



ADAMAWA STATE GOVERNMENT

Monitoring and Evaluation Framework

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EXECUTIVE GOVERNOR
ADAMAWA STATE

ACRONYMS & ABBREVIATIONS

ADAS	Adamawa State Agricultural Development Program
ADASACA	Adamawa State Action for the Control of HIV/AIDS
ADP	Adamawa Agricultural Mechanization Authority
ADSDB	Adamawa State Development Blueprint
ADSEMA	Adamawa State Emergency Management Agency
ADSMEB	Adamawa State Mass Education Board
ADU	Adamawa State University Mubi
ART	Antiretroviral Therapy
ASBPP	Adamawa State Bureau for Public Procurement
ASHDA	Adamawa State Primary Health Development Agency
ASMoH	Adamawa State Ministry of Health
ASMTDP	Adamawa State Development Blueprint
ASPC	Adamawa State Planning Commission
ASUBEB	Adamawa State Universal Basic Education Board
BOS	Bureau of Statistics
CSOs	Civil Society Organizations
DP	Development Partners
ERGP	Economic Recovery and Growth Plan
FMBNP	Federal Ministry of Budget and National Planning
FMOE	Federal Ministry of Education
FMOH	Federal Ministry of Health
FSP	Fiscal Strategy Paper
FSP	Fiscal Sustainability Plan
FY	Fiscal Year
GDP	Gross Domestic Product
HDI	Human Development Index
HIES	Household Income and Expenditure Survey

ICT	Information and Communication Technology
IDA	International Development Assistance
IGR	Internally Generated Revenue
IWRM	Integrated Water Resource Management
Km	Kilometers
KPI	Key Performance Indicators
LF	Labour Force
LFS	Labour Force Survey
LG	Local Government
LGAs	Local Government Areas
LSMS	Living Standards Measurement Survey
m	Meters
M&E	Monitoring and Evaluation
MDA	Ministries, Departments, and Agencies
MIS	Management Information System
MoA	Ministry of Agriculture
MOF	Ministry of Finance and Budget
MOVs	Means of Verification
MoY&S	Ministry of Youth and Sports
MT	Metric Tons
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
MTEF/FSP	Mid-Term Expenditure Framework/Fiscal Sector Strategy Paper
MTSS	Medium-Term Sector Strategy
Naira	Nigerian currency
NBS	National Bureau of Statistics
N-CARES	National Caretaker Extraordinary/Advisory Council on COVID-19 Response
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
NG	Nigeria

NGN	Nigerian Naira
NTDs	Neglected Tropical Diseases
ODA	Official Development Assistance
OGP	Open Government Partnership
PIRS	Performance Indicator Reference Sheets
PMP	Performance Monitoring Plan
PMTCT	Prevention of Mother-to-Child Transmission
PPP	Public Private Partnership
RAMNC+N	Reproductive, Maternal, Newborn, Child and Adolescent Health plus Nutrition
RAPID	Resources for the Awareness of Population Impacts on Development
RBM	Results Based Management
RBME	Results-Based Monitoring and Evaluation System
SBOS	State Bureau of Statistics
SGD	Sustainable Development Goals
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
SMOH	State Ministry of Health
SO	Strategic Objectives
SPCM&E	State Planning Commission Monitoring and Evaluation Unit
SSHDP II	Adamawa State Saving One Million Lives Program for Results II
State2State	Nigeria State Accountability, Transparency, and Effectiveness Activity
TB	Tuberculosis
TIN	Taxpayer Identification Number
ToC	Theory of Change
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
USD	United States Dollar
V2020	Vision 20:2020
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization

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Forward

Adamawa State operates an all-inclusive government that recognizes the roles of the public sector, private sector, international development community and civil society. The government has embarked on an integrated reform approach toward enhancing Public Sector Management, reducing wastages and inefficiencies, and improving service delivery to its citizens.

As a component of the government's transparency and accountability effort, a comprehensive Monitoring and Evaluation Policy has been developed by my administration. This M&E Policy describes the overall integrated government-wide strategies for institutionalizing monitoring and evaluation across all the Ministries Departments and Agencies (MDAs) in the State. The M&E policy is aligned with the M&E Framework and the reporting requirements of the Adamawa State 10-Year Strategic Development Plan and the Medium-Term State Development Plan. The M&E policy will enhance the oversight functions of the legislators by providing a systematic approach to documenting performance and results on a timely basis for informed decision-making.

The M&E Policy emphasizes the capacity building of the public sector human resources especially monitoring and evaluation, and provision of all necessary equipment, information, and communication technologies to enable all the Adamawa State MDAs to fulfil their M&E functions.

As an integral part of the government-wide M&E System, the State Government is committed to establishing an M&E Management Information System (MIS) which shall maintain a centralized reporting dashboard which will provide the opportunity for the government to showcase its annual performance on approved Key Performance Indicators (KPIs) for various development priorities outlined in the development plan. The M&E dashboard will highlight progress on projects, programs and services provided to the citizens towards improving their standard of living and quality of life. The automated dashboard reporting system will also allow NGOs and citizens to provide independent and objective feedback on government performance on a quarterly and annual basis.

While recognizing that the individual MDAs might have varying requirements and structures for M&E, however it is necessary, as a basic minimum, that all MDAs should establish Monitoring and Evaluation Departments and ensure the visibility of M&E. Also, adequate staffing and sufficient authority should be provided by each MDA to integrate monitoring and evaluation in all their functions in compliance with this policy.

I hereby direct the implementation of this M&E policy shall commence immediately, and M&E skills are provided as part of this administration's overall workforce development strategy.

I further direct that all MDAs should have individual strategic plans for at least four years and be aligned with the 10-year State development plan. The strategic plans should have clear mission and vision statements, goals, objectives, related outcomes and targets covering their functions. MDAs should include as part of their M&E clear descriptions of how their goals will be achieved and the resources required to achieve key results within the specified timeframe.

With this policy in place, the Adamawa State Planning Commission is particularly mandated to coordinate the Government-wide Annual Performance Reporting (APR), which shall be prepared by all MDAs and reported against agreed Key Performance Indicators (KPIs) with clear baseline values and targets to enable comparison of performance over time.

I, therefore, express my gratitude to the United States Agency for International Development (USAID) through its Nigeria State Accountability, Transparency, and Effectiveness (State2State) Activity for supporting the process of developing this M&E policy and contributing to improving the performance management, ensuring that service delivery is aligned with strategic priorities of the government towards strengthening effectiveness and accountability of public service.

His Excellency Ahmadu Umaru Fintiri

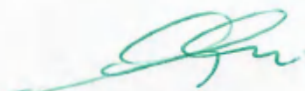
Executive Governor Adamawa State

ACKNOWLEDGEMENT

This State Results-Based Monitoring and Evaluation policy framework is vital to the State Government's desire to improve the quality of lives of the citizenry of Adamawa State. It is a demonstration of commitment to performance and accountability to the people. The core of this policy represents a consolidation of most of the modern reform initiatives being practiced in the State. The adopted result-based management (RBM) approach provides cohesion and logical interfacing across a range of recent reform governance processes aimed at engendering a competent and responsive public service.

The development of this policy involved many partners, potential implementers and key stakeholders, including Civil Society Organizations (CSOs). The content of the policy document will provide clear direction and guidance to M&E practice in the State. Great appreciation goes to my technical team in the Planning Commission led by the Permanent Secretary (PS). The contributions of other technical crew during the validation of this policy, especially the technical team drawn from MDAs like the Adamawa State Ministry of Finance & Budget, Ministry of Education, Ministry of Health, Ministry of Water Resources, Ministry of Environment, Bureau of Public Procurement, State Internal Revenue Service, Primary Health Care Development Agency, and Universal Basic Education Board. The State Government appreciates USAID State2State Activity for the immense support towards this policy document. The Policy Framework also benefitted from the core values and principles laid down in the M&E section of the National Vision 20:2020 and the local practices of the civil servants in Adamawa State.

The successful implementation of this Policy will require the commitment of all and sundry, but most importantly, the leadership and support of the Governor of Adamawa State and the entire members of the State Executive Council as has always been.



Dr. Mary Paninga

Executive Chairman,
Planning Commission Adamawa State.

EXECUTIVE SUMMARY

The overall aim of this Monitoring and Evaluation Framework of the Adamawa State Development Blueprint and the SDGs Agenda 2030 is to provide a common understanding of the M&E processes and approaches that will be adopted to influence accountability, document implementation, and establish a robust performance monitoring and reporting system. The M&E Framework is aligned with the overall government-wide Results Based M&E System to ensure that all resources budgeted, and projects or programs implemented are focused on attaining clearly defined and verifiable results, at outcome and impact level of the results chain.

While the timing of the development plan ends in 2030, to coincide with the SDGs, the implementation of the M&E Framework is planned in phases. The Scope of this M&E Framework covers 11 MDAs drawn from the Economic and Social Sectors of the current administration and will be scaled up to all MDAs within the next 18 months.

The M&E framework provides the basis for measuring the Adamawa State overall performance with a view to providing proper reporting to key shareholders. While Outputs of projects and programs will be monitored using the MIS platform, the overall results will report to the outcomes and impacts of these intervention

The overall objective of M&E Framework is to avail space for constructive engagement with key stakeholders. The M&E framework uses an integrated approach that combines outcomes reported by each MDA using its Strategic Plans and Theory of Change. Specifically, the objectives of the Adamawa State M&E framework are to track progress and demonstrate results of all Adamawa State interventions over the short, medium, and long term, including reporting on Key Performance Indicators (KPIs) and targets.

In assigning roles and responsibilities, this M&E Framework recognizes that there are existing structures for M&E in several sectors such as health, education, agriculture etc. at National and International level. To avoid overlaps, reporting constraints, double counting results, personal interests, conflict of interest, conflicting roles and uncertainty in the monitoring and evaluation functions during the implementation of the M&E Framework for the Adamawa State Development Blueprint and the SDG 2030 Agenda. The roles and responsibilities of key actors are clearly delineated to provide guidance for the activities and outputs that will be coordinated from time to time. Adamawa State Planning Commission M&E Department/Unit will have the overall responsibility of coordinating the implementation and reporting on the M&E framework including Mobilizing financial resources particularly for M&E through detailed annual budget for M&E activities and coordinating other development partners and key stakeholder to support implementation of the Adamawa State Development Blueprint M&E framework

The M&E Framework recognises that an Adamawa State Government wide MIS platform has been developed to track projects implemented in the State. Therefore, the intention of this document is to

focus on high-level Key Performance Indicators (KPIs) that will give a snapshot of results on the strategic objectives of the MTDP, ADSDB and the SDGs in the State. The ultimate choices about deciding the scope, intensity, processes, and implementation of the M&E Framework will depend on demand for M&E, commitment to transparency and accountability and the resources available – personnel, time, and funds as well as capacity, experience and skills of those people dedicated to, and involved in, the M&E work in the State. It is anticipated that all key stakeholders (public sector, private sector, and civil society sector) will join hands to see the successful implementation of the M&E Framework

SECTION 1: INTRODUCTION

ADAMAWA STATE

Adamawa State is one of the 36 states in Nigeria, located in the North-East geo-political zone, with a land area of 36,917 square kilometers. The state was created on August 27th, 1991, with Yola as its capital. The state has three senatorial districts, eight federal constituencies, and 21 local government areas. The state's GDP in 2021 was estimated at N2.66 trillion Naira, with an internal general revenue of N13.01 billion and a federal allocation of N60.17 billion.



Map of Adamawa: Map of Adamawa Showing LGAs

Economic Indicators:

The economic indicators of Adamawa State show mixed results. While the state has a significant GDP, its revenue streams and expenditure allocations reveal a significant reliance on federal allocation. The state's internal general revenue is relatively low, and its recurrent expenditure is high, indicating a potential lack of investment in capital expenditure. The FY2021 capital expenditure was 24.59%, while recurrent expenditure was 74.44%. The IGR per capita was N2,649, and capital expenditure per capita was N5,007. These figures suggest that the state has limited capacity to finance its development and relies on external funding.

Furthermore, the state's debt is substantial, estimated at N132 billion in FY2021, with domestic debt accounting for most of it. The state's domestic debt is N99.55bn, while the foreign debt is \$80.23 million. This level of debt may hinder the state's ability to finance its development projects and make it vulnerable to economic shocks. The state needs to increase its IGR to reduce its reliance on federal allocation and external funding.

Social Indicators:

Adamawa State's social indicators reveal low spending on health and education, which is reflected in its low human development index (HDI). The state's HDI was 0.488 in 2019, classified as low. The state's estimated health spending per capita in FY2021 was N1,087, and its education spending per capita was N855. These figures are relatively low compared to other states in Nigeria, indicating the need for increased investment in social services.

Additionally, the state has a population of 4.91 million and a total of 29,657 civil servants and 10,432 pensioners. The state's pension obligations may contribute to the recurrent expenditure's high percentage, potentially reducing funds available for capital expenditure. The state may need to

consider pension reforms to reduce its recurrent expenditure and free up funds for development projects.¹

ADAMAWA STATE GOVERNMENT

Adamawa State Government is responsible for the administration and management of the state of Adamawa, located in North-Eastern Nigeria. The state government is headed by the Executive Governor, who is assisted by a team of commissioners and other civil servants. The following are the structure and functions of the Adamawa State Government and its efforts to promote economic development and improve the standard of living for its citizens.

Structure of the Adamawa State Government:

The Adamawa State Government is divided into three branches: The Executive, Legislative and Judiciary.

The Executive Branch is responsible for implementing the policies and programs of the state and is headed by the Governor, who is the chief policymaker and decision-maker for the state. The Governor is assisted by a team of commissioners and other civil servants who are appointed to manage various departments and agencies within the state government.

The Legislative Branch is made up of the Adamawa State House of Assembly, which is responsible for making laws and overseeing the activities of the Executive Branch. The House of Assembly is made up of 25 elected members, who are elected to represent the 25 constituencies in the state. The Speaker of the House of Assembly is responsible for presiding over the meetings of the House of Assembly and ensuring that the laws passed by the House of Assembly are followed.

The Judiciary is responsible for interpreting the laws and ensuring that they are followed. The judiciary is made up of the courts in the state, which include the High Court, the Sharia Court of Appeal, and the Customary Court of Appeal. The Chief Judge of the state is responsible for overseeing the activities of the judiciary and ensuring that the laws are interpreted and enforced fairly.

Functions of the Adamawa State Government:

In addition to the three branches of government, the Adamawa State Government oversees several important institutions, such as schools, hospitals, and infrastructure projects. The government also works to promote economic development in the state and improve the standard of living for its citizens. One of the key functions of the state government is to provide basic services, such as education, healthcare, and infrastructure.

The state government has implemented various programs and policies aimed at promoting economic development in the state. One of these programs is the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), which provides support to small and medium-sized enterprises in the state. The state government has also invested in infrastructure projects, such as the construction of roads and bridges, to promote economic growth in the state.

The state government has also focused on improving the standard of living for its citizens. The government has invested in healthcare services, such as the provision of medical equipment and supplies to hospitals in the state. The government has also implemented programs aimed at improving access to education, such as the provision of scholarships to students in the state.²

ADAMAWA STATE MINISTRIES, DEPARTMENTS AND AGENCIES

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

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

² Adamawa State Government. (n.d.). About Us. Retrieved from <https://adspc.ad.gov.ng/about/>
National Bureau of Statistics. (2020). Adamawa State. Retrieved from <https://nigerianstat.gov.ng/download/1017>
Small and Medium Enterprises Development Agency of Nigeria. (n.d.). Adamawa State. Retrieved from <https://smedan.gov.ng/states/adamawa/>

5. Social Sector: The Social Sector is responsible for promoting the welfare of the state's citizens and providing access to essential services. This sector is responsible for ensuring that citizens have access to essential services such as healthcare, education, and social services.

Administrative Sector	Economic Sector
• Office of the Deputy Governor • Office of the Secretary to the State Government (Internal Affairs and Special Services, NEPAD/APRM, Community and Social Development Agency (N-CARES), Ministry for Special Duties • Bureau for Public Procurement • Fiscal Responsibility Commission • Adamawa State House of Assembly (Legislature) • House of Assembly Service Commission • Ministry of Information and Strategy (Adamawa Television Corporation, Adamawa Broadcasting Corporation, Government Printing Press, Adamawa Press Limited) • Adamawa State Staff Pension Board • Office of the State Auditor General • Civil Service Commission • Adamawa State Independent Electoral Commission • Local Government Service Commission • Adamawa State Emergency Management Agency (ADSEMA)	• Ministry of Agriculture (<i>Adamawa ADP, Adamawa Agricultural Mechanization Authority, FADAMA (N-CARES)</i>) • Ministry of Finance and Budget (<i>Office of the Accountant General, Board of Internal Revenue</i>) • Ministry of Commerce, Trade and Industries (<i>Adamawa Investment and Property Development Company</i>) • Ministry of Labour and Productivity • Ministry of Transportation • Ministry of Mineral Resources Development • Adamawa State Mining Company • Ministry of Works and Energy Development (<i>Adamawa State Road Maintenance Agency</i>) • Ministry of Culture and Tourism (<i>Adamawa State Hotel and Tourism Board, Adamawa State Agency for Museum and Monuments</i>) • Adamawa State Planning Commission (<i>Adamawa State Bureau of Statistics – ABS, Sustainable Development Goals (former MDG's Office)</i>) • Ministry of Water Resources (<i>Adamawa State Water Board, Rural Water Supply & Environmental Sanitation Agency (RWESA), Small Towns Water Supply</i>) • Ministry of Housing and Urban Development (<i>Adamawa State Urban Planning and Development Authority</i>) • Ministry of Lands and Survey • Office of the Surveyor General • Ministry of Livestock & Aquaculture Development • Ministry of Entrepreneurship Development (<i>Poverty Alleviation and Wealth Creation Agency, SME – N-CARES</i>)

Law and Justice Sector	Regional Sector
- Judicial Service Commission - Ministry of Justice	Ministry of Reconstruction, Rehabilitation, Reintegration Humanitarian Service - Adamawa State Emergency Management Agency
Social Sector	
Ministry of Youth & Sports Development (Sports Council) Ministry of Women Affairs Ministry of Education and Human Capital Development (<i>Adamawa State Universal Basic Education Board, Adamawa State Library Board, Adamawa State Mass Education Board (ADSMEB), Post Primary Schools Management Board, Education Resource Center</i>) - Ministry of Health and Human Services Adamawa State Contributory Health Management Agency (Primary Health Care Development Agency, Adamawa State Action for the Control of HIV/AIDS - ADASACA) Ministry of Tertiary and Professional Education (College of Agriculture Ganye, College of Legal Studies Yola, Adamawa State Polytechnic Yola, College of Education Hong, Adamawa State University Mubi, Adamawa State Scholarship Trust Fund) - Ministry of Environment and Natural Resources Development - Ministry of Local Government Affairs - Ministry of Rural Infrastructure & Community Development (Rural Access Mobility Program) - Local Government Staff Pension Board - Ministry of Chieftaincy Affairs	

SECTION 2: THE MONITORING AND EVALUATION FRAMEWORK

ADAMAWA STATE DEVELOPMENT PLANNING

Adamawa State has had 13 heads of government since its creation from Gongola State on 27th August 1991. The state has implemented several development plans to drive growth and development in the state. The following are the development plans and policies that have been implemented in Adamawa State since its creation.

