including mobilisation of capital and savings to solve their problems and seek external resources to build on these and fill the gaps where necessary.
4. Enhancing a culture of transparency and accountability: The community development policy promotes horizontal and vertical accountability between state and citizens and active oversight of all development programmes by communities at various levels.
5. Autonomous management at local government level: Local governments need to be given the space they need to manage their own community development programmes within the national frameworks. Further fiscal decentralisation, including enhancing local tax collection will facilitate this process. The role of partners should be complementary and aimed at empowerment, guidance, follow up and harmonisation of procedures.
6. Promotion of Commerce: Income poverty afflicts much of Plateau society. Therefore, promoting a culture of commerce and encouraging commercial activity individually or collectively at the community level is a core principle of the community development policy.
7. Collaboration between sectors and partners: This will promote efficient integrated community development and co-ordinated monitoring of activities and outcomes at hamlet, village, and district levels.

## 4.1 CORE VALUES FOR THE SUSTAINABILITY OF CDD POLICY IN PLATEAU STATE.

For sustenance of the CDD Policy, the community and other stakeholders shall adopt and inculcate the following set of core values. They include:

1. **Democracy** – recognising and respecting the rights and privileges of the community members as owners of all CDD project/programme and whose interests, aspirations, desire and needs shall provide the basis for all actions; including the right to elect, select, nominate, appoint, recall or remove any person in the service of the community using due process.
2. **Courage** – confidence and boldness in always pursuing the interests and developmental agenda for the community. No interest group or individual shall be supressed or allowed to operate in fear rather, they should be encouraged to contribute their own quota for the overall interest of the community.
3. **Accountability** – conducting all the activities of CDD projects with utmost integrity, high sense of responsibility and accountability to the whole community always.
4. **Honesty** – being fair, truthful, and open when initiating, planning, implementing, and always evaluating CDD projects so that the community and group members will participate in all activities without fear or intimidation.
5. **Justice** – ensuring justice in the handling, managing or treatment of all issues and from all persons irrespective of gender, age, religion, literacy status, wealth and ethnicity.
6. **Partnership –** extol and affirm the principle of accommodation, inclusiveness, and common interest by all implementing entities, while allowing for collaboration with other partners working to bring development to poor communities in Plateau state.
7. **Ownership –** ensure that all projects done under the CDD principle are inclusive, participatory, owned, co funded, managed and utilised by the entire community or group.
8. **Sustainability -** promote the principle of sustainable utilisation by all community and groups through the payment of user fees, contribution with projected long-term use in focus.

CHAPTER FIVE

## 5.0 POLICY MEASURES

##  5.1 Policy Scope

Community Development is specifically about building the capacity of the communities to identify and solve their priority needs. Communities are at various levels of development, with some being more organized than others.

This policy will provide an opportunity to community development practitioners to redefine and re-strategize socio-economic development for communities in Plateau State.

The policy will be applicable to all the community development programmes spearheaded by the State Government, development partners, civil society organizations, faith-based organizations, community-based organizations, and communities among others.

This policy will further help in ensuring that all communities are mobilised in a coordinated manner to participate in sustainable socio-economic development.

 The Policy will also streamline implementation of community development programmes and enhance effective and efficient participation of the communities in their own development that will help in achieving poverty reduction as well as improved livelihoods.

In addition, the policy will tap and enrich the communities’ traditional knowledge, skills, and appropriate attitudes necessary to bring about transformational change in our communities through sustainable utilisation of existing resources. It is within the scope of this policy, that legislation will be developed to provide laws that will strengthen the community development strategies and programmes.

The policy will also offer an opportunity to mainstream community development in various key sectors of economy which includes agriculture, livestock, education, healthcare, water & irrigation and welfare activities among others.

The policy will provide a standardised and regulatory framework for the implementation of government’s development agenda, international instruments and protocols to which Nigeria is a signatory.

##  5.2. POLICY GOAL

To provide a comprehensive framework for coordination, implementation, and management of CDD practice for the growth of the State.

## 5.3 POLICY OBJECTIVES

1. To set, maintain and ensure standards and professionalism in community development practice.

2. To promote and enhance data collection and management on community development programmes for the development of Plateau State.

3. To provide a structure for community mobilisation and registration of community groups.

4. To promote efficient and effective structures and mechanisms for peace-building and sustainable conflict resolution and management in community development.