Development Plans:

The most recent development plan in Adamawa State is the 15-year Adamawa State Development Blueprint 2016 – 2030. This blueprint aims to transform the state into a hub of economic and social development, with a focus on agriculture, tourism, and human capital development. The plan is structured around five pillars, including economic development, infrastructure development, human capital development, environmental sustainability, and governance.

In addition to the long-term development plan, the state has also developed Mid-Term Development Plan 2021 – 2025, which outlines the state's development priorities for the next five years. The plan is aligned with the Adamawa State Development Blueprint and focuses on improving infrastructure, promoting economic development, and enhancing human capital development.

The State has also developed Mid-Term Expenditure Framework/Fiscal Sector Strategy Paper (MTEF/FSP) 2021 – 2023, Economic and Fiscal Update (EFU), Fiscal Strategy Paper (FSP), and Budget Policy Statement (BPS), 2022 – 2024. These documents provide a framework for budget preparation and implementation, ensuring that government spending aligns with the state's development priorities.

Policy Frameworks:

In addition to development plans, Adamawa State has also developed policy frameworks to guide the implementation of various programs and initiatives. The state has developed the Adamawa State OGP Action Plan (2021 – 2023), which is aligned with the global Open Government Partnership (OGP) initiative. The plan aims to promote transparency, accountability, and citizen engagement in government activities.

The state has also developed Adamawa LGAs Community Development Plans, which aim to empower local communities to identify their development priorities and work with government and other stakeholders to implement development projects.

Budgets and Citizen Engagement:

Adamawa State government prepares state annual budgets along with Citizens' Budget to enhance citizens' engagement, transparency, and accountability. The Citizens' Budget is a simplified version of the state's annual budget that is designed to provide citizens with a clear understanding of government spending and how it relates to development priorities.

Adamawa State has implemented several development plans and policy frameworks aimed at driving growth and development in the state. The state's most recent development plan, the Adamawa State Development Blueprint 2016 – 2030, outlines a long-term vision for the state's development, while the Mid-Term Development Plan 2021 – 2025 provides a framework for implementing the state's development priorities over the next five years. The state has also developed policy frameworks aimed at promoting transparency, accountability, and citizen engagement, including the Adamawa State OGP Action Plan and Adamawa LGAs Community Development Plans. The state's commitment to citizens' engagement, transparency, and accountability is evident in its preparation of the Citizens' Budget, which provides citizens with a clear understanding of government spending and development priorities.³

ADAMAWA STATE MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is an important component of development planning, as it provides a systematic and objective approach to assessing the effectiveness and impact of development programs and initiatives.

Adamawa State Planning Commission:

The Adamawa State Planning Commission was established by Edict No. 1 of 1999 and became effective from 24th March 1999. The Commission has the mandate to determine and advise the State Government on economic matters, development plans, and data management for state and local governments.

The Commission has established a results-based performance management regime that shifts the focus of MDAs and staff towards achieving goals and objectives. The performance management regime is based on the use of performance indicators and targets, which are used to assess the effectiveness and impact of government programs and initiatives.

³ Adamawa State Development Blueprint 2016-2030. (2016). Adamawa State Government.

Adamawa State Government. (2021). Adamawa State OGP Action Plan 2021-2023.

Adamawa State Government. (2021). Adamawa LGAs Community Development Plans.

Adamawa State Government. (2021). Mid-Term Development Plan 2021-2025.

Adamawa State Government. (2021). Mid-Term Expenditure Framework/Fiscal Sector Strategy Paper (MTEF/FSP) 2021-2023, Economic and Fiscal Update (EFU), Fiscal Strategy Paper (FSP), and Budget Policy Statement (BPS), 2022 – 2024.

Adamawa State Government. (2022). Governor Ahmadu Umaru Fintiri presents 2022 Budget Proposal of N250.38 Billion.

Adamawa State Government. (2022). Governor Ahmadu Umaru Fintiri presents 2022 Budget Proposal of N250.38 Billion. Open Government Partnership. (n.d.). About OGP. Retrieved from <https://www.opengovpartnership.org/about/>

Responsibility for M&E:

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

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

ADAMAWA STATE MONITORING AND EVALUATION POLICY

In 2022, Adamawa State Planning Commission Developed an M&E Policy to provide a robust and integrated framework for guiding the Adamawa State Government and stakeholders in employing the principles, practices, and standards of M&E practice across Adamawa State. The M&E policy was also to achieve the following objectives:

- Improve the performance of the public sector through the strengthening of the operational, coordinated, and cost-effective production and use of objective information on implementation and results of strategies, policies, programs and projects.
- To improve the confidence of Adamawa State citizens to systematically hold the government accountable
- To establish a system of evaluating public policies and interventions
- To clarify roles and responsibilities of MDAs and key stakeholders in the monitoring and evaluation of government policies, projects and programs
- To strengthen public-private partnership in M&E
- To layout a foundation for institutionalizing M&E practice in the government

The Adamawa State M&E Policy Framework combined both Monitoring Policy and Evaluation Policy. The M&E Policy also included guidance on several other complementary strategies and plans that will be required for effective policy, programs and projects implementation as follows.

- ASMTDP M&E Plan
 - MDA/Sector specific M&E plans
 - M&E Strategy
 - M&E Data Management strategy
 - M&E Management Information System
 - Knowledge Management and Learning Strategy
 - Strategy for M&E Coordination and Communication of Results
-

ADAMAWA STATE M&E GOVERNANCE FRAMEWORK

(a) RESPONSIBILITY FOR M&E IN ADAMAWA STATE

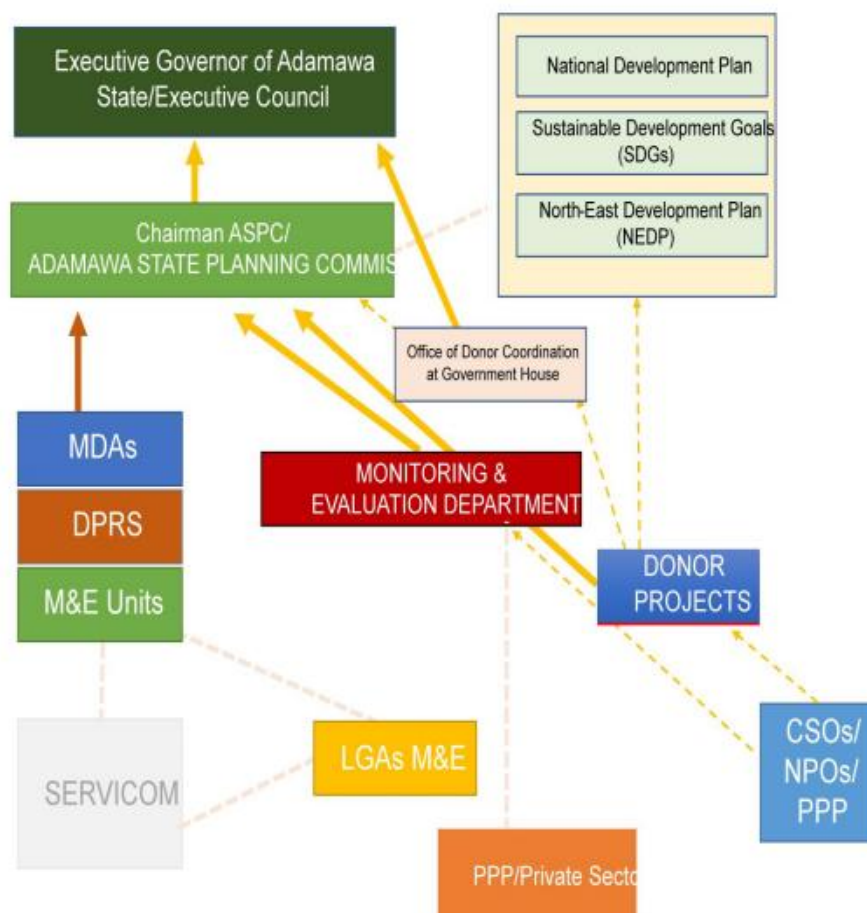
The Service Delivery Improvement Department of the Commission is responsible for the government-wide and overall, all Monitoring and Evaluation functions within Adamawa State. This function includes leadership and promotion of evaluation in government, including development of:

- policy, vision and championing the discipline.
- Standard setting, with the development and publication of suitable standards and
- guidelines in collaboration with M&E professional groups
- Pooling of knowledge emerging from evaluations and publishing evaluations.
- Quality assurance of evaluation processes and products.
- Co-funding some evaluations in the State evaluation plan.
- Capacity building and technical assistance, ensuring suitable courses are established and providing technical assistance to Ministries, Departments and Agencies
- Monitoring of progress against the MDAs evaluation plans.
- Evaluating the evaluation process itself to ensure it is adding value and that the benefits outweigh the costs.
- Reporting on progress with evaluations.
- Ensuring value for money when it allocates budgets. To this end it needs to see that Plans and budgets are informed by evidence, including from evaluations.
- Cost-effectiveness and cost-benefit analyses are undertaken and that interventions are providing value for money.

The governance framework for M&E is depicted in the figure below. It shows the role of M&E Department, Funders, Donors, Government MDA partners, Civil Society Organizations (CSOs) are supposed play to generate demand for M&E information and services. The Adamawa State M&E Department of the Commission will have the responsibility for providing M&E services with the active participation of the Programs Department and Finance Department. When programs are planned by the Programs Department, the Finance Department disburses funds and M&E Department tracks performance

(b) FRAMEWORK FOR GOVERNING M&E IN ADAMAWA STATE

The framework for governing M&E in Adamawa State is as follows. All M&E performance management planning and reporting is aligned with the National development priorities, North – East Regional Development priorities and the Adamawa State Development goals. All reporting by MDAs in the State and coordinated by the Adamawa State Planning Commission, under the leadership of the Chairman of ASPC and final reports submitted to the Executive Governor of Adamawa State.



AIMS AND OBJECTIVES OF THE ADAMAWA STATE MONITORING AND EVALUATION FRAMEWORK

The monitoring and evaluation (M&E) framework is an essential tool for tracking and measuring progress in achieving the objectives of development plans and programs. In Adamawa State, the M&E framework is a critical component of the state's results-based management system, which is designed to enhance accountability, document implementation, and establish a robust performance monitoring and reporting system

Aims of the M&E Framework:

The main aim of the M&E framework in Adamawa State is to provide a common understanding of the M&E processes and approaches that will be adopted to influence accountability, document implementation, and establish a robust performance monitoring and reporting system. The M&E framework aims to ensure that all key stakeholders have a shared understanding of the M&E system and the results-based management approach, which will help to promote accountability and transparency in the development planning process.

Strategic Direction of the M&E Framework

- Adamawa State Development Plan will be monitored and evaluated as an integral part of the overall Results Based Management M&E System of the State
- The focus of the M&E system will be on objectivity, quality of data and utilization of information generated for effective decision making.
- The M&E framework provides the basis for measuring the Adamawa State overall performance with a view to providing proper reporting to key shareholders
- While Outputs of projects and programs will be monitored using the MIS platform, the overall results will report to the outcomes and impacts of these intervention

Objectives of the M&E Framework

The overall objective of M&E Framework is to avail space for constructive engagement with key stakeholders. The M&E framework uses an integrated approach that combines outcomes reported by each MDA using its Strategic Plans and Theory of Change. Specifically, the objectives of the Adamawa State Development Plan M&E framework are to:

- Track progress and demonstrate results of all Adamawa State interventions over the short, medium and long term, including reporting on Key Performance Indicators (KPIs) and targets
- Coordinate and facilitate stakeholder engagement in managing for results
- Assess performance in accordance with the agreed objectives and performance indicators and targets to support management for results (i.e. evidence-based decision making), accountability and constructive engagement with stakeholders

- Provide opportunity for continuous learning for the program being implemented
- Facilitate the setting of detailed analysis of data, trends and dissemination of the findings to inform a wide range of stakeholders at short, medium and long term
- Continue the institutionalization and harmonization of the use of M&E information in program designing, formulation, planning and budgeting
- identification of resources and technical support needed to entrench M&E culture in the Adamawa State

Underlying Assumptions for Implementation of the M&E Framework

The successful implementation of the monitoring and evaluation (M&E) framework in Adamawa State depends on several underlying assumptions. These assumptions provide the foundation for a coherent institutional framework for performance and results monitoring and evaluation, which is essential for promoting transparency, accountability, and results-based management.

Strong commitment of Adamawa State leadership to transparency, accountability, and results-based management:

The first underlying assumption for the implementation of the M&E framework in Adamawa State is a strong commitment of the state's leadership to transparency, accountability, and results-based management. The commitment of the leadership is critical in ensuring that the M&E framework is effectively implemented and that the results generated from the M&E system are used for decision making.

A coherent institutional framework for performance and results monitoring and evaluation:

The second underlying assumption is a coherent institutional framework for performance and results monitoring and evaluation. This requires a commitment to prove performance and learn to improve and remedy challenges. The institutional framework should define the responsibility, intended targets, outcomes, and results of interventions, and ensure that they are relevant. The institutional framework should also provide for the alignment of roles, responsibilities, and sequencing of implementation of priority interventions across a spectrum of project plans implemented by Adamawa State.

Consistency and persistence in programming and program implementation:

The third underlying assumption is consistency and persistence in programming and program implementation. This is essential to ensure that the M&E framework is effectively implemented, and that the results generated are reliable. Consistency and persistence also ensure that the framework, which defines responsibility, intended targets, outcomes, and results of interventions, remains relevant.

Dedicated resources for monitoring and evaluation:

The fourth underlying assumption is the availability of dedicated resources for monitoring and evaluation. This includes the budget and a pooling of funds from development partners, including M&E capacities and availing core statistical data for monitoring and evaluation. The availability of dedicated resources is critical in ensuring that the M&E framework is effectively implemented and that the results generated are reliable.

Human capital and technology:

The fifth underlying assumption for the implementation of the M&E framework in Adamawa State is human capital and technology. The M&E framework emphasizes the importance of availability of human capital to drive the process and technology for collecting vital, reliable, and timely data in gauging quantitative and qualitative performance indicators.

Coordination and analytical capabilities:

The final underlying assumption is coordination and having in place analytical capabilities to generate new insights for decision making and to distill reliable information to be communicated to key stakeholders on progress being made and gaps to be filled. This assumption emphasizes the importance of coordination and analytical capabilities in ensuring that the M&E framework is effectively implemented and that the results generated are reliable.

Scope and Timing of the M&E Framework

Adamawa State Government implements a Results Based M&E System to ensure that all resources budgeted, and projects or programs implemented are focused on attaining clearly defined and verifiable results, at outcome and impact level of the results chain. The State also adopted the use of RBM to improve accountability and transparency, thereby enabling interventions to work in concert and prevent duplication and waste. To achieve this the State Government has decided to take a stepwise approach in the planning, monitoring, and evaluation (M&E).

While the timing of the Development Plan ends in 2030, to coincide with the SDGs, the implementation of the M&E Framework is planned in three phases

Phase One: The Scope of Phase one will cover 11 MDAs drawn from the Economic and Social Sectors of the current administration

Phase Two: The Scope of Phase Two will cover 22 MDAs drawn from the Economic, Regional and Social Sectors of the current administration

Phase Three: The Scope of Phase Three will cover all the MDAs drawn from all the five sectors of the current administration: Economic, Regional, Administration, Social, and Law and Justice

The timing for the completion of all the three phases of rolling out the framework in all the MDAs will be within 18 months.

Phase one MDAs for the M&E Framework

The successful implementation of the monitoring and evaluation (M&E) framework in Adamawa State requires a systematic and comprehensive approach that involves multiple ministries, departments, and agencies (MDAs). Specifically, 11 MDAs that have been selected for piloting the M&E framework during the inception phase.

Adamawa State Planning Commission:

The Adamawa State Planning Commission is responsible for determining and advising the state government on economic matters, development plans, and data management for state and local governments. The commission is responsible for developing and implementing the M&E framework, and for coordinating stakeholder engagement in managing for results.

Adamawa State Ministry of Works and Energy Development:

The Adamawa State Ministry of Works and Energy Development is responsible for implementing the state's infrastructure development programs, including roads, bridges, and other public works. The ministry will be responsible for monitoring and evaluating the implementation of these programs, including tracking progress, assessing performance, and providing recommendations for improvement.

Adamawa State Board of Internal Revenue:

The Adamawa State Board of Internal Revenue is responsible for collecting taxes and other revenue sources for the state government. The board will be responsible for monitoring and evaluating the revenue collection process, including tracking progress, assessing performance, and providing recommendations for improvement.

Adamawa State Primary Health Development Agency:

The Adamawa State Primary Health Development Agency is responsible for implementing the state's health policies and programs. The agency will be responsible for monitoring and evaluating the implementation of these programs, including tracking progress, assessing performance, and providing recommendations for improvement.

Adamawa State Universal Basic Education Board:

The Adamawa State Universal Basic Education Board is responsible for implementing the state's education policies and programs. The board will be responsible for monitoring and evaluating the implementation of these programs, including tracking progress, assessing performance, and providing recommendations for improvement.

Adamawa State Bureau for Public Procurement:

The Adamawa State Bureau for Public Procurement is responsible for overseeing the state's public procurement processes. The bureau will be responsible for monitoring and evaluating the procurement process, including tracking progress, assessing performance, and providing recommendations for improvement.

Ministry of Water Resource:

The Ministry of Water Resource is responsible for managing the state's water resources, including water supply and sanitation. The ministry will be responsible for monitoring and evaluating the implementation of water supply and sanitation programs, including tracking progress, assessing performance, and providing recommendations for improvement.