5. To promote the spirit of volunteerism in community development

6. To promote research, innovation, and ICT in community development.

7. To strengthen collaboration, integration, networking and synergy in community development practice.

8. To review and integrate emerging and cross cutting issues within community development practice.

# CHAPTER SIX

## 6.0 THEMATIC AREAS

The policy addresses the following key thematic areas: -

1) Legislation and coordination

2) Community mobilisation in development

3) Participatory approaches in community development

4) Community empowerment

5) Community-driven development

6) Resource mobilisation and management

7) Conflict management in community development

8) Collaborations and partnerships in community development

9) Research, Innovation and ICT

10) Emerging and cross-cutting issues in community development

## 6.1 Legislation and Coordination

Since independence community development in Nigeria has been executed through various government declarations, circulars and other development strategies that have promoted implementation of community programmes and projects. However, there have been no clear and harmonized regulations, guidelines and standards that guide community development practice in the country. Unlike other professional fields, community development lacks a professional body to regulate its practice, ensure standards and voice concerns over local, national, regional, and global issues. Most of the emerging training institutions in social work and community development are not accredited thus compromising professionalism of the practice. In view of the above, there is need to set, maintain and ensure standards and professionalism in community development practice.

### 6.1.1 Critical issues and concerns

There is no legal framework and a professional body to regulate and provide necessary guidance in matters of community development practice in the country. The absence of a professional body has also led to lack of a code of ethics to govern and guide the practice. Similarly, there is no forum that brings the community development practitioners together to exchange ideas, skills, and best practices and to address their concerns.

### 6.1.2 Policy statement

The government and other stakeholders shall develop and provide a legal framework to ensure effective coordination and professionalism in community development practice.

### 6.1.3 Policy objectives

1. To develop a legal and management framework for community development
2. To facilitate the establishment of a professional body for community development practitioners.

### 6.1.4 Policy interventions

1. Develop and enforce legal frameworks on community development practice
2. Facilitate the formation and registration of a professional body for CD practitioners
3. Create awareness and enforce the law on community development
4. Develop a community mobilisation and development strategy
5. Develop and operationalize a management and information system on community development
6. Engage with other professional bodies for learning and benchmarking

## 6.2 Community Mobilisation and Registration of Community Groups

Community mobilisation refers to the process through which people or communities are brought together to identify felt needs, available resources, plan, carry out and evaluate activities on a participatory basis. It can also be the process of organizing people to create awareness and disseminate information on existing and planned project activities. Community mobilisation leads to effective community participation in development for project ownership and sustainability. Communities need to be mobilised to address their felt needs, contentious issues, roles and responsibilities, participation and support for project ownership and sustainability. Community mobilisation also leads to establishment or creation of structures such as project management committees or groups as vehicles for implementation and management of community projects and programmes.

### 6.2.1 Critical Issues and Concerns

There are no clear guidelines or legal frameworks on community mobilisation and registration of community groups in the country. Different development actors apply varied strategies when it comes to mobilizing communities for different interventions. Unregulated and poorly coordinated community mobilisation strategies leads to imposed projects, duplication of projects or initiatives, poor project uptake, wastage of resources and lack of ownership which in turn results to failure, abandonment and non- sustainability of projects and programmes. It can also lead to exclusion and marginalization of the vulnerable members in the society. In many cases, inadequate resources hamper effective mobilisation for communities to participate, own and sustain development processes.

### 6.2.2 Policy statement

♣ The government shall facilitate and create an enabling environment for community mobilisation and development.

### 6.2.3 Policy objective

• To promote and regulate community mobilisation for development.

###  6.2.4 Policy interventions

* Develop a legal framework for community mobilisation and registration of community groups
* Develop guidelines for community mobilisation
* Build the capacities of the established CD coordination and implementation structures.
* Establish a community development fund to provide seed capital for community initiatives and programmes.
* Invest back funds generated from community mobilisation efforts to support community development initiatives

## 6.3 Participatory Approaches in Community Development

Participatory approach is a tool used by practitioners to facilitate community participation in decision making process in community development. The tool is used to promote effective and efficient implementation of projects and programmes. There is a variety of approaches used in community development work by different development actors in identification and implementation of programmes. Some of these include Participatory Learning and Action (PLA) and Asset Based Community Development (ABCD) among others.

### 6.3.1 Critical Issues and Concerns

Participatory approaches have not been effectively applied at the community level. However, where they are applied, community’s felt needs are not adequately addressed due to minimal community involvement and engagement. Inadequate resources and skills also limit the application of these approaches by the communities and other development actors. Most donors and development agencies commonly use the top-bottom approach which has been a major hindrance to effective implementation of community projects.

### 6.3.2 Policy statement

 The government shall promote and facilitate the application of participatory approaches in community development.

### 6.3.3 Policy objective

To strengthen the capacities of communities and development actors for effective participation and implementation of projects and programmes.

### 6.3.4 Policy interventions

1. Institutionalize and enhance the application of participatory approaches in community development
2. Enhance involvement of communities in decision making processes.
3. Create awareness and build capacities of communities and development actors on participatory approaches
4. Mobilise adequate resources for community participation in development processes
5. Enforce the application of participatory development approaches by communities and development agents

## 6.4 Community Empowerment

Community empowerment refers to the process of building the capacities of the communities to take charge of their own development. Empowerment entails funding, training, education, awareness creation and sensitization and involvement of the people in programmes and projects implementation.