Ministry of Health:

The Ministry of Health is responsible for implementing the state's health policies and programs. The ministry will be responsible for monitoring and evaluating the implementation of these programs, including tracking progress, assessing performance, and providing recommendations for improvement.

Ministry of Education:

The Ministry of Education is responsible for implementing the state's education policies and programs. The ministry will be responsible for monitoring and evaluating the implementation of these programs, including tracking progress, assessing performance, and providing recommendations for improvement.

Ministry of Finance and Budget:

The Ministry of Finance and Budget is responsible for managing the state's finances, including budgeting and financial management. The ministry will be responsible for monitoring and evaluating the state's financial management processes, including tracking progress, assessing performance, and providing recommendations for improvement.

Ministry of Environment:

The Ministry of Environment is responsible for managing the state's natural resources and environment. The ministry will be responsible for monitoring and evaluating the state's environmental policies and programs, including tracking progress, assessing performance, and providing recommendations for improvement.

Ministry of Agriculture:

The Ministry of Agriculture is responsible for managing the state's agriculture policies and programs. The ministry will be responsible for monitoring and evaluating the implementation of these programs, including tracking progress, assessing performance, and providing recommendations for improvement.

SECTION 3: THE DEVELOPMENT PLANS AND ELEVEN-POINT AGENDA

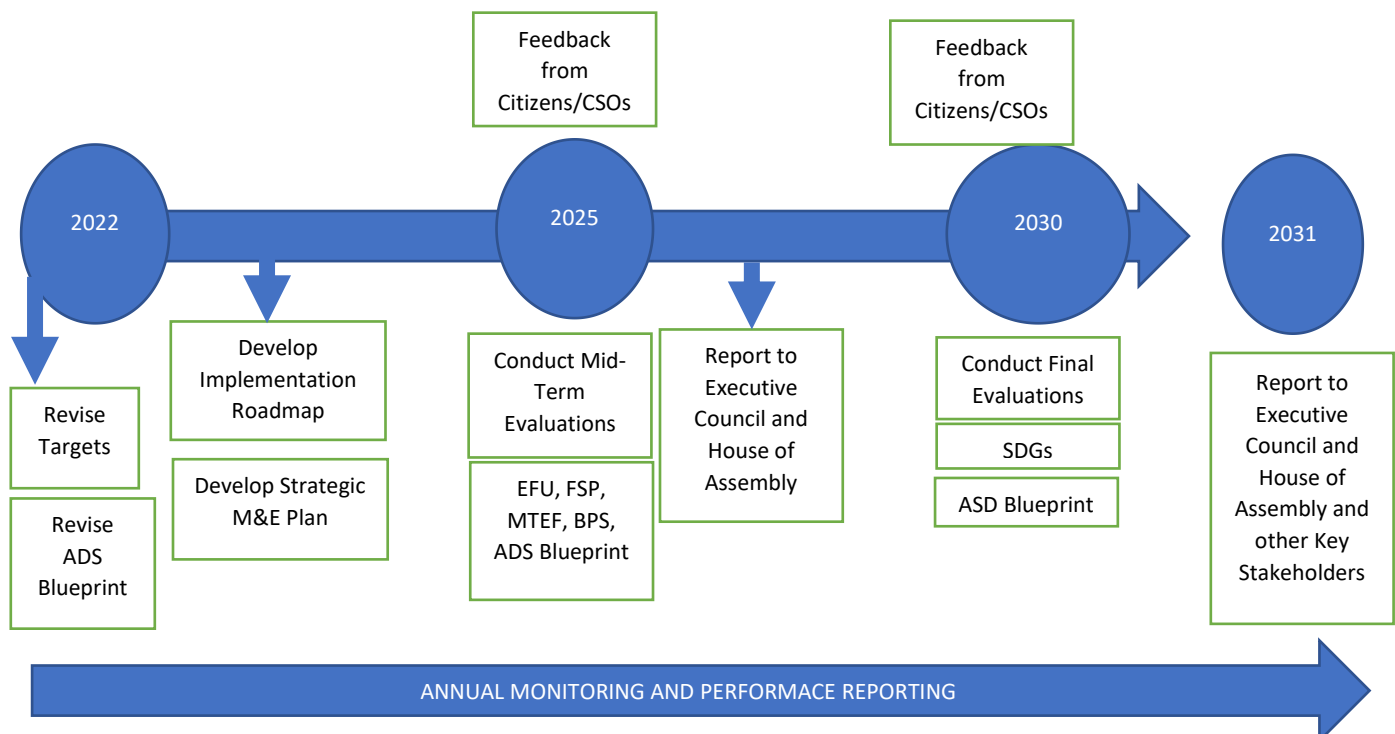
Considering the urgency of delivering results, this M&E Framework is focussed on the Mid-Term Development Plan which covers the period of 2021 to 2025, there after an evaluation will be conducted and strategies be modified and improved to deliver the remainder of 2026 to 2030.

The timelines for the implementation of the plans are as follows:



Timeline for Implementation of the Plans 1

Implementation Roadmap of the M&E Framework 2022 - 2030



VISION AND MISSION OF THE DEVELOPMENT

Vision of Adamawa State Mid-Term Development Plan 2021 – 2025

The government of Adamawa State envisioned - a peaceful, harmonious, and economically vibrant State that sustainably promotes inclusive growth based on equality of opportunity and justice for all its people.

Mission of Adamawa State Mid-Term Development Plan 2021 – 2025

As a government, building Adamawa State that is economically sustainable, socially inclusive, and environmentally resilient both at present and in the future is the mission

Thematic Areas

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

THE ELEVEN -POINT AGENDA

The Executive Governor of Adamawa State, His Excellency, Right Honourable Ahmadu Umaru Fintiri is committed to delivering an eleven-point development agenda and promise to the people of Adamawa State. The Agenda is aligned with the priorities outlined in the Adamawa State Mid-Term Development Plan

The agenda covers the following areas:

- Education
- Security
- Health
- Infrastructure
- Agriculture
- Economy
- Water Supply
- Electrification
- Local Governments Autonomy
- Youth, Women Empowerment and Welfare of Workers
- Dedicated Leadership and Respect for Traditional Institution

Governor Fintiri's development agenda focus on education, is to provide free education for primary and secondary school students. This initiative is aimed at ensuring that every child in the state has access to quality education, regardless of their family's financial circumstances. The governor has also committed to invest heavily in healthcare, with a focus on improving access to quality healthcare services across the state. This includes the renovation and expansion of healthcare facilities, as well as the recruitment of more healthcare professionals to improve service delivery.

In addition to education and healthcare, the governor's development agenda also includes initiatives to improve infrastructure, such as the construction of new roads, bridges, and other transportation infrastructure. The governor has also pledged to improve the state's water supply and to invest in agriculture to boost food production and create job opportunities for young people.

Development Plan Priorities and MDAs responsible

	MTEF/FSP SECTORS	12 Selected Pilot MDAs	Adamawa State Development Blueprint (Strategic Priority)		Adamawa State Mid-Term Development Plan 2021 – 2025		State Government 11-Point Agenda
			Thematic Areas	Strategy	Pillars	Thematic Areas	
1	Administrative Sector	Adamawa State Bureau for Public Procurement	Institutional reforms:	Institutional reforms: adopt reforms in the procurement process of Government in terms of fiscal responsibility and fiscal discipline,		People-oriented governance is geared towards promoting transparency, integrity, and create cohesion among the citizens	
2	Economic Sector	Adamawa State Board of Internal Revenue	Resource Mobilization	Resource Mobilization: internal economic growth to boost revenue generation, promote prudent financial management, and the productive utilization of human resource.	Economic development		Agenda 6: Economy
3	Economic Sector	Adamawa State Planning Commission	Data and Statistics	Data and Statistics: generate accurate and timely data for the purpose of good planning that will foster the economic development and social integration of the State.	Economic development		Agenda 6: Economy
4	Economic Sector	Ministry of Finance	Institutional reforms		Economic development		Agenda 6: Economy
5	Economic Sector	Ministry of Agriculture	Agriculture	Agriculture: food sustainability and for export of agricultural products and sustainable value chain for economic empowerment and industrialization.	Economic development	Agribusiness for wealth creation to build a thriving and sustainable economy that can Enlarge agriculture output for food	Agenda 5: Agriculture

				Livestock development, improvement on cattle breeding, settlement of farmers and grazers disputes, as well as development of cattle routes and grazing reserves.		security	
6	Economic Sector	Ministry of Works and Energy Development	Physical Infrastructure	Physical Infrastructure: generate power and energy, physical infrastructure	Infrastructure development,	Infrastructure to expand access to <u>housing</u> , transport, and power across all parts of the state	Agenda 4: Infrastructure
7	Social Sector	Ministry of Water Resources	Water Resources Development	Water Resources Development: provision of portable and affordable and clean drinking water or both human and animal consumption.	Social and security development	Social development and welfare to Enhance social inclusion and reduce poverty	Agenda 7: Water Supply
8	Social Sector	Ministry of Environment and Natural Resources Development	Social Infrastructure and Human Development	Environment: provide environmental laws and safeguards, by educating the populace on the dangers of environmental issues, the waste and sewerage management collection and utilization in the state	Environmental sustainability	Natural resources and environmental Protection	
9	Social Sector	Ministry of Education and Human Capital Development	Social Infrastructure and Human Development	Education: improve teacher training and re-training, and the infrastructural development of the education sector.	Social and security development	Human capital development to facilitate improved access to	Agenda 1: Education
10	Social Sector	Adamawa State Universal Basic Education Board	LG Admin	Strengthen and support the delivery of the benefits of governance to the	Social and security development	quality education, affordable healthcare, and access to water and sanitation	Agenda 1: Education

				grassroots			
11	Social Sector	Ministry of Health and Human Services	Social Infrastructure and Human Development	Health: the reduction of maternal and infant mortality, as well as to improve the health care delivery system in the State.	Social and security development		Agenda 3: Health
12	Social Sector	Adamawa Primary Health Care Development Agency	LG Admin Social Infrastructure and Human Development	Strengthen and support the delivery of the benefits of governance to the grassroots	Social and security development		Agenda 3: Health

SECTION 4: MDA KEY PERFORMANCE INDICATORS AND TARGETS

Rationale for Choice of Indicators for the M&E Framework

The indicators chosen for this M&E Framework were based on alignment to the Sustainable Development Goals (SDGs) and the ability to project results to enhance evidence-based decision making. All RAPID indicators on SPECTRUM Software were considered in this M&E Framework. SPECTRUM is a suite of easy-to-use policy models which provide policymakers with an analytical tool to support the decision-making process. The Resources for the Awareness of Population Impacts on Development (RAPID), is a component that used indicators from Agriculture, Health, Education, Urbanization, Economic Sector and population to make reliable estimate on impact of population on development⁴. The SDGs are global goals and call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice, and prosperity. SDGs indicators are backbone to monitoring progress towards SDGs in all countries at all levels. The SDGs indicators are standard and well-defined indicators with clear indicator framework to help allocate resources, achieve targets and results. This M&E Framework also considered the priorities outlines in the M&E Framework of the National Development Plan NDP 2021 – 2025 and Agenda 2030 and the 10 years Northeast Regional Development Plan

Data Sources

The following are possible data sources for the implementation of this framework

- Nigeria Demographic and Health Survey (NDHS)
- Nigeria Education Data Survey
- Nigeria Living Standards Survey
- Core Welfare Indicators Questionnaire (CWIQ)
- Multiple Indicator Cluster Survey (MICS)
- Nigeria Living Standards Survey
- Etc.

⁴ <https://www.avenirhealth.org/software-spectrum.php>

Adamawa State Planning Commission

The Adamawa State Planning Commission was established by an Edict No. 1 of 1999 and became effective from 24th March 1999. Currently, the edict is being reviewed by the State House of Assembly into a law. It has the mandate of advising the State Government on Economic matters, Developmental plans and Data management both for State and Local Governments.

Strategic Objectives	MANDATE • Advise Government on all development and governance issues in the State • Promote peace, unity, social justice and human welfare in the State. • Ensure prudence in the management of State resources • Enforce compliance with Government policy directives and guidelines on programmes and budgets. FUNCTIONS OF THE COMMISSION • Prepare and control capital budget and set broad guidelines for the recurrent budget. • Entry door for all technical and development partners [Local, National and International] into Adamawa State • Manage Foreign and Internal economic technical aids and assistance in Adamawa State. • Formulate and prepare long-term, medium-term and short-term development plans for the State and Local Government Councils and co-ordinate such plans' implementations at the State and Local Government levels. • Organize the identification of both abandoned and on-going projects in the State. Provide information as to causes of the abandonment, prioritization and level of completion of each project. Monitor and supervise their completion and advise the Government accordingly. • Formulation and evaluation of manpower development policies and strategies of the State. • Provide policy advice on development plans to the Governor in all spheres of life in the State. • Hold periodic meetings with similar bodies that may be set up by the State and Local Governments.
Goals	• To strengthen governance mechanism for effective and evidence-based policy making • To promote open and inclusive governance in the State. • To determine the State's development priorities and related programmes and

	monitor implementation • To strengthen partnership and participation in development matters with stakeholders. • To institutionalize a performance management regime that shifts MDAs and staff 's focus on the value of achieving goals and objectives
Objectives	• Developing and implementing advocacy strategies to minimize political interference in appointing members and in the affairs of the Commission. • Establishing and managing a fully resourced database. • Building staff capacity on research and analysis using modern ICT systems. • Developing and implementing appropriate performance monitoring and evaluation tools. • Ensure prudence in the management of State resources. • Enforce compliance with Government policy directives and guidelines on programmes and budgets.
Key Performance Indicators	• Actual amount realized from ODA • Annual growth rate of real GDP per capita • Extent of use of country-owned results frameworks and planning tools by providers of development cooperation • Number of commercial bank branches per 100,000 adults (b) number of automated teller machines (ATMs) per 100,000 adults • Number of Data Quality Assessment (DQA) conducted each year • Number of donor projects • Number of field visits conducted in collaboration with MDAs • Number of MDAs fully adopting MTEF Process • Number of MDAs that conducted evaluation each year (disaggregated by baseline, midline and end line) • Number of personnel trained (on data management, monitoring and evaluation) • Number of plans developed • Number of policy documents reviewed with participation of key stakeholders • Percentage contribution by Development Partners to annual budget • Proportion of informal employment in total employment, by sector and sex • Proportion of MDAs with approved Performance M&E plans • Proportion of MDAs with comprehensive data management system • Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, new-borns, work-injury victims and the poor and the vulnerable • Proportion of the population living below the international poverty line by sex, age, employment status and geographic location (urban/rural) • Proportion of the population living below the National poverty line by sex, age, employment status and geographic location (urban/rural) • Total actual capital expenditure per year

- Total government revenue as a proportion of GDP, by source - Unemployment rate, by sex, age and persons with disabilities								
KPIs/ Indicators	Annual Target	10 Years Target (2030)	TIME SCHEDULE/U NIT OF MEASUREME NT	ACTIVITIES	OUTPUTS	OUTCOMES	LONG TERM IMPACT	Data Sources
Indicator 1.1.1.1 Number of MDAs fully adopting MTEF Process	10	50	Number Annually	Meetings, Trainings and Workshops	MTEF and MTSS developed for the MDAs	MTEF and MTSS used to enhance decision making	Compliance with government policy priorities	MDAs
Total actual capital expenditure per year	25% of Annual Budget (the current baselin e is – 24%)	40% of Annual Budget	Amount in Naira Annually	Budget review	Budget allocations to capital projects by MDAs	Allocated budget is released and used for capital projects Physical assets acquired, upgraded, and maintained for the benefit of citizens	Increased expenditure on capital projects to enhance sustainable economic developmen t	MDAs
SDG Indicator 8.1.1: Annual growth rate of real GDP per capita	1 % (curren t baselin e is – 2%) ⁵	3 %	Percentage Annual growth rate (percentage)	Economic developmen t and growth policies, investment in infrastructur e and education, job creation, trade promotion, etc.	Increased GDP, improved economic indicators such as gross national income per capita, increased productivit y and efficiency	Improved standard of living, reduced poverty and inequality, increased access to education and healthcare	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Sustained economic growth and developmen t, improved overall well-	Bureau of Statistics NBS

⁵ <https://stateofstates.kingmakers.com.ng/States/Adamawa/GDP/>

							being and quality of life for all citizens.	
SDG Indicator 8.3.1: Proportion of informal employment in total employment, by sector and sex	11.1 % baseline (2015) for Nigeria ⁶		Percentage Annually (data can be collected quarterly)	Labour market policies and programs, social protection, skills development, and vocational training	Improved access to formal employment opportunities, increased compliance with labour laws and regulations	Reduction in informal employment, increase in formal employment and social security coverage, improved working conditions and wages	Improved working conditions, reduced poverty and inequality, increased social protection and economic security for all, including women and vulnerable groups	NBS
SDG Indicator 8.5.2: Unemployment rate, by sex, age and persons with disabilities	8.71% Baseline 9.71% ⁷	3.8%	Percentage (%) of economically active	Tracking the government activities aimed at creating Public private partnerships to create job	People employed through government investments and partnerships with the private sector	More citizens have increased access to work	Reduction in the share of the workforce that is currently not working but is actively searching for work	Bureau of Statistics, Ministry of Labour and Productivity, ILO
SDG Indicator 8.10.1: Number of commercial bank branches per 100,000 adults (b) number of automated teller machines (ATMs) per 100,000 adults		Increased by 20%	Number of commercial bank branches and ATMs per 100,000 adults	Opening and maintaining commercial bank branches and ATMs in a geographic area	Increased accessibility to banking services for adults in the area	Improved financial inclusion and access to credit for individuals and small businesses.	Decent work and economic growth Stronger economic growth and development in the area, reduction of poverty and inequality.	SDG Data Hub NBS/SBS