### 6.4.1 Critical issues and concerns

Community empowerment is critical for community development. This is the process of imparting knowledge, skills and positive attitude. Most communities have inadequate knowledge and skills, limited access to information and negative attitude which hinders effective implementation, management and sustainability of projects and programmes. Empowerment is also critical in enhancing effective leadership and governance, transparency and accountability, and proper management of community resources. Since majority of communities are not adequately empowered there is lack of ownership and high incidences of conflict, non-completion, abandonment and /or stalling of projects.

### 6.4.2 Policy statement

 The government in collaboration with stakeholders shall build and strengthen the capacities of communities and development actors for effective participation in community development.

### 6.4.3 Policy objective

To strengthen and build the capacities of communities and development actors for sustainable community development.

### 6.4.4 Policy Interventions

1. Develop and implement a community empowerment strategy
2. Review and operationalize the training manual on community development
3. Create awareness and sensitize communities and development actors on the importance of empowering communities

## 6.5 Community Driven Development

Community driven development can be said to be a bottom-up approach where communities deliberately initiate projects and programmes to address own felt needs or come up with solutions to existing community problems. Most of the community initiatives are on poverty reduction, food security, health care, primary education, safe water and sanitation and income-generating activities among others. The initiated projects or programmes contribute to improved livelihoods at household, community and by extension national level.

### 6.5.1 Critical Issues and Concerns

Development agencies and partners in most cases fail to recognize these community initiatives. Some have their priority areas of funding; hence they tend to ignore the community felt needs and this sometimes leads to conflict or communities implementing projects that they themselves did not consider a priority. This may be attributed to lack of or inadequate involvement of these communities on matters affecting them by the development partners .Due to limited resources, skills, knowledge, and absence of a clear policy on community involvement and engagement, communities give in to donor demands in disregard of their own development priorities. The limited involvement of communities in development initiatives usually leads to stalling of initiated projects, abandonment, mismanagement, or underutilization of the completed projects.

### 6.5.2 Policy statement

The government shall promote, recognize, support, and strengthen community-driven development.

### 6.5.3 Policy objective

To support and promote community-driven development initiatives.

### 6.5.4 Policy interventions

1. Develop a community engagement and exit strategy
2. Create linkages between communities and development partners on community initiatives and priorities.
3. Promote inter-sectoral collaboration in implementation of community initiatives.

## 6.6 Resource Mobilisation and Management

Resource mobilisation is a process of securing inputs for implementation of community development programmes and projects. There are three types of community resources namely, social, cultural, and economic/physical resources. Some of the resources include materials, money, time, skilled and unskilled labor. All resources are inter-related and are all equally important. Management of resources is about the effective and efficient deployment of available resources when and where they are required. Therefore, management of resources is about using what you must to get what you want. Viewed from this perspective, the community is a resource. In addition, community resource management entails control, availability, general direction, and timing. Community resource management is also concerned with allocation of the socio- economic value attached to these resources.

### 6.6.1 Critical issues and concerns

 Resources for community development are scarce, hence the need to devise ways and means of pooling the required inputs. Limited involvement of communities and other development actors in resource mobilisation is one of the contributing factors to inadequate resources for community development. In other cases, inadequate skills in resource mobilisation contribute to insufficient resources. Dependency syndrome in some of the communities affects resource mobilisation as communities tend to depend on what is given to them at the expense of what they can contribute themselves. Duplication of projects and programmes by development partners also leads to resource wastage. Poor resource management can also be attributed to ignorance by community members on the importance of existing local resources and lack of know-how on the effective management of the available resources. It is vital to help the communities to understand the distinctions between private, common pool (community resources) and public resources. This understanding helps the communities to invest in ways of managing the resources sustainably and avoid acting in ways that are harmful to their resource base. Therefore, it is prudent for communities to be assisted to manage resources effectively and efficiently for sustainable community development.

### 6.6.2 Policy statement

 The government in collaboration with other stakeholders shall facilitate resource mobilisation and management for community development.

###  6.6.3 Policy objective

 To promote efficient and effective mobilisation and management of community resources.

###  6.6.4 Policy interventions

1. Develop a resource mobilisation and management strategy
2. Build capacities for communities and development agents on effective resource mobilisation and management
3. Plough back revenue raised from the mobilisation and registration of community groups as grants to support community development initiatives
4. Enhance coordination for resource mobilisation among the different actors

## 6.7 Conflict Management in Community Development

Conflict is a situation in which one or both parties perceive a threat to their interests and/or relationships. It arises from differences where the parties involved disagree over their values, motivations, perceptions, ideas, or desires. Conflict management is a mechanism for addressing disagreements between two or more warring parties, to resolve the issues of contention. Conflicts in community development can either arise from the interactions between individuals, communities, development actors or from their interventions. However, with effective management, conflicts provide an opportunity to strengthen the bond between the parties involved and could lead to enhanced implementation. Therefore, there is need for peace building mechanism as a prerequisite for harmonious co-existence.

### 6.7.1 Critical issues and concerns

 Conflicts lead to slow implementation or stalled community development projects and programmes which in turn cause delayed service delivery to the beneficiaries and compromise the objective of community development initiatives. It also contributes to wastage of time, financial resources, injuries, death and, disunity among community members. In some incidences, conflict can also lead to the total collapse of projects which discourages donors and development partners from engaging with communities.

### 6.7.2 Policy statement

The government shall promote efficient and effective conflict resolution and management mechanisms in community development.

### 6.7.3 Policy objective

 To develop and strengthen structures and mechanisms for sustainable conflict management amongst community development actors.

### 6.7.4 Policy interventions

1. Develop and implement a peace building, conflict resolution and management manual
2. Build and strengthen capacities of communities and development actors on conflict resolution and management mechanisms
3. Identify, establish, and strengthen community structures and institutions for peace building, conflict resolution and management.
4. Promote alternative peace building, dispute resolution and management mechanisms in community development.

## 6.8 Collaboration and Partnership in Community Development

Collaboration and partnership entail agreements and actions made by consenting organizations or parties to share resources to accomplish common development objectives. Community development is undertaken by many players such as government agencies, development partners (DPs), private sector agencies, NGOs, CSOs, Voluntary Involving Organisations (VIOs), FBOs, communities among other stakeholders. Most of these actors are based at the national level, and at the grassroots where community development interventions are implemented. The State governments are also key partners as they play a major role in socio-economic development of communities. Collaboration and partnerships help in producing synergy, raising community awareness, sharing scarce resources, overcoming obstacles, avoiding duplication of efforts and increase access to resources.

### 6.8.1 Critical issues and concerns

Poor coordination of collaboration and partnerships often leads to overconcentration and duplication of efforts in some locations by partners, hence, the mismanagement of resources. On the other hand, inequitable distribution of resources contributes to marginalization of some communities and perpetuation of inequalities. Weak implementation structures due to the absence of a legal framework and guidelines results into uncoordinated programmes and projects in community development, which affects their sustainability. Also, this situation is worsened where some enlightened groups take advantage of the weak partner coordination and end up benefitting more at the expense of others.

### 6.8.2 Policy statement

 The government shall promote collaboration and strengthen partnerships for efficient and effective implementation of community development projects and programmes.

### 6.8.3 Policy objective

To strengthen collaboration, partnership, networking, and synergies amongst community development actors

### 6.8.4 Policy interventions

1. Map out and establish a data bank of community development agencies and partners
2. Establish structures to coordinate and monitor the operations of community development agencies and initiatives.
3. Build and strengthen the capacities of institutions and structures promoting and undertaking community development initiatives

## 6.9 Research, Innovation, and ICT

Research is a systematic way of gathering data, analyzing and dissemination of information. Research in community development yields critical knowledge and information necessary for effective decision making in respect of community development interventions as well as their social impact. Innovation is an improvement of an original idea or system to add value or enhance its effectiveness. ICT refers to devices, applications, networks, and software used to access, analyze, store and retrieve data and information. It includes radio, television, mobile phone and computer. Harnessing ICT for community development is critical as it eases the way of doing business, reduces costs, saves time, fosters good governance and standards as well as enhances communication.

### 6.9.1 Critical issues and concerns

There is inadequate funding for research and for promoting innovations in community development. Additionally, research and innovation findings by the academia and other institutions has little linkage and coordination in community development. Utilization, promotion, and documentation of indigenous technical knowledge is also minimal. Low access to ICT by community members coupled with its very dynamic nature as well as inadequate skills and poor infrastructure especially in the rural areas limits the utilization of ICT in community development.

### 6.9.2 Policy statement

The government shall promote and facilitate research, innovation and use of ICT in community development.

### 6.9.3 Policy objective

To promote research, innovation and use of ICT for informed decision making, efficient and effective implementation of community development programmes.

### 6.9.4 Policy interventions

1. Facilitate and conduct research on community development
2. Disseminate the research findings for improved programming and implementation of CD programmes
3. Identify and promote innovations in community development
4. Promote and enhance the use of indigenous knowledge in community development
5. Establish networks amongst researchers, community development practitioners and communities to exchange knowledge, ideas, skills, and best practices in CD
6. Conduct training needs assessment for communities and actors in relation to ICT, research, and innovation
7. Enhance access to ICT by communities and development actors
8. Mobilise resources for research, innovation, and ICT equipment
9. Document best practices on CD for learning and replication
10. Integrate CD data into the National Integrated Monitoring and Evaluations System (nimes)

## 6.10 Emerging and Cross-cutting Issues in Community Development

This policy takes cognizance of the emerging and cross-cutting issues in community development. The issues considered in this policy include volunteerism, social protection and inclusion, gender and disability mainstreaming, ageing, children and youth, HIV/AIDS, other chronic illnesses, environment, and disaster management.