⁶ https://stats.oecd.org/Index.aspx?DataSetCode=KIIBIH_B3

⁷ <https://www.statista.com/statistics/382366/unemployment-rate-in-nigeria/>

Actual amount realized from ODA		Increased by 50%	Monetary value (US dollars)	The disbursement of financial assistance from ODA donors to recipient countries. This may include the transfer of funds, the provision of technical assistance, and the implementation of development projects.	The direct results of ODA activities, such as the construction of infrastructure, the provision of goods and services, and the creation of jobs.	The intermediate impacts of ODA, such as improvements in health, education, and economic growth in recipient countries.	The goal of ODA is to reduce poverty and promote sustainable development. (Improved living standards, increased economic growth)	“
SDG Indicator 17.1.1: Total government revenue as a proportion of GDP, by source			Proportion (e.g. percentage of GDP)	The collection and reporting of government revenue by source, including taxes, fees, and other sources of income.	The financial resources generated by government revenue. These may include funds for public services such as education and healthcare, as well as investment in infrastructure and other public goods.	The use of government revenue to support economic development, public services, and welfare.	A stable and diversified revenue base can support a sustainable and inclusive economic growth, reducing poverty and inequality, and improving the overall well-being of citizens.	“
SDG Indicator 1.1.1: Proportion of			Proportion (e.g. percentage of	Data collection, analysis, and	Data and statistics on poverty levels by	Improved understanding of poverty	Reduction in poverty levels and improvement	“

the population living below the international poverty line by sex, age, employment status and geographic location (urban/rural)			population)	reporting of poverty levels by sex, age, employment status, and geographic location (urban/rural) . This may include conducting surveys and collecting information from government and other sources.	demographic and geographic factors.	patterns and disparities within the State, which can inform the development and implementation of poverty reduction policies and programs.	t in living standards for the most vulnerable populations, leading to greater economic and social equality and sustainable development Eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25	
Proportion of the population living below the National poverty line by sex, age, employment status and geographic location (urban/rural)	50% less than the previous year	10% of the Citizens of Adama wa State	Percentage (%)	Conduct survey The international poverty the line is set at \$1.90 The purchasing power parity (PPP) and the poverty headcount index (or incidence of poverty or poverty rate) and Households in poverty	Surveys conducted	Surveys are used to enhance decision making	End poverty in all its forms everywhere	Household income and expenditure surveys (HIES), living standards measurement surveys (LSMS) with employment modules, or labour force surveys (LFS)
SDG Indicator 1.3.1: Proportion of population covered by social	100,000 people out of poverty	1 Million Adama wa Citizens out of poverty	By 2030, eradicate extreme poverty for all people everywhere,	Establish social protection programs Enhance development	Social protection programs implemented Pro-poor	Social intervention programs achieve goals and objectives set	End poverty in all its forms everywhere	Administrative datasets maintained by State Bureau of Statistics (SBOS)

protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable			currently measured as people living on less than \$1.25 a day Extreme poverty as living on less than US\$1.90 per day disaggregated by sex, age (children/adults), unemployed persons, older persons, persons with disabilities, women with newborns, work-injury victims and the poor and the vulnerable	corporation Create sound policies Pro-poor and gender sensitive development strategies	polices developed			and Ministry of Finance
SDG Indicator 17.15.1: Extent of use of country-owned results frameworks and planning tools by providers of development cooperation	1	1 (revised every 4 years)	Number	Workshops, meetings	Developed State M&E Framework	M&E Framework is used to guide the implementation of development plan	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Ministry of finance/budget department for national budget information) Global Partnership for Effective Development Co-operation (GPEDC)

Adamawa State Ministry of Works, Housing and Energy Development

Strategic Objectives	• Encourage private sector investment in the housing sector. • Ensure the safety and sustainability of buildings and infrastructure in the state. • Foster economic growth and development through the provision of infrastructure, roads and housing. • Improve the quality of existing housing stock in the state. • Improve the quality of roads, bridges, and other transportation infrastructure in the state. • Increase the availability of affordable and quality housing for residents of Adamawa State. • Increase the supply of affordable housing units in Adamawa State. • Promote sustainable energy development and usage • Provide housing solutions for vulnerable populations such as low-income earners, people with disabilities, and the elderly.
Goal	Goals: • Increase the percentage of paved roads in the State by 50% within the next 5 years • Increase the percentage of renewable energy usage in the State by 40% within the next 10 years • Reduce energy costs for businesses and households by 10% within the next 5 years • Increase the number of infrastructure projects completed per year by 70% within the next 5 years • Reduce the average travel time on major roads by 20% over the next 3 years. • Increase the amount of private sector investment in the housing sector by 10% over the next 2 years.
Objectives	• Develop and implement an infrastructure master plan for the State • Encourage private sector investment in infrastructure development • Develop and implement energy efficiency programs for buildings and industries • Increase public awareness and education on sustainable energy practices.
Indicators	• Kilometres of roads constructed • Km of roads rehabilitated • Length of bridges constructed • Level of satisfaction by road users • Number of bridges constructed • Number of bridges maintained • Number of housing developments that incorporate sustainable and environmentally friendly practices, such as use of renewable energy and green building materials. • Number of individuals compensated due to government constructions

- Number of new affordable housing units constructed or rehabilitated in Adamawa State. <u>Number of roads built through government initiatives</u> - Percentage increase in private sector investment in the housing sector. - Percentage increase in the number of residents who own or rent decent and affordable housing units. - Percentage of housing units that meet minimum standards of safety, security, and habitability.								
KPIs/ Indicators	An nu al Ta rg et	10 Year s Targ et	TIME SCHEDU LE/UNIT OF MEASUR EMENT	ACTIVITIES	OUTPU TS	OUTCO MES	LONG TERM IMPACT	Data Source s
SDG Indicator 7.1.2: Proportion of population with primary reliance on clean fuels and technology	2 %	10%	Percentage of people using clean fuels and technologies divided by total population Annual Disaggregated by Location (Rural / Urban)			Reduction in the use of solid fuels and kerosene in households Increased use of clean energy and gas for cooking in households	Deduction in mortality due to unclean energy Reduction in mortality from acute lower respiratory, chronic obstructive pulmonary disease, stroke, ischaemic heart disease, and lung cancer.	Ministry of Health, Ministry of Works and Energy Development National survey Population census Household surveys
SDG Indicator 9.a.1: Total official international support (official development assistance plus other official flows) to infrastructure		Increased by 20%	Monetary value	-Identifying infrastructure projects that align with sustainable development goals -Mobilizing financial resources from various	Total ODA flows into Adamawa State -Funding for infrastructure projects -	Facilitate sustainable and resilient infrastructure development in developing countries through	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation -Sustainable and inclusive	SDG Data Hub Federal Ministry of Budget and National Planning

				sources -Allocating resources to infrastructure projects -Monitoring and evaluating the implementation of infrastructure projects	Completed infrastructure projects -Reports on funding allocation and project implementation	enhanced financial, technological and technical support -Improved access to basic services such as water, electricity, and transportation -Enhanced economic development and productivity -Reduced poverty and inequality	economic growth -Improved living standards and quality of life -Contribution to achievement of other SDGs such as no poverty, zero hunger, and good health and well-being.	(FMBNP) – IC Department
Number of roads built through government initiatives			Number	Government initiatives to build roads such as funding for construction projects, land acquisition, and regulations and policies to encourage roads development.	The physical construction of roads including the number of units built and the completion of infrastructure and amenities such as roads, utilities, and community spaces.	Increased access to affordable roads for low-income.	Improved social and economic well-being for individuals and families, as well as a more equitable and sustainable society. Reduction in poverty, crime, and health problem. Encourage economic development and job creation.	
Number of roads units provided		200	Number	Identification of roads needs and gap analysis Development of policies and plans		Improved access to affordable and adequate roads network	Contribution to sustainable urban and rural development Improved health and well-being Increased social	

				Identification and selection			and economic stability Improved living standards and quality of life.	
Amount/Volume of investments in roads network		25 Billion Naira	Amount in Naira		Number of roads network constructed	Improved access to affordable roads network	Reduced homelessness and housing insecurity, improved economic stability and social well-being for individuals and communities.	
Number of individuals compensated due to government constructions			Number of individuals	Government construction projects, such as building roads, infrastructure, and road network, and the compensation process for individuals or communities affected by these projects.	The number of individuals or communities who receive compensation for lost property, displacement, or other negative impacts because of government construction projects.	Fair and just compensation for individuals and communities affected by government construction projects, improved relations between the government and affected communities, and reduced social conflict.	Improved social and economic well-being for individuals and communities affected by government construction projects, as well as a more transparent and accountable government. It would also help in building trust and confidence of citizens in government.	
Kilometres of roads constructed		1000	Kilometres	Construction of roads	Kilometres of roads constructed	Improved transportation infrastructure and access to services and markets	Economic growth and development, increased connectivity and accessibility for communities and LGAs in the State	

Number of bridges constructed		3	Number of bridges	Bridge construction, site preparation, material procurement, engineering design	Completed bridges, bridge components, construction equipment	Improved transportation infrastructure, increased accessibility to previously isolated areas, reduced travel time and costs	Economic development, increased connectivity, improved safety and quality of life for communities.	
Length of bridges constructed.			Meters (m)	Construction of bridges	Bridges constructed and the length of each bridge.	Improved transportation and connectivity for communities, reduced travel time and costs	Increased economic development and improved access to basic services such as healthcare and education.	
Level of satisfaction by road users		80%	Percentage (%)	Surveying road users on their level of satisfaction with the road infrastructure	Data on the level of satisfaction among road users	Improved road infrastructure and services, increased usage of public transportation	Reduced traffic congestion and improved overall quality of life for road users and the citizens in the State	
Km of roads rehabilitated		1000	Kilometres	Road rehabilitation	Rehabilitated kilometres of roads	Improved road infrastructure, increased accessibility, reduced travel time	Economic growth, improved connectivity, reduced vehicle maintenance costs.	
Number of bridges maintained		3	Number	Bridge maintenance	Number of bridges maintained	Improved bridge infrastructure, increased safety, reduced traffic congestion	Economic growth, improved connectivity, reduced costs associated with bridge failures or closures.	

Adamawa State Board of Internal Revenue

The Adamawa State Board of Internal Revenue (ASBIR) is responsible for collecting revenue on behalf of the state government. The board is mandated to ensure the efficient collection of taxes, levies, and fees from individuals, businesses, and organizations operating within the state. ASBIR is committed to ensuring that all eligible taxpayers comply with their tax obligations, and it achieves this through a range of measures, including education, awareness campaigns, and enforcement. The board also maintains a robust database of taxpayers and uses this information to track compliance and identify areas where revenue collection can be improved. The Adamawa State Board of Internal Revenue plays a critical role in ensuring that the state has the resources it needs to deliver essential services to its citizens and promote growth and development in the region.

Strategic Objectives	Strategic objectives: • Increase overall collection of internally generated revenue (IGR) • Identify and assess all individuals and entities liable for taxes within and outside the state • Ensure all taxes, levies, and other revenues are collected and deposited into a designated account • Implement a system for issuing Taxpayer Identification Numbers (TINs) to all individuals and entities liable for taxes in the state • Improve enforcement of tax payment and accountability • Review and continuously update state policies related to taxation and revenue generation • Collaborate with relevant agencies to review and improve the tax regime to stimulate economic activity and development.
Goal 1.1	Goals: • Increase IGR collection by 30% within the next 3 years • Issue TINs to at least 30% of individuals and 50% entities liable for taxes within the next 5 years • Achieve a compliance rate of 70% for tax payment within the next 10 years • Implement at least 4 new policies or updates to existing policies related to taxation and revenue generation within the next 4 years • Improve economic activity and development in the state by increasing investment or funding in specific areas through tax revenues.
Objectives 1.1.1	Strengthened Internally Generated Revenue (IGR) collection

- Assess all persons chargeable with any tax within and outside the State - Collect, Receive and pay to one designated Account, any tax, levy or other Revenue, howsoever established due to State. - Issue a Taxpayer Identification Number (TIN) to every person taxable in the State - Account for an enforce payment of any taxes due to the state. - Collate and keep under review all policies of the state related to Taxation and Revenue generation that undertake a systematic and progressive Implementation of such policies. - In collaboration with the relevant Agencies, review the tax regime and promote application of tax revenues to stimulate economic activities and development.								
Objectives - to administer and manage the collection of personal income tax from individuals and households. - to identify and locate various sources of revenue for the government, such as taxes, fees, and fines, to increase the overall income of the state. - to enforce laws and regulations related to tax collection, to ensure compliance and prevent tax evasion. - to boost revenue for the government by finding new and innovative ways to increase the amount of money being collected through taxes and other sources of income. - to have sole control and responsibility for administering the various taxes and non-tax revenues that are collected by the government, to ensure efficient and effective management. - to keep accurate and detailed records of all taxes and non-tax revenues that are collected by the government, to account for all money received and ensure proper financial management.								
KPIs/ Indicators	Annual Target	10 Years Targe t	TIME SCHEDULE/U NIT OF MEASUREME NT	ACTIVITI ES	OUTPU TS	OUTCOM ES	LONG TERM IMPACT	Dat a Sou rces
Indicator 1.1.1.1 Annual Internally Generated Revenue (IGR)	13.01 billion baselin es (2021)	400 billion	Amount in Naira Annually	Revenue generation from internal sources, such as taxes, fees, and fines	Amount of revenue generated annually from internal sources	Increased self- sufficiency and reduced dependence on external funding	Improved financial stability and ability to fund public services and infrastructur e.	Natio nal Bure au of Stati stics (NB S)

Percentage of personal income tax collected from individuals and households.			Percentage	Tax collection and compliance efforts, such as audits, education and outreach, and enforcement actions	Amount of personal income tax collected from individuals and households	Improved government revenue, increased fairness in the tax system	Improved public services and infrastructure, reduction in budget deficits, increased economic stability and growth.	
Total amount of revenue collected from taxes, fees, and fines as a percentage of overall government income.			Percentage	Tax collection, fee assessment, and fine enforcement	Total amount of revenue collected from taxes, fees, and fines as a percentage of overall government income	Improved government revenue, increased self-sufficiency, and reduced dependence on external funding	Improved financial stability and ability to fund public services and infrastructure, reduction in budget deficits, increased economic stability and growth.	
Compliance rate of individuals and businesses with tax collection laws and regulations.			Percentage	Tax education and outreach, audits and investigations, enforcement actions	Individuals and businesses educated on tax laws and regulations, number of audits and investigations conducted, number of enforcement actions taken	Increased compliance with tax collection laws and regulations, increased revenue for government	Improved government finances, improved public trust in government institutions, reduction in tax evasion and fraud.	

Growth in overall government revenue from taxes and other sources of income.			Percentage	Tax policy development and implementation, revenue collection and management	Number of new tax policies implemented; amount of revenue collected	Increased government revenue, improved government finances	Improved public services, reduced budget deficits, improved economic stability and growth.	
Efficiency and effectiveness of tax and non-tax revenue administration as measured by error rate and processing time.			Error rate (percentage) and processing time (days)	Tax and non-tax revenue administration activities such as tax collection, compliance monitoring, and processing of tax and non-tax revenue claims	Accurate and timely collection and processing of tax and non-tax revenues	Improved government revenue collection and reduced burden on taxpayers	Increased funding for public services and infrastructure, improved fiscal stability, and increased public trust in government.	
Accuracy of financial records for all taxes and non-tax revenues collected by the government.			Accuracy rate (percentage)	Recording and reporting of all taxes and non-tax revenues collected by the government, including reconciliation and auditing processes	Accurate financial records for all taxes and non-tax revenues collected by the government	Improved transparency and accountability in government revenue collection, and reduced risk of fraud or errors	Increased trust and confidence in government financial management, improved allocation of public funds, and greater ability to make informed policy decisions.	

Adamawa State Primary Health Development Agency

The Adamawa State Primary Health Development Agency (ADSPHCDA) is a government agency that is responsible for improving the health status of the people of Adamawa State. The agency is mandated to provide quality primary healthcare services to all citizens of the state, regardless of their socio-economic status. ADSPHCDA works with other stakeholders in the health sector to improve access to essential health services, particularly in rural areas, where access to healthcare can be limited. The agency is responsible for managing and coordinating the implementation of health policies and programs in the state, including immunization campaigns, disease prevention and control initiatives, and maternal and child health programs. ADSPHCDA also provides support and supervision to healthcare workers at primary healthcare facilities to ensure that they deliver quality healthcare services to patients. With its focus on improving primary healthcare services, the Adamawa State Primary Health Development Agency is playing a vital role in promoting the health and well-being of the people of Adamawa State.

Strategic Objectives

The strategic objectives of the SSHDP II are an adoption of the national strategic objectives. The adoption is in recognition of the State's role in contributing towards attainment of national objectives. The key strategic objectives adopted are:

- *Promote an enabling environment for attainment of sector goals:*
 - a. Strengthen coordination at all levels
 - b. Ensure harmonization and alignment within the sector
 - c. Strengthen regulatory systems and processes
 - d. Enhance multi-sectoral collaboration
- *Equitably Increase coverage with packages of quality essential health care services*
 - a. Increase access to package of essential health care services
 - b. Create demand for essential health care services
 - c. Improve quality of essential health care services.
- *Strengthen health system for delivery of packages of essential health care services:*
 - a. Equitably improve the quantity, skill mix, motivation and distribution of health workforce
 - b. Increase funding to health sector and allocative and technical efficiencies
 - c. Improve sustained availability of medicines, vaccines, commodities and health technologies
 - d. Improve availability and distribution of functional infrastructure for health services delivery
 - e. Strengthen the health information system for timely evidence-based decision-making.

	• <i>Improve protection for health emergencies and risks:</i> a. Strengthen national surveillance system and early warning mechanisms b. Strengthen mechanisms for timely response to public health emergencies • <i>Enhance healthcare financial risk protection:</i> a. Increase coverage with social health insurance	
Vision	• By 2030 it is expected that 80% of Adamawa State citizens will enjoy effective, qualitative, affordable, accessible and functional health services that are backed by a comprehensive health insurance.	
Mission	• The mission is to develop social infrastructure that will address the negative things that affect the well-being and development of our citizens and provide infrastructure, such as good health facilities, adequate schools and functional roads that reach all the nooks and crannies of the State, thus uplifting the living standards of the citizens.	
Pillars	• To provide an integrated Maternal, Newborn and Child Health • To promote the healthy growth and development of school-aged children • To improve access to adolescent health information services • To strengthen communities and participate in the planning, delivery	•
	• Provide effective leadership and an enabling policy environment that ensures adequate oversight and accountability for the delivery of quality health care for sustainable development of the national health system • To promote community engagement for sustainable health development • Enhance harmonized implementation of EPHS in line with national health policy goals • Promote universal access to comprehensive quality sexual and reproductive health services throughout life cycle and reduce maternal, neonatal, child and adolescent morbidity and mortality in Nigeria • To improve prevention, case detection and coordinated response for the prevention, control and management of communicable diseases and NTDs • To reduce the burden of morbidity, mortality and disability due to non-communicable diseases • Improve health outcomes through prompt and effective response to medical emergencies • Improve the wellbeing, safety and quality of life of Nigerians through health promotion and healthy environment • To have in place the right number, skill mix of competent, motivated, productive and equitably distributed health work force for optimal and quality health care services provision. • To improve availability and functionality of health infrastructure required to optimize service delivery at all levels and ensure equitable access to effective and responsive health services throughout the country.	•

	- To ensure that quality medicines, vaccines, and other health commodities and technologies are available, affordable and accessible to all Nigerians - To institutionalize an integrated and sustainable health information system for decision-making at all levels in Nigeria - To utilize research to inform policy and programming for improved performance of the health sector and better health outcomes; and contribute to global health knowledge production - Significantly reduce the incidence and impact of public health emergencies - Ensure all Nigerians have access to health services without any financial barriers or impediments at the point of accessing care							
SDGs	SDG3: Ensure healthy lives and promote wellbeing for all at all ages							
Goal 1.1	Ensure healthy lives and promote wellbeing for all at all ages							
Objectives 1.1.1	- To provide an integrated Maternal, New-born and Child Health care services along the continuum of care - To promote the healthy growth and development of school-aged children - To improve access to adolescent health information and services and - To strengthen communities and participate in the planning, delivery and management of maternal and child health services							
Indicator	% Of Community Health Committees that are Functional (CPO) % Of funding of health from partners (development partners and private sector) (PH) (RAMNC+N) % Reduction in prevalence of targeted NTDs % Reduction in TB prevalence rate (CDs) - Contraceptive prevalence rate - Malaria prevalence among (CDs) children under five - Maternal mortality ratio (deaths per 100,000 live births) - Prevalence rate of stunting in under-fives (RMNCH+N) - Rate of Mother-to-child transmission of HIV (CDs) - SDG Indicator 2.2.1: Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age - SDG Indicator 3.c.1: Health worker density and distribution - Total maternal deaths - Total number of pregnant women that registered for ante natal - Under-five mortality rate (deaths among children under 5 years per 1000 live births (RMNCH+N)							
KPIs/ Indicators	Annual Target	10 Years Target	TIME SCHEDULE/U NIT OF	ACTIVITI ES	OUTPUT S	OUTCOM ES	LONG TERM IMPACT	Date source

			MEASUREME NT					
Total number of pregnant women that registered for ante natal	66.6% baseline (2018) ⁸	90%	number of women aged 15-49 with a live birth in each time period that received antenatal care four or more times during pregnancy is expressed as a percentage of women aged 15-49 with a live birth in the same period Annually	Registering for antenatal care	Pregnant women registered for antenatal care	Increase the Share of pregnant women who had 4 or more antenatal care visits Improved prenatal health for pregnant women and their babies	Reduction in maternal and infant mortality rates, improved overall health and development of future generations.	Ministry of Health
Total maternal deaths	1075 maternal deaths per 100,000 live birth Baseline 2021 ⁹	Reduction by 90%	Number of maternal deaths Every 3-5 years Recorded or estimated number of maternal deaths. Measurement requires information on pregnancy status, timing of death (during pregnancy, childbirth, or within 42 days of termination of pregnancy), and cause of death	Maternal health care provision and education, emergency response and referral systems	maternal deaths prevented or reduced through interventions, such as number of women receiving prenatal care or emergency obstetric care	Improved maternal health and survival, reduced maternal mortality rates	Reduction in Maternal Mortality and burden of disease Reduction in overall maternal mortality and improvement in maternal health and well-being in the population.	
SDG Indicator 2.2.1:			Percentage of children under 5 years of age	Nutrition interventions such as	Increased access to nutritious	Reduced prevalence of stunting	Reduction in the Prevalence	Household surveys

⁸ <https://www.statista.com/statistics/1260775/pregnant-women-care-in-nigeria-by-state/>

⁹ https://assets.researchsquare.com/files/rs-1190088/v1_covered.pdf?c=1640197828

Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age			with stunting (height for age <-2 standard deviation from the median of the WHO Child Growth Standards)	supplementary feeding programs, promotion of exclusive breastfeeding, and fortification of foods with micronutrients.	foods and improved breastfeeding practices among mothers and caregivers.	among children under 5 years of age.	of malnutrition among children under 5 years Improved physical and cognitive development, increased productivity, and reduced risk of chronic diseases in adulthood.	Specific population surveys Surveillance systems UNICEF WHO FMOH SMOH
SDG Indicator 3.c.1: Health worker density and distribution			Number of health workers per 10,000 population	Recruiting, training, and retaining health workers, improving working conditions and benefits, addressing disparities in health worker distribution, and increasing the number of health workers in underserved areas.	Increased number of health workers, improved distribution of health workers, improved working conditions for health workers, and increased access to health care for underserved populations.	Improved health outcomes, reduced health disparities, and increased access to essential health services.	Increased of health workers Density of community health workers A sustainable health workforce that can effectively meet the health needs of all populations, reducing overall health costs and improving overall well-being.	
% Of Community Health Committee		90%	Percentage of Community Health Committees	Establishing and training CHCs, providing	Increased number of functional CHCs,	Improved health outcomes and reduced	Stronger, more resilient communities	

s that are Functional (CPO)			(CHCs) that are functional.	ongoing support and resources, promoting community engagement and participation, and ensuring the representation of vulnerable populations within the committees	improved community engagement and participation in health decision-making, and increased representation of vulnerable populations within the committees.	health disparities at the community level, increased access to essential health services, and improved accountability and responsiveness of the health system to community needs.	es that are better able to address their own health needs, leading to improved overall health and well-being.	
% Of funding of health from partners (development partners and private sector) (PH) (RAMNC+N)			Percentage of funding for health from external partners (development partners and private sector)	Identifying and engaging with potential external partners, developing funding proposals and agreements, implementing and reporting on funded activities, and engaging with relevant stakeholders to ensure alignment with national health priorities.	Increased funding for health from external partners, improved alignment of external funding with national health priorities, and improved transparency and accountability in the use of external funding for health.	Improved health outcomes and increased access to essential health services, particularly in underserved areas and for vulnerable populations.	A sustainable and resilient health system that is better able to meet the health needs of all populations, reducing overall health costs and improving overall well-being.	
Maternal mortality ratio (deaths per 100,000 live births)		400	Deaths per 100,000 live births	Maternal health programs, including access to prenatal care, family	Women accessing prenatal care, number of trained birth attendants,	Reduction in maternal mortality ratio, improved maternal health and	Improved maternal health and survival, reduction in infant mortality,	

				planning, and emergency obstetric care	number of emergency obstetric care facilities	survival	and overall improvement in population health and well-being.	
Contraceptive prevalence rate			Percentage of women of reproductive age using contraception	Family planning programs, including access to a variety of contraceptive methods and counselling	Number of women accessing family planning services, number of contraceptive methods distributed	Increased contraceptive prevalence rate, reduced unintended pregnancies, and improved maternal and child health	Improved maternal and child health, reduction in population growth, and overall improvement in economic and social development.	
Under-five mortality rate (deaths among children under 5 years per 1000 live births (RMNCH+N))		100	Deaths among children under 5 years per 1000 live births	Reproductive, Maternal, New-born, Child and Adolescent Health (RMNCH+A) programs, including access to prenatal care, immunization, and treatment of common childhood illnesses	Children under 5 years receiving immunization, number of children under 5 years treated for common childhood illnesses, number of pregnant women accessing prenatal care	Reduction in under-five mortality rate, improved child health and survival	Improved child health and survival, reduction in infant mortality, and overall improvement in population health and well-being	
Prevalence rate of stunting in under-fives (RMNCH+N)			Percent (%), expressed as a proportion or ratio of the number of children under the age of five who are stunted to the	Monitoring and surveillance of child growth and nutrition, implementation of interventions	Data on the prevalence of stunting in under-fives, number of children reached with	Reduction in the prevalence of stunting in under-fives, improved nutritional status and growth of	Reduced risk of mortality and morbidity in childhood and adulthood,	

			total number of children under the age of five in a given population.	to prevent and treat stunting (such as promoting exclusive breastfeeding, providing micronutrient supplements, and improving access to clean water and sanitation), and data collection and analysis.	interventions to prevent and treat stunting.	children, and improved cognitive development and overall health.	improved educational attainment, and increased economic productivity.	
Malaria prevalence among (CDs) children under five			Percentage of children under five with malaria	Malaria prevention and treatment programs, distribution of bed nets, community education on malaria prevention	bed nets distributed, number of children treated for malaria, number of community education sessions conducted	Reduction in the number of children under five with malaria, improvement in overall community health	Lower rates of malaria in the community, improved health and development outcomes for children under five.	
% Reduction in TB prevalence rate (CDs)			Percentage	TB prevention and control programs, early detection and diagnosis, treatment and medication adherence support	TB cases detected and treated, number of individuals completing TB treatment	Reduction in TB incidence and prevalence rates, improved health outcomes for individuals with TB	Reduced transmission and ultimately elimination of TB in the population.	
Rate of Mother-to-child transmission of HIV (CDs)			Percentage	HIV testing and counselling for pregnant women, provision of	pregnant women tested for HIV, number of HIV-positive	Reduction in mother-to-child transmission of HIV, improved	Reduction in the number of children born with HIV and	

				antiretroviral therapy (ART) to HIV-positive pregnant women, prevention of mother-to-child transmission (PMTCT) interventions	pregnant women who received ART	health outcomes for both mother and child	ultimately, the elimination of mother-to-child transmission of HIV.	
% Reduction in prevalence of targeted NTDs			Percent (%) Outputs: Outcomes:	Disease screening and treatment programs, health education and awareness campaigns, distribution of preventive medicines	People screened and treated for targeted NTDs; number of preventive medicines distributed	Reduced prevalence of targeted NTDs in the population	Improved overall health and well-being of the population, reduced economic burden of NTDs on individuals and communities.	

Adamawa State Universal Basic Education Board

The Adamawa State Universal Basic Education Board (ASUBEB) is a government agency responsible for the management and delivery of basic education services in the state. The agency is charged with ensuring that all children in the state have access to quality basic education, regardless of their social or economic status. ASUBEB works in collaboration with other stakeholders in the education sector to develop policies and programs that promote access, equity, and quality in basic education. The agency is responsible for the implementation of the Universal Basic Education (UBE) program, which provides free and compulsory education for all children between the ages of 6 and 15 years. ASUBEB provides support and supervision to schools and teachers to ensure that they deliver quality education to their pupils. With its focus on promoting access, equity, and quality in basic education, the Adamawa State Universal Basic Education Board is making significant contributions to the development of human capital in the state.

Strategic Objectives	Strategic Objectives: • Increase enrolment and retention rates in primary and secondary schools • Improve the quality of education through teacher training and curriculum development • Increase access to education for marginalized and disadvantaged communities • Strengthen partnerships with private sector, and community organizations to support education initiatives • Increase funding for education through grants, partnerships, and other fundraising efforts
Goal	Goals: • Increase enrolment of primary and secondary school students by 10% in the next 5 years • Improve test scores in math and reading for primary and secondary school students by 15% in the next 3 years • Train at least 50% of all primary and early secondary school teachers in the state within the next 5 years • Increase the number of schools in marginalized and disadvantaged communities by 25% in the next 3 years • Obtain funding for education initiatives in the next 5 years through grants, partnerships, and other fundraising efforts.

Objectives	Objectives: • Develop and implement a comprehensive enrolment and retention strategy for primary and early secondary (JSS) schools • Develop and implement teacher training programs focused on improving the quality of education • Develop and implement a curriculum that promotes critical thinking and problem-solving skills • Build partnerships with private sector, and community organizations to support education initiatives • Develop and implement a fundraising strategy to increase funding for education initiatives.
Indicators	• Age of entry into primary school • Number of years of primary schooling • Primary school enrolment rate (%) • Students per primary school teacher • Students per primary school • Recurrent expenditure per primary school student (NGN) • Age of entry into secondary school • Number of years of secondary schooling • Secondary School enrolment rate (%) • Students per secondary school teacher • Students per secondary school • Recurrent expenditure per secondary school student (NGN) • Gross enrolment rate (GER): The percentage of eligible students enrolled in a particular level of education. • Net enrolment rate (NER): The percentage of eligible students in a particular age group who are enrolled in school. • Dropout rate: The percentage of students who leave school before completing a particular level of education. • Completion rate: The percentage of students who complete a particular level of education. • Literacy rate: The percentage of the population who can read and write. • Learning achievement: Measured by the performance of students on standardized tests, which assess skills such as reading, writing, and numeracy. • Transition rate: The percentage of students who successfully transition from one level of education to the next, such as from primary to secondary school. • Student-teacher ratio: The number of students per teacher in a particular level of education. • School facilities: The quality and availability of school facilities such as classrooms, desks, textbooks, and other teaching materials.

	Education expenditure: The amount of public and private funding allocated to education, measured as a percentage of GDP or per student expenditure.							
KPIs/ Indicators	Annual Target	10 Years Targe t	TIME SCHEDULE/UNI T OF MEASUREMEN T	ACTIVITIES	OUTPUTS	OUTCOME S	LONG TERM IMPACT	Data Sources
Age of entry into primary school	6 years	6 years (or less)	Years children start attending primary schools (elementary schools) when they are 6 years old and spend the next six years there, graduating at the age of 12	Enrolment of children into primary schools, promotion of early childhood education	children enrolled in primary school at the appropriate age	Improved educational attainment and readiness for primary school education	Inclusive and equitable quality education and promote lifelong learning opportunitie s for all Improved literacy and numeracy skills, better educational and employment opportunitie s, and overall socio- economic developmen t.	Ministry of Educatio n FMOE National Literacy Survey National Bureau of Statistics
Number of years of primary schooling	6 years	6 years	Students spend six years in primary school	Providing primary education through schools, teacher training, curriculum developmen t, and educational resources	Students enrolled in primary schools, number of trained teachers, and number of schools built or renovated	Increased literacy and numeracy skills among primary school students, improved educational attainment, and greater access to secondary education and employment opportunitie s	Improved economic productivity and social developmen t, reduction in poverty and inequality, and enhanced civic engagement and political stability.	National Literacy Survey National Bureau of Statistics
Primary school enrolment	76.5 estimate		Percentage	Outreach and awareness	children enrolled in primary	Increased primary school	Improved access to education,	

rate (%)	¹⁰			campaigns, targeted enrolment drives, construction and maintenance of primary schools, teacher training and development programs, provision of school materials and supplies	schools, number of newly constructed or renovated primary schools	enrolment rate	increased literacy and numeracy skills, better prepared students for secondary education and future employability, and overall social and economic development in the community	
Students per primary school teacher	26 estimates ¹¹		Number of students per primary school teacher	Recruitment and retention of teachers, teacher training and development programs, construction and maintenance of primary schools	Teachers employed in primary schools, number of newly constructed or renovated primary schools	Improved teacher-student ratio in primary schools	Improved educational quality and student outcomes, increased access to primary education, and better prepared students for secondary education and future employability.	
Students per primary school	239 estimates ¹²		Number of students	Enrolling students in primary schools, managing student enrolment records	Increase of students in primary schools	Improved access to primary education for students in the community	Increased opportunities for economic and social advancement for primary school students and their communities.	
Recurrent	134.46		Amount in Naira	Recurrent	Improved	Improved	Increased	

¹⁰ ANNUAL SCHOOLS CENSUS 2008 (ADAMAWA)

¹¹ STRATEGIC EDUCATION SECTOR PLAN AND STATE EDUCATION SECTOR OPERATIONAL PLAN 2011-2020.

¹² ADAMAWA STATISTICAL YEAR BOOK 2011

expenditure per primary school student (NGN)	estimate ¹³			expenditure on primary education (e.g. teacher salaries, instructional materials, school maintenance)	access to primary education for students	primary school student educational achievement and attainment	opportunities for economic and social advancement for primary school students and their communities	
Age of entry into secondary school	12 years ¹⁴		Years	Enrolment and registration procedures for secondary schools, programs and policies for early childhood education	children entering secondary school at a specific age	Improved readiness for secondary school education, reduced dropout rates	Improved educational attainment and increased economic and social opportunities	
Number of years of secondary schooling	6 Years ¹⁵		Years	Secondary school education programs and policies	students enrolled in secondary school and number of graduates	Improved literacy and numeracy skills, increased access to higher education and employment opportunities	Increased economic productivity and social development in the community.	
Secondary School enrolment rate (%)	39.3 percent ¹⁶		Percentage (of eligible students enrolled in secondary school)	Secondary school enrolment campaigns, outreach to families and communities, student registration and	students registered for secondary school; number of students placed in secondary school	Increased enrolment in secondary schools, improved access to education for all eligible students,	Improved educational outcomes for students, increased likelihood of students graduating from secondary	

¹³ STRATEGIC EDUCATION SECTOR PLAN AND STATE EDUCATION SECTOR OPERATIONAL PLAN 2011-2020. AND ADAMAWA STATISTICAL YEAR BOOK 2011

¹⁴ EDUCATION DATA SURVEY 2010 (NATIONAL)

¹⁵ EDUCATION DATA SURVEY 2010 (NATIONAL)

¹⁶ NATIONAL SCHOOLS CENSUS 2008 (ADAMAWA)

				placement.	classes.	improved social mobility for students.	school, improved workforce readiness for students, reduction in poverty and social inequality.	
Students per secondary school teacher	55 students ¹⁷		Ratio (students per teacher)	Hiring and training of secondary school teachers, class scheduling, student enrolment	Hired secondary school teachers, number of students in secondary school classes.	Improved student-teacher ratio, improved teacher workload management, improved student learning and engagement in class.	Improved educational outcomes for students, increased likelihood of students graduating from secondary school, improved workforce readiness for students.	
Students per secondary school	243 students ¹⁸		Number of students per secondary school	Recruitment and retention of students, construction and maintenance of secondary schools, teacher training and development programs	Students enrolled in secondary schools, number of newly constructed or renovated secondary schools	Improved access to secondary education for students	Improved educational attainment and employability, increased social and economic development in the community.	
Recurrent expenditure per secondary school student (NGN)	484.24 Naira ¹⁹		Amount in NGN	Budget allocation for secondary education, purchase of educational materials	Availability of resources and materials for secondary school	Improved access to education for secondary school students, improved	Increased secondary school graduation rates, improved readiness for post-	

¹⁷ STRATEGIC EDUCATION SECTOR PLAN AND STATE EDUCATION SECTOR OPERATIONAL PLAN 2011-2020.