**a) Volunteerism**

 It is the process of offering of an individual’s and group’s time, in skills or resources to provide services by free choice for the benefit of other individuals, communities or nations without the expectation of financial gain other than reimbursement of reasonable expenses. The contribution made through volunteer effort to community development is quite significant. For instance, majority of the elected community leaders and retired professionals who oversee the management of community projects or offer technical advice do so on a voluntary basis. Other actors include CSOs who act as voluntary structures to address the plight of the key populations and drug users which has increased the role of volunteers on inclusion of the vulnerable populations to enhance access to social and health services. However, the low spirit of volunteerism among community members leads to inadequate participation of communities in decision making processes that affect them. Due to the limited coordination of volunteerism activities many challenges are also being encountered in voluntary work. Some of these challenges can be addressed through financial facilitation and creation of a conducive environment for volunteers to participate in development processes. Therefore, volunteerism is a very important strategy in community development that needs to be mainstreamed in for effective implementation of community development programmes.

**b) Social Protection and Inclusion**

Social protection and inclusion are critical components for the realization of sustainable community development. Social protection refers to policies and actions including legislative measures which enhance the capacity and opportunities for the poor and vulnerable to improve and sustain their lives, livelihoods, and welfare, enable income earners and their defendants to maintain a reasonable level of income through decent work and ensure access to affordable health care, social security, and social assistance. Social protection activities in Nigeria are multi-sectoral because they involve several government ministries/agencies, State governments, Development Partners, Non-Governmental Organizations (NGOs), Voluntary Involving Organizations (VIOs), Civil Society Organizations (CSOs) and organizations representing vulnerable groups who are involved in providing social protection at different levels. Social inclusion is a term that is used to describe a series of positive actions to achieve equality of access to goods and services aimed at assisting all individuals to participate in community and society. The implementers in community development ensure that those marginalized and living in poverty have greater role to participate in decision making processes that affect their lives and allow them to improve their standard of living and overall well-being. Therefore, implementing social protection and inclusion programmes ensures that vulnerable members of the society are brought on board to be part of the development agenda for improved livelihoods and national development.

**c) Gender Mainstreaming**

 Gender is a social construct, where females and males are allocated different roles, and receive different treatment. Gender construct differs from one culture to another, is dynamic and changes over time. Gender mainstreaming is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in community development. It ensures that women, men, boys, and girls benefit equally, and inequality is not perpetuated at all levels. The inclusion of gender mainstreaming is very important in the implementation of community development programmes as it ensures equal opportunities and benefits for all.

**d) Disability Mainstreaming**

 Disability mainstreaming involves a process of supporting programmes to find structured ways of responding to the needs and circumstances of persons with disabilities (PWDs). It is a strategy for making PWDs concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes. The strategy ensures PWDs are engaged fully in all the steps of the project cycle and benefit equally to avoid inequalities. The ultimate goal is to enhance opportunities for PWDs to participate in community development programmes alongside their able-bodied counterparts for improved livelihoods and self-reliance. Hence, any community development intervention must include disability mainstreaming as a method of promoting inclusion and address the barriers that exclude PWDs from full and equal participation in development processes.

**e) Ageing**

Ageing is the process of growing old manifested in the multidimensional process of physical, psychological, and social change. In Nigeria, older persons constitute a sizeable percentage of the total population. This segment of the population possesses potential, in terms of indigenous knowledge, skills, experiences and best practices that can be exploited for sustainable development. However, due to the widened intergenerational gap because of the breakdown of the social fabric, older persons are increasingly being sidelined from undertaking their unique roles in promoting and participating in community development initiatives. Hence, there is need to promote their inclusion in community development processes where their potentials can be fully and effectively exploited for sustainable development.

 **f) Children and Youth**

Children and youth like other members of the family also play a role in community development through the various interventions that are put in place to address their needs and concerns. Socio-economic interventions targeting children such as the free primary education, cash transfers for OVCs among others ensure they grow up to be responsible adults who in turn contribute to community development. Youth mainstreaming is a process of integrating legislation, policies, programmes, activities of youth in all areas at all levels. It is a strategy to incorporate young people’s needs, concerns, experiences, aspirations, vision, and contributions in development processes. The purpose of youth mainstreaming is to empower youth by planning and working with them; Involvement in decision making processes, maximization of synergy through participation, intergenerational transfer of positive cultural values and prepare them for future responsibilities which include undertaking community development programmes and projects.