¹⁸ NATIONAL SCHOOLS CENSUS 2008 (ADAMAWA)

¹⁹ STRATEGIC EDUCATION SECTOR PLAN AND STATE EDUCATION SECTOR OPERATIONAL PLAN 2011-2020. AND ADAMAWA STATISTICAL YEAR BOOK 2011

				and resources for secondary schools	students, payment of teacher salaries and maintenanc e of secondary schools	quality of education for secondary school students	secondary education or the workforce.	
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The Adamawa State Bureau for Public Procurement (ASBPP) is a government agency that is responsible for ensuring transparency, accountability, and fairness in the procurement process for goods, works, and services in the state. The bureau is mandated to ensure that all public procurements are conducted in accordance with relevant laws, regulations, and best practices, with the aim of promoting efficiency, value for money, and quality in public procurement. ASBPP works to establish procurement standards and guidelines, monitor procurement processes, and provide training and capacity building to procurement officers across the state. The bureau is committed to promoting a culture of integrity and accountability in public procurement and to ensuring that public funds are used in an effective and responsible manner. With its focus on transparency, accountability, and best practices, the Adamawa State Bureau for Public Procurement is playing a critical role in promoting good governance and sustainable development in the state

Strategic Objectives	Promote accountability and transparency in government spending.
Vision	To be an economically vibrant state that promotes equality of opportunity to citizens.
Mission	To be economically sustainable in both the present and the future.
Thematic Area	People oriented Governance geared towards promoting transparency and integrity.
ASMTDP Pillars	Economic Development
Goal 1.1	To regularly review the efficiency of government expenditure.
Objectives	• To maintain a strong and improved procurement legal and regulatory framework that is in conformity with modern, efficient best practices and standards. • To develop the capacities of public officials and other stakeholders involved in public procurement to comply with the law on public procurement. • To achieve professionalism in public procurement. • To ensure compliance with the law, regulations and procedures in procurement process and contract management. • To maintain public awareness of the Bureau of Public Procurement activities and public procurement procedures, practices and issues. • To collaborate with regional and international organizations involved in public procurement reform initiatives. • To ensure effectiveness and efficiency in public procurement operations. • To enhance the Bureau of Public Procurement efficiency and effectiveness in service delivery. • Harmonization of existing government policies on public procurement and ensuring probity, accountability, and transparency in the procurement process • Attainment of transparency, competitiveness, cost effectiveness and professionalism in government spending. • Ensuring the application of fair competitive, transparent, value for money standards and practices for the procurement and disposal of public assets and services.
SDG Goal	Goal 8 (Decent work and economic growth)

Indicators	• % of Certificates of Compliance (CoCs) issued (compared to applications) • % of Certificates of Compliance issued for Disposal of Public Assets (compared to applications) • % of Certificates of No Objection issued to MDAs (compared to applications) • % of complaints from contractors resolved annually • % of complaints from contractors resolved annually (compared to the total number of complaints) • % of contract delivered on time (disaggregated by sectors) • % of contractors that renewed their registration annually (including annual administrative fee) • % of contracts awarded (disaggregated by sectors) • % of contracts cleared (disaggregated by sectors) • % of MDAs that complied with the usage of PPA Standard Bidding Document • % of MDAs that complied with the usage of the State PPL Procurement Process • % of MDAs that consistently submit annual procurement records to ADSBPP • % of MDAs that consistently submit procurement reports to PPA • % of MDAs with approved Sector Development Plan or Strategic Plan • % of No Objections issued by PPA annually (compared to applications) • % of uncompleted contracts (disaggregated by MDAs) • Amount of cost savings through PPA (disaggregated by single source procurement and other PPA practices) • Annual IGR thorough PPA practices • No. of technical committee meetings held to review contracts (disaggregated monthly, quarterly and annually) • No. of participants attending the annual contractor's forum • No. of procurement adverts published (disaggregated by national dailies and notice boards) • No. of tender journals produced (disaggregated monthly, quarterly and annually) • Number of New contractors registered annually							
KPIs/ Indicators	Annual Target	10 Years Target	TIME SCHEDUL E/ UNIT OF MEASUR EMENT	ACTIVITIE S	OUTPUTS	OUTCOMES	LONG TERM IMPACT	Data Sources
% of MDAs that complied with the usage of PPA Standard Bidding Document			Percenta ge	Implemen tation of the Public Procurem ent Agency Standard Bidding Document	Complianc e with the usage of the standard bidding document by Ministries,	Improved efficiency and transparency in the public procurement process	Reduced corruption and increased trust in government institutions.	

				by Ministries, Departments, and Agencies	Departments, and Agencies			
Amount of cost savings through PPA (disaggregated by single source procurement and other PPA practices)			Monetary value in Naira	Implementing cost-saving measures through the Public Procurement Agency	Reduced costs for goods and services procured by the government	Increased efficiency and cost-effectiveness in government spending.	Increased public trust in government institutions and improved overall economic performance	
No. of technical committee meetings held to review contracts (disaggregated monthly, quarterly and annually)			Number of meetings (disaggregated by month, quarter, and year)	Holding technical committee meetings to review contracts	Meeting minutes and review reports of contracts	Improved transparency and accountability in the contract review process	Reduced corruption and increased trust in government institutions.	
No. of tender journals produced (disaggregated monthly, quarterly and annually)			Number of journals (disaggregated by month, quarter, and year) Activities:	Producing tender journals	Tender journals published and made available to the public	Improved transparency and accessibility of information regarding government procurement	Increased competition among suppliers, reduced corruption, and increased trust in government institutions.	
No. of participants attending the annual contractor's forum			Unit of measurement: Number of participants	Holding an annual contractor's forum	List of attendees, presentation materials, and any follow-up actions from the forum	Improved communication and collaboration between government agencies and contractors	Increased efficiency and effectiveness in government procurement, improved relationships between government and contractors, and better quality of infrastructure projects	

Adamawa State Ministry of Water Resource

The Adamawa State Ministry of Water Resources (ASMoWR) is a government agency responsible for the development and management of water resources in the state. The ministry is charged with the task of ensuring the sustainable management and utilization of water resources in Adamawa State, with the aim of meeting the water needs of the population and supporting economic growth and development. ASMoWR is responsible for the planning, construction, and maintenance of water supply systems, including dams, reservoirs, boreholes, and water pipelines. The ministry also works to promote water conservation and the efficient use of water resources through education and awareness campaigns. ASMoWR collaborates with other stakeholders in the water sector, including communities, non-governmental organizations, and other government agencies, to achieve its goals of ensuring sustainable water management and promoting access to safe and clean water for all citizens of Adamawa State. With its focus on sustainable water management and development, the Adamawa State Ministry of Water Resources is making significant contributions to the well-being of the people of the state

Strategic Objectives	To provide institutional legal and economic framework that will result in improved governance in WASH sector for increased access to manage drinking water supply, safely managed sanitation and hygiene service adequately, safely in the state for socio-economic and environmental wellbeing.							
Goal	To ensure provision of adequate and sustainable safely manage water and safely manage sanitation and hygiene services at an affordable cost to the people of Adamawa state towards improving the health, better educational outcome and socio-economic wellbeing of the people							
Objectives	- To provide improve water supply, sanitation and hygiene services - To increase access to improved water supply, sanitation and hygiene for all the people in Adamawa state using efficient technology with low maintenance cost - To stimulate public, private partnership (PPP) for increase investment and funding in the WASH sector. - To reduce the prevalence of water and sanitation related diseases in the state - To stimulate improve sector coordination for effectiveness and efficiency of WASH service delivery - To Improve strategic framework for IWRM and M&E - To stimulate integrated initiative and innovative solution to WASH challenges - To enhance gender mainstreaming and social inclusion in the WASH sector in the state							
SDGs	SDG goal No. 6 Clean water and Sanitation							
KPIs/ Indicators	Annu al Targe t	10 Years Targe t	TIME SCHEDULE/UN IT OF MEASUREMEN T	ACTIVITIE S	OUTPUT S	OUTCOME S	LONG TERM IMPACT	Data Source s
SDG Indicator			Mortality rate per 100,000	Provision of safe drinking	Increased access to	Reduced incidence of	Reduction in overall	

3.9.2: Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)			population	water, sanitation facilities, and hygiene education and promotion	safe drinking water and sanitation facilities, improved hygiene practices	waterborne illnesses, improved health and well-being of individuals and communities	mortality rate and improvement in overall quality of life.	
SDG Indicator 6.1.1: Proportion of population using safely managed drinking water services			Proportion (percentage) of population using safely managed drinking water services	Implementing and maintaining infrastructure for clean and safe drinking water, educating communities on proper water usage and sanitation, monitoring and enforcing compliance with water safety regulations	Increased access to clean and safe drinking water, improved sanitation facilities, increased community awareness and knowledge on proper water usage and sanitation	Reduced waterborne illnesses, improved health and well-being of the population, increased productivity and economic growth	Sustainably managed and accessible clean and safe drinking water for all, contributing to the overall achievement of SDG 6 (Clean Water and Sanitation) and the overall sustainable development of the community.	
SDG Indicator 6.2.1: Proportion of population using (a) safely managed sanitation services,			Proportion of population	Providing access to safely managed sanitation services and handwashing facilities with soap and water	Increased availability and usage of safely managed sanitation services and handwashing facilities with soap	Improved sanitation and hygiene for the population	Reduced incidence of waterborne and sanitation-related diseases, improved overall health and	

and (b) a handwashing facility with soap and water					and water		well-being of the population.	
SDG Indicator 6.b.1: Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management			Proportion (percentage)	Establishing and operationalizing policies and procedures for participation of local communities in water and sanitation management at the local administrative unit level.	Policies and procedures for community participation in water and sanitation management are established and operational at local administrative units.	Increased participation of local communities in water and sanitation management, leading to improved access and sustainable use of water and sanitation services.	Improved water and sanitation for local communities, leading to better health and well-being, and potentially reduced poverty. Additionally, increased community participation in water and sanitation management can lead to more sustainable and effective management of water and sanitation services in the long-term.	

The Adamawa State Ministry of Health (ASMoH) is a government agency responsible for ensuring the health and well-being of the population of Adamawa State. The ministry is charged with the task of providing quality healthcare services to the citizens of the state, with the aim of promoting good health, preventing disease, and improving the quality of life for all. ASMoH is responsible for the management and coordination of health policies and programs in the state, including disease prevention and control, maternal and child health, and health promotion and education. The ministry also provides support and supervision to healthcare facilities and workers, and it works to improve access to healthcare services, particularly in rural and underserved areas. ASMoH collaborates with other stakeholders in the health sector, including communities, non-governmental organizations, and other government agencies, to achieve its goals of promoting good health and well-being for all citizens of Adamawa State. With its focus on providing quality healthcare services and promoting disease prevention and control, the Adamawa State Ministry of Health is playing a vital role in promoting the health and well-being of the people of the state.

Strategic Objectives	Strategic Objectives: • Improve access to quality healthcare for all citizens of Adamawa State • Increase the number of trained healthcare professionals in the state • Strengthen the healthcare system through the implementation of technology and infrastructure improvements • Increase funding for healthcare initiatives through grants, partnerships, and other fundraising efforts • Promote preventive healthcare and community health education
Goal	Goals: • Increase the number of fully equipped healthcare facilities in Adamawa State by 20% in the next 5 years • Train at least 50% of all healthcare professionals in the state within the next 5 years • Increase the number of preventive healthcare campaigns and community health education programs in the state by 50% in the next 3 years • Obtain funding for healthcare initiatives in the next 5 years through grants, partnerships, and other fundraising efforts • Reduce maternal and infant mortality rates in Adamawa State by 20% in the next 5 years
Objectives	Objectives: • Develop and implement a comprehensive healthcare infrastructure improvement plan • Develop and implement training programs for healthcare professionals

	• Develop and implement technology solutions to improve the healthcare system • Build partnerships with government, private sector, and community organizations to support healthcare initiatives • Develop and implement a fundraising strategy to increase funding for healthcare initiatives • Develop and implement community health education and preventive healthcare campaigns.							
Indicators	• Population per doctor • Population per nurse • Population per health centre • Population per hospital • Population per hospital bed • Annual health expenditure per person (NGN) • SDG Indicator 3.2.2: Neonatal mortality rate • SDG Indicator 3.1.1: Maternal mortality ratio • SDG Indicator 3.2.1: Under-five mortality rate • SDG Indicator 2.1.1: Prevalence of undernourishment • SDG Indicator 3.3.1: Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations • SDG Indicator 3.4.1: Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease • SDG Indicator 3.7.1: Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods							
KPIs/ Indicators	Annual Target	10 Years Target	TIME SCHEDULE/U NIT OF MEASUREME NT	ACTIVITIES	OUTPUTS	OUTCOMES	LONG TERM IMPACT	Data Source s
Population per doctor	14930 Baseli ne ²⁰		Ratio (population per doctor)	Recruitmen t and training of doctors, provision of healthcare services to the population	Number of doctors available to provide healthcare	Improved access to healthcare for the population	Reduced morbidity and mortality rates, improved overall health and well- being of the population.	
Population per nurse	5096 baseli nes ²¹		Ratio (population per nurse)	Recruitmen t and training of nurses, provision of healthcare services to the population	nurses available to provide healthcare services	Improved access to healthcare for the population	Reduced morbidity and mortality rates, improved overall health and well- being of the population.	

²⁰ ADAMAWA STATE STATISTICAL YEAR BOOK 2011. PP.90

²¹ ADAMAWA STATE STATISTICAL YEAR BOOK 2011. PP.90

Population per health centre	3410 baseline ²²		Number of people per health centre	Providing healthcare services to the population, monitoring population growth and health centre capacity	people served by each health centre, number of health centres in the area	Improved access to healthcare for the population, reduced burden on individual health centres	Improved overall health and well-being of the population, potential for cost savings in the healthcare system.	
Population per hospital	18828 1 baseline ²³		Number of people per hospital	Providing healthcare services to the population, monitoring population growth and hospital capacity	People served by each hospital, number of hospitals in the area	Improved access to healthcare for the population, reduced burden on individual hospitals	Improved overall health and well-being of the population, potential for cost savings in the healthcare system.	
Population per hospital bed	1569 Baseline ²⁴		Ratio (population per hospital bed)	Assessing the availability and distribution of hospital beds in each population	hospital beds and population data	Improved access to healthcare for the population, potentially leading to improved health outcomes	Reduced healthcare costs and improved overall health and well-being of the population.	
Annual health expenditure per person (NGN)	170 Naira ²⁵		Amount in Naira	Collecting and analysing data on health spending, budgeting for health care costs, implementing cost-saving measures	Annual health expenditure per person, total health expenditure for a given population or region	Improved access to health care, reduced financial burden on individuals and families for health expenses, potentially improved health outcomes	Reduced health disparities, improved overall health and well-being of a population, potential cost savings for the health care system as a whole.	

²² PUBLIC HEALTH FACILITIES, MINISTRY OF HEALTH. ADAMAWA STATE. EDITED NOV 2010

²³ PUBLIC HEALTH FACILITIES, MINISTRY OF HEALTH. ADAMAWA STATE. EDITED NOV 2010

²⁴ PUBLIC HEALTH FACILITIES, MINISTRY OF HEALTH. ADAMAWA STATE. EDITED NOV 2010

²⁵ STATE STRATEGICAL HEALTH DEVELOPMENT PLAN 2010-2015.

SDG Indicator 3.2.2: Neonatal mortality rate			Unit of Measurement: Number of neonatal deaths per 1,000 live births	Implementation of maternal and child health programs, including access to skilled birth attendants, pre-natal care, and neonatal care	Increased access to maternal and child health services, improved health outcomes for mothers and new-borns	Reduced neonatal mortality rate Long-term Impact:	Improved overall health and well-being of a population, as well as increased economic productivity and stability.	
SDG Indicator 3.1.1: Maternal mortality ratio			Number of maternal deaths per 100,000 live births	Implementation of maternal and reproductive health programs, including access to skilled birth attendants, pre-natal care, and emergency obstetric care	Increased access to maternal and reproductive health services, improved health outcomes for mothers	Reduced maternal mortality ratio	Improved overall health and well-being of women, reduction in maternal deaths, decrease in gender disparities, improved economic productivity and stability in the society.	
SDG Indicator 3.2.1: Under-five mortality rate			Number of deaths of children under the age of five per 1,000 live births	Implementation of maternal and child health programs, including access to skilled birth attendants, pre-natal care, and paediatric care, vaccination programs, and nutrition interventions	Increased access to maternal and child health services, improved health outcomes for mothers and children	Reduced under-five mortality rate	Improved overall health and well-being of a population, reduced inequality, increased economic productivity and stability.	
SDG Indicator 2.1.1:			Percentage of population	Improving access to nutritious	Increased availability and access to	Reduced prevalence of	Improved overall health and well-	

Prevalence of undernourishment				food, promoting sustainable agriculture and food systems, reducing food waste and loss	nutritious food, improved food security for vulnerable populations	undernourishment, improved nutritional status of individuals and communities	being, increased productivity and economic growth, reduced poverty and inequality.	
SDG Indicator 3.3.1: Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations			Number of new HIV infections per 1,000 uninfected population	HIV prevention and awareness campaigns, distribution of condoms and clean needles, access to testing and treatment for HIV	Increased number of people getting tested for HIV, increased use of condoms and clean needles, decreased number of new HIV infections.	Decreased incidence of HIV among key populations, increased access to HIV treatment and care	Reduction in HIV transmission rates, improved quality of life for people living with HIV, decrease in overall HIV prevalence.	
SDG Indicator 3.4.1: Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease			Mortality rate (per 100,000 population)	Implementing early detection, diagnosis and treatment programs for cardiovascular disease, cancer, diabetes, and chronic respiratory disease. -Promoting healthy lifestyle, including healthy diet and regular physical activity, and providing education on the risk factors of	Increased access to early detection, diagnosis and treatment programs for cardiovascular disease, cancer, diabetes, and chronic respiratory disease. Improved knowledge and awareness about the risk factors of these diseases.	Reduced mortality rates attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	-Reduced burden of non-communicable diseases on the population, health systems and economy -Improved health and wellbeing of the population -Reduced poverty as people are able to work and be productive for longer period.	

				these diseases -Providing access to essential medicines and technologies for the treatment and management of these diseases				
SDG Indicator 3.7.1: Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods			Unit of measurement: Proportion (percentage)	Providing access to modern family planning methods for women of reproductive age (aged 15-49 years) and educating them about the available options.	Increased availability and accessibility of modern family planning methods for women of reproductive age.	More women of reproductive age have their need for family planning satisfied with modern methods, leading to improved maternal health and reduced maternal mortality.	Improved maternal health and reduced maternal mortality, leading to healthier families and communities. Additionally, providing access to family planning can also help to reduce poverty by empowering women to make choices about their reproductive health and plan for their families' futures.	

Adamawa State Ministry of Education

The Adamawa State Ministry of Education (ASMoE) is a government agency responsible for the development and management of education in the state. The ministry is charged with ensuring that all citizens of Adamawa State have access to quality education, regardless of their social or economic status. ASMoE is responsible for the formulation of education policies and programs, the management and coordination of the education sector, and the development of human resources in education. The ministry also provides support and supervision to schools and teachers to ensure that they deliver quality education to their students. ASMoE works in collaboration with other stakeholders in the education sector, including communities, non-governmental organizations, and other government agencies, to achieve its goals of promoting access, equity, and quality in education. With its focus on promoting access to quality education, the Adamawa State Ministry of Education is playing a critical role in building the human capital of the state

Strategic Objectives	• Increase in enrolment in public schools for illiteracy eradication in Adamawa state. • Expand access to an affordable level of qualitative education to all schools age children • Raise the performance of Adamawa student in all examinations, especially external examinations such as school certificate examination, through teachers training and retraining for professional development and effective quality control measures.
Vision	• To lay a solid education foundation for the Adamawa state to advance in pre-primary, primary and secondary educational development.
Mission	• To equip Adamawa State citizens with the relevant and necessary knowledge, skills, attitudes and values that would enable them to pursue pre-primary, primary and secondary education necessary for the development of themselves, their communities, the state and the nation in general
Pillars	• The Social and security Development pillar
Thematic Area	• Human capital Development to facilitate improved access to quality education from pre-primary up to secondary education.
Goal 1.1	• Increase in enrolment to public schools • Ensuring that all Adamawa State children and adults have access to an array of educational opportunities such that every learner achieves success through relevant, engaging and high-quality education that prepares them for good citizenship in a democratic and socially just society. • To positively influence and reshape the present educational system in the state with a view to improving capacity and performance outcomes by redirecting and optimizing resources, designing effective policies, setting timelines in order to maximize educational excellence and progressively move towards the attainment of the desired quality education standard

Objectives 1.1.1	• Increase in enrolment in public schools by 10% by the year 2025 • Improve equitable access to quality education for all citizens so that their potential is fully realized • Improved Quality and Relevance (With Teaching & Learning) • Improved Infrastructure • Improved Management and Efficiency • Improved Resourcing
SGDs	SDG 4: inclusive and equitable quality education
Indicators	• % of adolescents out of school • % of annual budget expenditure on education • % of annual budget expenditure on education • % of children out of school • % of children out of school (primary school age) • % of children out of school (primary school age) • % of people graduating from Technical & Vocational Education institutions • % of Students pass 5 credits and above including Mathematics and English • % of students' performance in external examinations • Adult literacy rate • Age specific Attendance Rate • Enrolment rate (%) • Enrolment rate (%) • Government expenditure per student (disaggregated primary and secondary) • Number of classrooms constructed • Number of classrooms renovated • Number of individuals trained in vocational and technical skills • Number of instructional materials distributed (books, teaching aids etc...) • Number of jobs created in the education sector • Number of learners enrolled (annually, disaggregated by gender) • Number of qualified teachers in public /private schools • Number of schools established (disaggregated by level of education) • Number of special needs pupils enrolled • Number of students graduating from tertiary institutions in Adamawa State • Number of vocational and technical courses accredited by NBTE • Number of vocational schools rehabilitated • Recurrent expenditure per school student (disaggregated primary and secondary) • School enrolment rate (%) (disaggregated primary and secondary) • Students per school (disaggregated by level of education) • Teacher learner ratio (disaggregated by level of education) • Proportion of SSS students making minimum qualification. (five credits including Maths and English) • SDG Indicator 4.1.1: Proportion of children and young people (a) in Grades 2 /3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex

- SDG Indicator 4.4.1: Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill - SDG Indicator 4.a.1: Proportion of schools offering basic services, by type of service - SDG Indicator 4.c.1: Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level								
KPIs/ Indicators	Annual Target	10 Year s Targ et	TIME SCHEDULE/U NIT OF MEASUREME NT	ACTIVITI ES	OUTPUT S	OUTCOM ES	LONG TERM IMPACT	Data Source s
Proportion of SSS students making minimum qualification. (five credits including Maths and English)			Percentage of students	Providing quality education, improving teacher training and support, increasing access to resources such as textbooks and technology	Improved learning environments, increased access to educational materials, better trained teachers	Improved student achievement, increased number of students meeting minimum qualifications	Increased workforce readiness, improved economic opportunities and social mobility, reduced poverty and inequality.	
Adult Literacy Rate	73.3% Baseline (2010)		Percentage of adults (aged 15 years and above) who can read and write	Providing adult education and literacy programs, increasing access to education for marginalized and disadvantaged populations	Increased enrolment in adult education and literacy programs, improved access to educational resources and materials	Increased adult literacy rate, improved functional literacy and numeracy skills among adults	Improved workforce readiness and employability, increased civic engagement and participation, reduced poverty and social inequality.	
SDG Indicator 4.1.1: Proportion of children and young people (a) in Grades 2 /3; (b) at the end of			Proportion (percentage) Disaggregated by Gender: Male and Female	Education programs and policies aimed at improving reading and mathematics proficiency	Improved reading and mathematics proficiency for children and young people in	Improved educational outcomes, such as better performance on standardized	Improved economic and social outcomes for individuals and society,	

primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex				for children and young people in Grades 2/3, at the end of primary, and at the end of lower secondary.	Grades 2/3, at the end of primary, and at the end of lower secondary.	tests and increased likelihood of graduating from secondary school.	including better job prospects, higher earnings, and increased civic engagement	
SDG Indicator 4.4.1: Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill			Proportion (percentage)	Training programs, access to technology and resources, digital literacy campaigns	Number of individuals with ICT skills, breakdown of skill types (e.g. basic, intermediate, advanced)	Increased access to information and opportunities, improved communication and collaboration, enhanced employability and income potential	Economic growth, improved education and healthcare systems, reduction in poverty and inequality.	
SDG Indicator 4.a.1: Proportion of schools offering basic services, by type of service			Unit of measurement: Proportion (percentage)	Provision of basic services (such as water, sanitation, and electricity) to schools	Schools offering basic services, by type of service	Improved access to basic services for students and teachers	Enhanced education outcomes and overall well-being of students and communities.	
SDG Indicator 4.c.1: Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher			Proportion (percentage)	Organized teacher training (e.g. pedagogical training) for teachers in pre-primary, primary, lower secondary, and upper secondary education	Trained teachers in pre-primary, primary, lower secondary, and upper secondary education	Improved teaching skills and knowledge among teachers in pre-primary, primary, lower secondary, and upper secondary education	Improved educational outcomes for students in pre-primary, primary, lower secondary, and upper secondary education.	

training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level

Adamawa State Ministry of Finance and Budget

The Adamawa State Ministry of Finance and Budget (ASMFB) is a government agency responsible for managing the financial resources of the state and ensuring the effective implementation of the state's budget. The ministry is charged with the task of promoting sound financial management practices, ensuring transparency and accountability in financial transactions, and promoting fiscal sustainability. ASMFB is responsible for the formulation and implementation of financial policies and programs, the management of revenue collection, and the allocation of financial resources to various sectors of the state. The ministry also works to promote financial literacy and awareness among citizens, and it provides support and advice to other government agencies on financial matters. ASMFB collaborates with other stakeholders in the finance and budget sector, including communities, non-governmental organizations, and other government agencies, to achieve its goals of promoting sound financial management practices and promoting sustainable development in the state. With its focus on promoting sound financial management practices, the Adamawa State Ministry of Finance and Budget is playing a critical role in ensuring the efficient use of financial resources and in promoting the economic development of the state.

Strategic Objectives	• Reactivation of all public enterprises that have broken down • Policy Strategy in Monitoring and Evaluation of the MDA • Strengthened Partnership with the private sector • Increase awareness of Adamawa Investment Opportunities among key target audience in domestic and global supply chain. • Formation of State Joint Revenue Committee.
Vision	• To uphold the Statutory Function of the Ministry which is spelt out under the Public Finance Law 1993, of the Adamawa State.
Mission	• Ensure continuous and dynamic Socio-economic policies through prudent and equitable resource management in Adamawa State.
Pillars	• Economic Development
Thematic Area	• People Oriented Governance
SDGs	• SDG 1: No Poverty • SDG 8: Decent Work and Economic Growth • SDG 16: Peace, Justice and Strong Institutions • SDG 17: Partnerships for the Goals
Goal 1.1	• Poverty Eradication and Sustainable Economic Growth through Infrastructure Renewal and Development'
Objectives 1.1.1	• Promotion of Public-Private Partnership • Effective and Efficient Budget Management. • Procurement of Government Vehicles for Government Offices and Furniture, stationeries, accessories for MDAs. • Maintenance of strong economic planning mechanism.
Indicators	• % contribution from International Development Assistance (IDA) to annual budget

• % reduction in external debts • Annual growth rate in GDP (%) • Annual new jobs created • Timeliness of external audits • Government expenditure as a % of budgeted expenditure • Interest payments on external debt (% of Annual Budget) • Internally Generated Revenue (IGR) • Labor force participation rate • Number of active Local and International Development Agencies in the State • Number of personnel trained on budgeting, data management (collection, collation, and analysis) • Policies instituted/consolidated within the Local Governments • Promptness in release of funds to MDAs • Proportion of budget funds sourced through other sources • Public access to key fiscal information • Ranking on Ease of Doing Business Index								
KPIs/ Indicators	Annual Target	10 Year s Targ et	TIME SCHEDULE/U NIT OF MEASUREME NT	ACTIVITIE S	OUTPUT S	OUTCOME S	LONG TERM IMPACT	Data Source s
Labour Force (LF) Participati on Rate (Males 10- 14)	23.6% Adamawa Baseline ²⁶		percentage of each age group labour force divided by the total working- age population. The working age population refers to people aged 15 to 64	determine the size and composition of human resources	Projections on supply of labour	Low LF to ensure more children in this age group can attend school and enjoy a childhood free from the demands of labour force activities	Enhanced policy formulation and labour planning	FMOF
Base year (2021) gross domestic product (GDP Billions) (NGN) ²⁷	USD 4.58 billion with per capita ²⁸ Baseline 2008		Billions	Economic activity such as production, consumption, and investment	Gross domestic product (GDP) in the base year	Economic growth or decline as reflected by changes in GDP from the base year	Overall economic health and development of <u>a country</u> the state as reflected by GDP over time.	
Annual			Percentage (%)	Economic	Increased	Improved	Sustainable	

²⁶ CALCULATED FROM 2006 POPULATION CENSUS (STATE INFORMATION) BY STATE.

²⁷ Adamawa state contributes just 0.43 percent to the gross domestic product (GDP) of Nigeria. Currently, the GDP is estimated at USD 4.58 billion with per capita GDP of USD 1 417

²⁸ Canback Global Income Distribution Database. Canback Dangel. Archived from the original. <https://www.cgidd.com>.

growth rate in GDP %				policies and programs implemented by governments and private sector to promote GDP growth, such as infrastructure development , investment in human capital, and trade liberalization.	economic output, measured by GDP growth in percentage terms.	economic performance and standard of living for individuals and society as a whole.	economic development and increased economic resilience to external shocks.	
Proportion of MDAs fully adopting MTDP			Proportion (expressed as a percentage)	Development and implementation of Mid-Term Development Plans (MTDP) by Ministries, Departments and Agencies (MDAs)	Number of MDAs that have fully adopted and are implementing their MTDPs	Improved planning and coordination of development activities across MDAs	Enhanced overall economic and social development in the <u>country</u> . State	
Total amount of funds realized from PPP per year			Naira realized	Identifying potential PPP projects, developing proposals, negotiating and finalizing agreements, implementing and monitoring project progress	Funds realized from PPP projects	Increased infrastructure development and service delivery, improved public services, improved financial management and decision-making	Increased economic growth and development, improved standard of living for citizens.	
% reduction of Budget variance and adjustments			Percentage	Budget planning, forecasting, monitoring, and reporting	Reduced budget variance and adjustments	Improved financial management and decision-making	Increased efficiency and effectiveness in resource allocation and utilization	
Total No. of M& E			Number of reports	Monitoring and	Number of monitoring	Improved data	Evidence-based	MOF

reports produced by MOF				evaluation of programs and projects	and evaluation reports produced	collection, analysis and reporting on program/project performance and impact	decision making and continuous program/project improvement leading to effective and efficient use of resources, and improved delivery of services.	
Total No. of Public Enterprises reactivated.			Percentage Activities:	Budget planning and management of public enterprises	Percentage reduction of budget variance and adjustments	Improved budget predictability, stability and accuracy	Improved financial management, and resource allocation leading to effective and efficient delivery of public services and sustainable development.	
No. of sectors that directly benefit from PPP Investment.			Number of sectors	Public Private Partnership (PPP) investment initiatives	Number of sectors that directly benefit from PPP investment	Increased private sector investment in various industries and sectors, and improved public services	Economic growth and development, improved living standards, and increased job opportunities.	
No. of Government Vehicles procured and issued out.			Number of vehicles	Procurement and issuance of government vehicles Outputs:	Number of vehicles procured and issued out Outcomes:	Improved transportation for government officials and employees for monitoring purposes	Improved efficiency and effectiveness of government operations and services delivery.	

The Adamawa State Ministry of Environment (ASMoE) is a government agency responsible for protecting and managing the natural resources of the state. The ministry is charged with the task of promoting sustainable development and ensuring that the natural environment is protected for future generations. ASMoE is responsible for the formulation and implementation of environmental policies and programs, the management of natural resources, and the protection of the environment from pollution and degradation. The ministry works to raise awareness and promote education about environmental issues, and it collaborates with other stakeholders in the environmental sector, including communities, non-governmental organizations, and other government agencies, to achieve its goals. ASMoE also oversees the enforcement of environmental laws and regulations, and it provides support and guidance to businesses and individuals to promote environmentally sustainable practices. With its focus on promoting sustainable development and protecting the natural environment, the Adamawa State Ministry of Environment is playing a critical role in promoting the long-term well-being of the people of the state and the region as a whole

Strategic Objectives	• Take urgent action to combat climate change and its impacts • A balanced ecology, rich in biodiversity that is protected, conserved, and adapted in a sustainable manner • Secure a quality environment adequate for good health and well-being. • Conserve and use the environment and natural resources for the benefit of present and future generation • Restore, maintain and enhance the ecosystem for the functioning of the biosphere to preserve biological diversity for the optimum sustainable yield of living, National resources, and ecosystem • Raise public awareness and promote understanding between the environment, resources and development, and community participation • Build human capacity for sustainable livelihood and environmental development
Vision	• The government of Adamawa State envisioned - a peaceful, harmonious, and economically vibrant State that sustainably promotes inclusive growth based on equality of opportunity and justice for its entire people.
Mission	• As a government, building Adamawa State that is economically sustainable, socially inclusive, and environmentally resilient both at present and in the future is the mission.
Pillars	• Environmental Sustainability
Thematic Area	• Natural resources and environmental sustainability
SDGs	• SDG 6. Water and Sanitation • SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable • SDG 12. Ensure sustainable consumption and production patterns
Goal 1.1	• Preserve the physical, chemical, and biological integrity of the ecosystem with maximum protection of public health and the environment through pollution control in the entire state.
Objectives 1.1.1	• Improvements in the prevention, reduction, control, rectification, clean-up of pollution or environmental harm resulting from pollution • To prevent or mitigate pollution or environmental harm arising from pollution

	• To reduce the likelihood of pollution occurring and manage generation of solid and liquid waste management. • To minimize waste generation and promote sorting/segregation of solid waste from the source, prevent, reduce, reject, recover, recycle and reuse waste to energy. • To ensure safe and nuisance-free disposal of (urban and rural) domestic, medical, market, municipal, agricultural, bulky, electrical and electronics, hazardous and non-hazardous and industrial waste in order to adequately protect public health during and after collection, storage, treatment, transportation and final disposal. • To generate employment opportunities, improve the standards of living and thus reduce poverty. • To improve Waste and Pollution Control management infrastructure and support sustainable operation and maintenance • To increase public awareness on their waste management responsibilities							
Indicator s	• Hectare of additional trees planted in a year • Increase in the adoption of waste reduction and recycling practices • Increase in the number of public awareness campaigns and programs • Increase in the number of waste disposal facilities that meet environmental and health standards • Number of households with access to improved toilet facility. • Percent of urban population in major city (%) • Percentage reduction in air, water, and soil pollution levels • Persons per urban household • Persons per urban household • Reduction in the number of reported pollution-related health problems • SDG Indicator 1.5.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population • SDG Indicator 13.1.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population • Total number of households affected by flood • Total size of land flooded							
KPIs/ Indicators	Annual Target	10 Years Targe t	TIME SCHE DULE/ UNIT OF MEAS UREMENT	ACTIVITIES	OUTPUTS	OUTCOMES	LONG TERM IMPACT	Data Source s
Percent of urban population	22.9 Baseline 2008 ²⁹		Perce nt (%)	Surveying and collecting data on the	Reports and data on the percentage of	Improved understanding of the	Better informed urban planning and development	

in major city (%)				population of major cities Analysing and calculating the percentage of the urban population in each major city	urban population in major cities Maps and visualizations of the distribution of urban population in major cities	demographic makeup and urbanization patterns of major cities Identification of areas with high or low concentrations of urban population Long-term Impact:	decisions Improved living conditions and accessibility for urban residents Increased economic and social opportunities in urban areas.	
Persons per urban household	5.4 Baseline ³⁰		Number	Surveying and collecting data on the number of persons living in urban households, analysing and calculating the average number of persons per household in urban areas	Reports and data on the average number of persons per household in urban areas Maps and visualizations of the distribution of household size in urban areas	Improved understanding of the demographic makeup and living arrangements of urban households Identification of areas with high or low concentrations of large or small households	Better informed urban planning and development decisions, such as housing and infrastructure development Improved living conditions and accessibility for urban residents Increased economic and social opportunities in urban areas. Understanding of the pressure on resources like water, electricity and sanitation facilities.	