**g) HIV/AIDS**

 Human Immuno Deficiency Virus (HIV) is a virus that attacks the immune system, the body’s natural defense system. Without a strong immune system, the body has trouble fighting off diseases. Both the virus and the infection it causes are called HIV. Acquired Immuno Deficiency Syndrome is a chronic, potentially life-threatening condition caused by the Human Immuno deficiency Virus HIV and AIDS continue to be a serious social economic and public health issue that affects community projects and programmes. It mainly affects people in their prime years of life, the hardest hit being those in the productive ages of between 15 and 49 years. In leveraging in the existing community development opportunities, efforts shall be made to develop and implement community development programmes that empower the vulnerable and other community members from not acquiring new HIV infections and developing AIDS. It is equally important to include HIV infected and affected people as beneficiaries of community development programmes without stigmatization and discrimination.

**h) Other Chronic Illnesses (Cancer, Hypertension and Diabetes among others)**

 A chronic condition is a human health condition or disease that is persistent or otherwise long lasting in its effects or a disease that comes with time. The term chronic is often applied when the course of the disease lasts for more than three months. The occurrence of these diseases largely affects community development efforts and initiatives negatively since they require a lot of resources especially in terms of time for the care givers and financial resources as the affected members require continual use of drugs, medication, and care. There is need to take cognizance of persons with chronic illnesses and incorporate them in community development interventions to ensure that their concerns are also factored. Furthermore, the community needs to be sensitized on prevention, care, and management of chronic illnesses to reduce the negative effect on community development.

 **i) Environmental Conservation**

It is becoming increasingly important worldwide and equally in Nigeria to incorporate the dynamic interactions between societies and natural system. Therefore, the state policy on community development shall incorporate environmental sustainability to complete the sustainable development paradigm of Society, Economy, and the Environment. Community development efforts shall also encourage the participating communities to conserve other biodiversity. In addition, community development interventions shall incorporate knowledge on soil and water conservation as well as strategies for adaptation and mitigation against climate change that often bring with it great losses to the affected communities. Community Development should always incorporate and fully recognize the environment as a factor of development. The main objective of environmental mainstreaming is to ensure that community development routinely recognizes through systematic and prioritized development, that the environment and the ecosystem services provided from its sustainable management fundamentally contribute to benefits such as security, stability, and development.

 **j) Disaster Risk Management**

Disaster management is the organization, management of resources and responsibilities for dealing with all humanitarian aspects of emergencies in particular preparedness, response, and recovery to lessen the impact of disasters. Failure to manage disasters in the community leads to increased vulnerability, hence affecting community development. There are two broad types of disasters namely, natural, and man-made. Community development interventions such as dam construction and bee keeping projects can cause man-made disasters. Some of the natural disasters which affect community development include floods, landslides, drought, and famine. Limited preparedness by communities on disaster management and poor response to disasters by the relevant actors contributes to increased vulnerabilities. Low adoption of recovery strategies affects the efforts of communities in development. Hence, community development strategies and approaches are critical in the management of disasters to help in mitigating their negative impact at the community level.

### 6.10.1 Policy statement

The government shall promote and enhance the mainstreaming of emerging and cross cutting issues in community development.

### 6.10.2 Policy objective

To ensure and enhance mainstreaming of emerging and crosscutting issues in community development.

### 6.10.3 Policy interventions

1. Develop the strategies for mainstreaming emerging and crosscutting issues in community development projects/programmes.
2. Develop a monitoring, evaluation, and reporting framework to track progress in mainstreaming of cross-cutting and emerging issues

#  CHAPTER SEVEN

## 7.0 INSTITUTIONAL FRAMEWORK AND ROLES OF STAKEHOLDERS

## 7.1 INTRODUCTION

Nigeria operates a three-tier system of government – the Federal, State and Local governments - with the Local Government Areas/ Area Councils at the grass-root. This political arrangement has created clear delineation of roles and responsibilities for the different levels of government. However, given the enormity of the challenge of fight against poverty, the roles of FGN, State, LGAs, NGOs and the private sector in CDD shall be further streamlined as stated below.

## 7.2: COORDINATION, INTEGRATION AND SUSTAINABILITY

The Plateau State government of Nigeria shall provide overall leadership and guidance for the adoption and implementation of the CDD Policy in Plateau State.

## 7.3: THE ROLES OF STATE GOVERNMENT IN CDD

In line with the laws, rules and regulations of the Federal Government of Nigeria, the roles of state governments in CDD shall be to:

1. Make adequate budgetary allocation and financing of CDD projects;
2. Carry out advocacy, sensitization, awareness creation and mobilisation for CDD projects;
3. Establish a committee and agency that coordinates all CDD projects at the state level. The committee shall be chaired by the Deputy Governor
4. Provide monitoring and evaluation mechanisms/framework.
5. Make laws, rules and regulations for the effective implementation of CDD projects in the state;
6. Identify the type and nature of development activities or interventions for which planning and implementation can be devolved to the NGOs, CBOs, FBOs, CSOs, Common Interest Groups, private sector, etc at the community level;
7. Assist the Federal Government of Nigeria in the maintenance of peace, security, order and stability in the communities in the state;
8. Mitigate and manage natural and human-induced disasters (flood, rain-storm, erosion, wind storm, epidemics, communal conflicts, etc) that have the potential to destabilize communities’ co-existence in the state;
9. Provide a regulatory and incentive framework that will encourage private and civil society investments in community development using CDD approach.
10. Work in collaboration with LGAs to appraise, approve, and fund Community development Plans (CDP) Group Development Plans as well as other CDD projects to be conceived, developed, co-funded, implemented and managed by community and groups;
11. Build capacity of Civil Society Organizations, MDAs, Local Governments Authorities and other service providers so that they can undertake sustainable development actions at the community level.
12. Include gender-specific indicators for tracking the participation and contribution of women, youth, vulnerable groups, and physically challenged in monitoring and evaluation of CDD projects.

## 7.5: THE ROLES OF LOCAL GOVERNMENT COUNCILS IN CDD

In line with the CDD Policy, the Local Government Councils (Area Councils) shall:

1. Make adequate budgetary allocation and financing for CDD projects;
2. Carry out advocacy, sensitization, awareness creation and mobilisation for CDD projects.
3. Establish a standing and/or ad-hoc committee to approve and coordinate the implementation of CDD projects. The committee shall be chaired by the Vice Chairman of the LGA and in his/her absence the Head of Local Government Administration (HLGA) of the LGA.
4. Provide monitoring and evaluation mechanisms/framework.
5. Make bye-laws, rules and regulations for the effective implementation of CDD project in the communities within their jurisdiction.
6. Actively support community identification and prioritisation of projects, backed by community development action plans.
7. Participate in monitoring and evaluation of CDD projects based on set objectives and indicators.
8. Promote social, economic, educational and cultural norms of the community that will pave way for easy adoption, ownership and implementation of CDD projects.
9. Specify the operational interface between Civil Society Organizations, private sectors and the Local Governments Areas (Area Councils) in the implementation of CDD projects.
10. Provide necessary capacity building to community leaders/stakeholders.
11. Mainstream CDD principles in the Local Government Development Interventions in the communities.
12. Include gender-specific indicators and indicators for tracking the participation and contribution of women, youth, vulnerable groups, and physically challenged in monitoring and evaluation of CDD projects.

## 7.6: THE ROLES OF BENEFICIARY COMMUNITY/GROUPS IN CDD

The beneficiary community in CDD shall be to:

1. Identify and prioritize feasible development activities or projects through popular participation;
2. Prepare Community Development Plan (CDP) and Group Development Plan in line with the stipulated rules and regulations guiding the process;
3. Identify gender roles, priorities, barriers, and access to resources in the proposed CDD project;
4. Adopt and champion CDD project rules and procedures aimed at reducing barriers and promote the participation of women, youth, vulnerable and marginalized groups, physically challenged, etc, in the CDD project;
5. Collect disaggregated data, involving all stakeholders (men, women, youth, widows(ers), physically challenged for monitoring and evaluation purposes;
6. Mobilise and contribute resources needed for the implementation of community or group priority projects.
7. Sensitize, creation awareness and mobilise citizens for CDD projects.
8. Make adequate security provisions for the CDD projects in their communities.
9. Ensure good governance arrangements in the community i.e. to ensure:
10. Local democracy in leadership matters involving nominations, selections, appointments and voting,
11. Openness, accountability, transparency and coherence in the discharge of duties,
12. Participation of people, especially women and youth irrespective, religion, ethnicity, age, disability, education, etc, in CDD activities,
13. Participation of civil society organizations and the private sector including common interest groups in their activities,
14. Gender justice, equity and inclusiveness devoid of physical or mental assault, sexual molestation, harassment or intimidation.

## 7.6: THE ROLES OF COMMON INTEREST GROUPS (CIG) IN CDD

Common Interest Group (CIG) refers to age grades, kinsmen, peer groups, informal groups and similar groups. The roles of Common Interest Groups (CIG) in CDD shall be to:

1. Participate in voluntary work e.g. cleaning of water sources, maintenance of roads, buildings of public interest, etc;
2. Assist in the resolution of dispute of a civil nature if both parties to the dispute agree on the arbitration role of the group as an entity;
3. Promote social, economic, educational and cultural development of the community in collaboration with other stakeholders;
4. Help maintain peace, security, public order and stability in the community
5. Sensitize, create awareness and mobilise community and groups for CDD projects;

## 7.7: THE ROLES OF INTERNATIONAL DEVELOPMENT PARTNERS (DONORS*)* IN CDD

The roles of Development Partners (Donors Agencies) in CDD shall be to:

1. Support and advise the government at all levels on improving CDD project coordination and harmonisation of other interventions from different sources;
2. Provide technical and financial support to CDD projects or any other community development activity or event through budgetary allocations, grants or credits;
3. Organise and/or participate in consultative meetings, workshops, seminars, etc with all stakeholders to streamline CDD projects;
4. Assist community organizations and leaders in the conception, development, implementation, monitoring and evaluation of CDD projects;
5. Build the capacity of local institutions and groups in communities and provide them opportunities for networking;
6. Provide technical assistance to target communities in the adoption and utilisation of proven technologies or innovations that will lead to poverty reduction;
7. Strongly advocate and mobilise external resources for the interests and development of poor communities;
8. Provide technical assistance and capacity building to all stakeholders involved in CDD projects.
9. Provide monitoring and evaluation support to communities in need of their services.

## 7.8: THE ROLES OF CIVIL SOCIETY ORGANIZATIONS/NGOs/CBOs IN CDD

The roles of theCivil Society and Faith-Based Organizations in CDD shall be to:

1. Participate in all phases of the community development projects including gender and vulnerable groups projects from the conception, implementation, monitoring to evaluation;
2. Liaise with government authorities (at the federal, state, and local levels), consultative forums and thematic groups to debate on issues pertaining to community development as well as gender and vulnerable groups issues in their localities;
3. Provide feedback to the community on commitments made, policies and lessons learnt through effective communication channels;
4. Contribute to the construction and promotion of positive norms, values (volunteerism, unity, solidarity, networking, truth, etc) that will improve CDD within and outside the host community;
5. Act as a catalyst of community development initiatives and, as well, propose appropriate actions to the government at all levels.
6. Consult widely with community members and other stakeholders in all matters relating to CDD in order to represent and protect their interests.
7. Provide necessary capacity building to community leaders and stakeholders interested in community development through CDD approach.
8. Carry out advocacy, sensitization, awareness creation and mobilisation for CDD projects.
9. Provide monitoring and evaluation support to communities in need of their services.

## 7.9: THE ROLES OF FAITH-BASED ORGANIZATIONS (FBOs)

 The roles of Faith Based Organizations in CDD shall be to:

1. Assist beneficiary communities in the design, implementation, monitoring and evaluation of projects.
2. Liaise with government authorities on issues pertaining to community development in their localities.
3. Act as social audit agents to ensure integrity in the implementation of CDD projects.
4. Contribute to the development and the promotion of positive norms and values that will improve CDD.
5. Consult widely with community members and other stakeholders in all CDD related matters in order to represent and protect their interest.
6. Provide monitoring and evaluation support to communities in need of their services.

## 7.10: THE ROLES OF THE PRIVATE SECTOR IN CDD

The roles of the private sector in CDD shall be to:

1. Produce goods and services necessary for the effective implementation of projects at the community level;
2. Act as a catalyst in the promotion of community economy and of local investments especially cottage industries;
3. Provide financial support in form of free-will donations, soft credits or grants to communities, gender and vulnerable group projects.
4. Promote mutual accountability in the implementation of community projects by instituting checks and balances;
5. Create local employment opportunities for citizens particularly for the gender and vulnerable groups. not gainfully employed in the public and civil service sectors through the funding of CDD projects and establishment of small-scale industries.
6. Provide technical assistance and capacity building to community leaders and other stakeholders when and where necessary;
7. Provide monitoring and evaluation support to communities in need of their services.

#  CHAPTER EIGHT

## 8.0: PERFORMANCE EVALUATION OF CDD POLICY ACTIVITIES

The targets of community driven development projects are rooted in its design. Based on this, there shall be a clearly defined system of periodic performance evaluation of the CDD principles, processes, outcomes and impacts. The performance evaluation will generally examine economy, efficiency, effectiveness and overall management of the operations of CDD projects.

## 8.1: Monitoring and Evaluation

The function of the Monitoring and Evaluation (M&E) system is to monitor the progress of CDD project implementation and its conformity with laid down objectives and principles. The design of CDD projects shall start from a precise definition of the major performance indicators of the project. The M&E system shall be result-based in order to be useful in assessing the outcome and impact of the project interventions. Key Stakeholders should be involved in this exercise.

## 8.2: Key Performance Indicators

An important objective of CDD is to respond to the demands of poor communities and groups for social, natural and economic infrastructure that the communities or group can operate and maintain within the limit of their capacity to manage. In this regard, the performance of a result-oriented CDD policy shall be based on a carefully articulated set of indicators. In other words, a scorecard reflecting performance indicators shall be separately generated at the community, Local Government and State levels reflecting the desired outputs and outcomes. This will be used as input into the overall assessment of the Policy.

## 8.3: Periodic Review of CDD Policy

The CDD Policy shall be subjected to review every 4 years. This is to ensure that it is responsive to contemporary issues within and outside the communities. The State Government through its structures for overseeing CDD shall facilitate the review of the Policy. All the relevant key stakeholders shall be given opportunity to participate in the process to ensure a robust CDD Policy.