SDG Indicator 1.5.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population			Number of deaths, missing persons and directly affected persons per 100,000 population	Monitoring and reporting on the number of deaths, missing persons, and directly affected persons attributed to disasters, as well as implementing measures to reduce disaster risk and increase resilience.	Accurate and timely data on the number of deaths, missing persons, and directly affected persons attributed to disasters, and the implementation of disaster risk reduction strategies.	Reduced numbers of deaths, missing persons, and directly affected persons because of disasters, improved preparedness and response to disasters.	Reduced vulnerability and increased resilience to disasters, leading to improved human security and sustainable development	
Persons per urban household			Number of persons per urban household	Collecting and analysing data on the number of persons per urban household through household surveys and censuses.	Accurate data on the number of persons per urban household, as well as an understanding of demographic trends in urban areas.	Improved understanding of population density and housing needs in urban areas, and the ability to plan for and address issues related to overcrowding and housing affordability.	Improved living conditions and housing affordability in urban areas, leading to more sustainable and liveable cities and enhanced quality of life for urban residents.	
Hectare of additional trees planted in a year			Hectares	Planting trees through reforestation and afforestation projects, as well as monitoring and tracking the progress of these projects.	Increased tree cover, as well as data on the number of hectares of additional trees planted in a year.	Improved ecological and environmental outcomes, such as increased carbon sequestration, soil conservation, and biodiversity preservation	Enhanced ecosystem services, improved air and water quality, climate change mitigation, and sustainable development.	
Total number of households affected by flood			Number of households	Monitoring and reporting on the number of households affected by flooding, as	Accurate and timely data on the number of households affected by	Reduced numbers of households affected by flooding because of	Reduced vulnerability and increased resilience to flooding, leading to improved	

				well as implementing measures to reduce flood risk and increase resilience.	flooding, and the implementation of flood risk reduction strategies.	improved preparedness and response, and the mitigation of the negative impacts of flooding on communities in the State	human security, sustainable development and reduction in economic loss	
Total size of land flooded			Area (e.g. square kilometres or hectares)	Monitoring and reporting on the total size of land flooded, as well as implementing measures to reduce flood risk and increase resilience.	Accurate and timely data on the total size of land flooded, and the implementation of flood risk reduction strategies.	Reduced area of land flooded because of improved preparedness and response, and the mitigation of the negative impacts of flooding on communities and environment.	Reduced vulnerability and increased resilience to flooding, leading to improved human security, sustainable development, and reduction in economic loss.	
Number of households with access to improved toilet facility.			Number of households	Providing and increasing access to improved toilet facilities through construction, rehabilitation or upgrading of sanitation infrastructure, as well as monitoring and tracking access to improved toilet facilities.	Increased access to improved toilet facilities for households, as well as data on the number of households with access to improved toilet facilities.	Improved sanitation and hygiene in households, reduced incidence of waterborne diseases, and improved living conditions.	Improved public health, reduction of water pollution and protection of water resources, leading to sustainable development and improved quality of life for communities.	
SDG Indicator 13.1.1: Number of deaths, missing persons and directly affected persons attributed to			Number of deaths, missing persons and directly affected persons	Activities: Collecting data on the number of deaths, missing persons, and directly affected persons resulting from natural and human-induced disasters,	Reports and data on the number of deaths, missing persons, and directly affected persons resulting from disasters Maps and visualizations	Improved understanding of the impact of disasters on communities Identification of areas and populations that are particularly vulnerable to disasters Long-term	Better informed disaster risk reduction and management strategies Improved preparedness and response to disasters Reduced loss of life and economic losses resulting from disasters	

disasters per 100,000 population			s per 100,000 popula tion	analysing and calculating the number of deaths, missing persons, and directly affected persons per 100,000 population	of the distribution of disaster- related deaths, missing persons, and directly affected persons	Impact	Contribution to the sustainable development goal number 13, Climate Action.	
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Adamawa State Ministry of Agriculture

Adamawa's economy remains diversified across livestock (37.1 percent of state GDP), crop production (16.6 percent), wholesale and retail trade (6.6 percent), real estate (23.0 percent), and road transportation (6.8 percent). Therefore, agriculture contributes 53.7 percent of the state's GDP. Due to the activities of the insurgence, the estimated impacts on output and prices from 2011 to 2015 dropped by USD 1 570 million which raised the inflation on food items by 9.0 percent. The purchasing power parity (PPP) as at 2010 was 74.3 percent. Adamawa has a strong agricultural base, mineral deposits, freshwater resources and energy sources [4]. The major cash crops produced include rice, maize, beans, groundnut, cotton, and variety of vegetables like onion, tomatoes etc. Groundnut is either sold in local markets or exported to other states. Although exportations figures are not currently available at state level, major agricultural export crops contributing to the national economy are sesame, cotton, groundnut, maize, sorghum. The top five agricultural products imported into Nigeria and for that matter the state are rice, soybean, maize groundnut and sorghum. Adamawa state has an estimated population of about 4.2 million of which 80 percent are farmers. Agriculture offers the source of livelihood to majority of the population through subsistence traditional farming. In 2016, about 59.1 percent were estimated to be involved in crop production. Majority of the farming population are male who engage in production processes while the females (46.7 percent) are mostly engaged in processing and value addition to the produce ³¹

Strategic Objectives	Strategic Objectives: • Increase agricultural productivity and crop yields for farmers in Adamawa State • Improve access to markets for agricultural products • Promote sustainable agricultural practices and conservation of natural resources • Increase funding for agricultural initiatives through grants, partnerships, and other fundraising efforts • Develop the livestock and fishery sectors
Goal	Goals: • Increase agricultural productivity and crop yields for farmers in Adamawa State by 20% in the next 5 years • Increase the number of agricultural products that have access to markets by 50% in the next 3 years • Train at least 50% of all farmers in sustainable agricultural practices within the next 5 years • Obtain at least N100billion in funding for agricultural initiatives in the 10 years through stock market, partnerships, and other fundraising efforts • Increase the number of livestock and fishery farms in Adamawa State by 30% in

³¹ <https://cgspace.cgiar.org/bitstream/handle/10568/106101/CSA%20in%20Adamawa%20Nigeria.pdf>

	the next 5 years							
Objectives	Objectives: • Develop and implement a comprehensive agricultural productivity improvement master plan • Develop and implement programs to improve access to markets for agricultural products • Develop and implement training programs for farmers on sustainable agricultural practices and conservation of natural resources • Build partnerships with government, private sector, and community organizations to support agricultural initiatives • Develop and implement a fundraising strategy to increase funding for agricultural initiatives • Develop and implement a livestock and fishery development master plan.							
Indicators	• % annual growth in production of major crops • % increase in fertilizer procurement • Contribution of agriculture sector to GDP • Hectares of land cultivated annually • Hectares of rice cultivated • % of fishery produced • yield of staple crops • Production of farm animals • Production of poultry products and day-old chicks • Internally generated revenue from agricultural activities • No. of persons employed directly in the sector • Number of jobs created • Number of mechanized abattoirs established • Number farm holdings mapped (ranches, farmlands and fisheries) • Number of personnel trained							
KPIs/ Indicators	Annual Target	10 Year s Targ et	TIME SCHEDULE/ UNIT OF MEASUREM ENT	ACTIVITIE S	OUTPUT S	OUTCOME S	LONG TERM IMPACT	Data Sourc es
Arable land (Million hectares)	2.9 Million Baseli ne ³²		Million hectares	Cultivation of crops, soil conservation , land development , irrigation, and other	Increased arable land, improved soil fertility, and higher crop yields	Increased food security and improved livelihoods for farmers	Sustained food production and economic growth, as well as	MoA BOS

				agricultural practices			improved environmental sustainability through responsible land use practices.	
Base year production of major crop (Thousand MT)	2 Major crop is Maize		Thousands of Metric Tons	Planting, fertilizing, harvesting, and processing of major crops Crop production of major crop	Increased crop yields and production of major crop	Improved food security, increased income for farmers and rural communities, and increased trade opportunities	Sustained food production and economic growth, as well as improved environmental sustainability through responsible crop management practices. Food security for the population	MoA BOS
Annual growth in production of major crop (%)	0.8% Major crop is maize ³³		Percentage	Planting, cultivating, harvesting, and processing of major crop	Increased quantity of major crop produced	Improved food security and income for farmers	Sustainable agricultural production and economic development in the region.	MoA BOS
Annual per capital consumption of major crop (KG)	61.2 Kg		Kilograms	Annual crop cultivation and harvesting	Annual per capita consumption of major crop	Increased food security, improved nutrition, and potential economic growth	Agricultural production and food security for the State	MoA BOS
Total quantity of food produced per year (measured in kg or tones)			Quantity (e.g. tons or Kg)	Agricultural production and harvesting	Total quantity of food produced per year	Increased food security and potential economic growth	Sustainable food production and food security for the State	MoA BOS
Livestock – in their types and quantity			Quantity (e.g. number of animals,	Livestock breeding and management	Quantity of various types of	Increased food security and potential	Sustainable livestock production	MoA BOS

produced			weight)	Outputs:	livestock produced	economic growth from livestock products such as meat, milk, and eggs	and food security for the community and region.	
Fish – in their types and quantity produced			Unit of measurement : Number of fish (by type)	Fishing of fish farms or fishing boats, stocking fishponds, providing training to fish farmers, monitoring and controlling fish populations	Quantity of fish produced (by type)	Increased fish production, improved livelihoods for fish farmers, improved food security for communities that rely on fish as a source of protein	Sustainability of fish populations and ecosystems, economic growth in fishing communities , improved nutrition and food security for individuals and communities in the State that rely on fish as a source of protein.	MoA BOS
Annual per capita consumption of major crop (KG)			Kilo gram (Kg)	Crop production, crop harvesting, crop storage, crop transportation, crop distribution, crop consumption	Quantity of major crop produced, harvested, stored, transported, distributed, and consumed	Increase in per capita consumption of major crop, improved food security, improved nutrition, improved livelihoods	Sustainability of food systems, reduction in food insecurity, improved health and well-being of the population	MoA BOS
New youth's agri-business entrants (youths)			Number of new youth agri-business entrants	Number of young people who have participated in training programs, workshops, mentorship opportunities , and have accessed resources provided	Training programs, workshops, mentorship opportunities, and resources provided to young people interested in starting an agri-business	Increased knowledge and skills of young people in starting and managing an agri-business, increased number of new agri-businesses started by young people	Increased economic opportunities for young people, improved food security and rural development , and potential for sustainable agricultural practices to	MoA BOS MoY&S

							be implemented by young entrepreneurs.	
Number of agri-business support program and increase in revenue from agric-business	25 % support to Agri-businesses		Annually	Number of infrastructure supports to cattle markets, number of inputs provided to farmers, number of agric. Entrepreneurs supported, revenue generation initiatives for agric-business	Enhanced agri. Infrastructure facilities for agri-business, increased productivity in agric. Cash crops, increased agric-business value chain and revenue for the state	Increase in agric-business skills/knowledge, market, food security and revenue generation	Wealth creation, food security and economic growth	ADAS Program
SDG Indicator 2.1.2: Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)			Prevalence (percentage) of moderate or severe food insecurity in the population.	Surveys and assessments to measure food insecurity using the Food Insecurity Experience Scale (FIES).	Data and statistics on the prevalence of moderate or severe food insecurity in the population	Reduced prevalence of moderate or severe food insecurity in the population.	Improved food security and overall well-being for individuals and communities.	MoA BOS MoH
SDG Indicator 2.a.2: Total official flows (official development assistance plus other official flows) to the agriculture sector			Unit of Measurement : Monetary value (e.g. US dollars or Naira)	Providing financial assistance to the agriculture sector through official development assistance and other official flows.	Increased funding for agriculture projects and programs, improved infrastructure and technology in the agriculture sector.	Increased productivity and income for small-scale farmers, improved food security and nutrition, and reduced poverty in rural areas.	Sustainable and inclusive economic growth in the agriculture sector, improved livelihoods for rural communities, and a reduction in hunger and malnutrition.	MoF

SECTION 5: THE CONCEPT OF RESULTS BASED MANAGEMENT, MONITORING AND EVALUATION

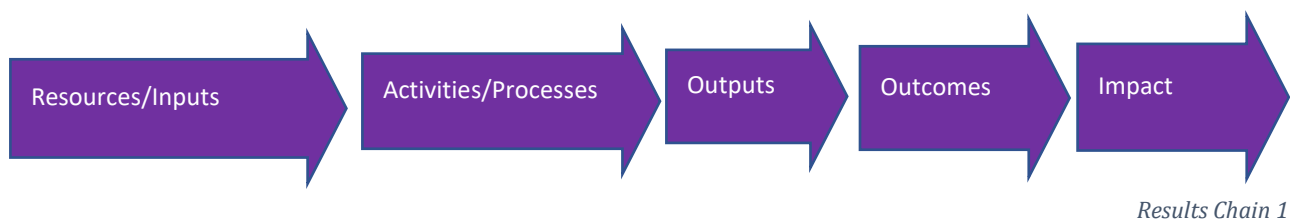
Logic Model and Results Chain

Logic Model

In monitoring and evaluation, logic model is a tool used for program planning that presents a visual representation of what the inputs (resources), activities (events), outputs (products) and intended outcomes are. The logic model ensures a deliberate flow of activities to results, thereby helping program implementers see how individual program components fit into larger program objectives and goals. A logic model is developed during design of program with involvement of key stakeholders this is to ensure that everyone agrees on and understands the program's anticipated result and the steps and time needed to achieve the results.

Results Chain

A Results Chain is a simplified picture of a program, initiative, or intervention that is a response to a given situation and includes the logical relationships among the resources that are invested, the activities that take place, and the sequence of changes that result (impact).



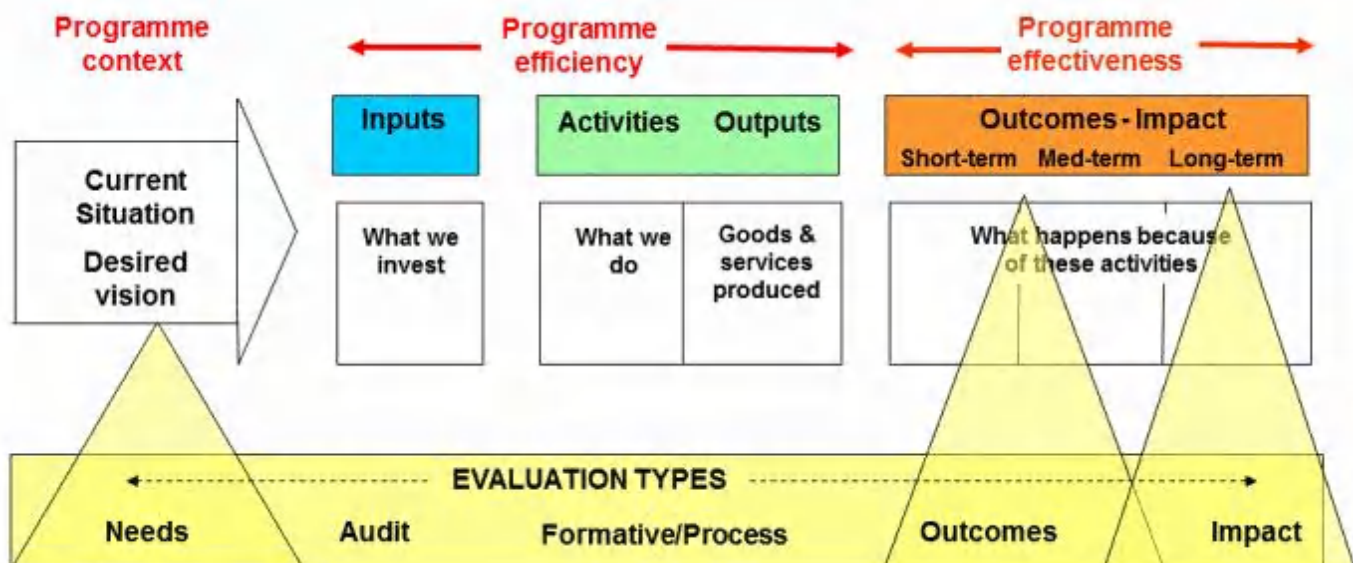
Planning, Monitoring and Evaluation Cycle

The essence of M&E is to logically plan our policies, programs, and project. The M&E uses a learning-based approach to management. Planning involves the conduct of situation analysis to know the baseline and establish strategic objectives, goals and prioritize the outcomes that can be achieved. M&E approach is adaptive to allow for continuous learning and feedback.



Results Based Monitoring and Evaluation (M&E)

Results Based Management (RBM) is widely implemented by many developed economies all over the world as a government approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability. The approach focuses on achieving outcomes, implementing performance measurement, learning, and adapting, as well as reporting on performance.



Results Chain 2: logic model showing how different evaluation types and approaches

Performance Contracting

Performance contracting is a public sector reform tool that is used by many governments and it provides greater clarity over what public agencies will achieve, while at the same time providing the executive arm of the government a greater flexibility to deploy resources to better achieve those goals. It is basically making government and governance more entrepreneurial, more transparent and

accountable. Performance contracting has the potential to improve the relevance, the effectiveness and efficiency of the public sector, while ensuring appropriate accountability is maintained for the use of public money. The leadership in government will know clearly what set of objectives and indicators to track and can reward or sanction officers assigned to oversee ministries, departments and agencies.

Establishing monitoring and reporting systems

Monitoring and Evaluation System is the entire collection of human and material resources, procedures, data, tools and technology that interact to gather, organize and present timely information for authorized decision-makers. This will include conducting baseline studies, evaluations, and learning. A project or program monitoring and evaluation (M&E) system covers all the work carried out during or after an initiative. This M&E System define, select, collect, analyse, and use information. M&E Systems is where everything comes together, from the initial design, strategic priorities, development of goals, selection of objectives and indicators through to the final evaluation of the initiative. There are two types of M&E Systems, (a) The Traditional M&E System which focuses on inputs, activities and intended outputs (b) The Results Based M&E System which focuses on the outcomes and impact of interventions.

SECTION 6: INSTITUTIONAL ARRANGEMENTS, M&E ROLES AND RESPONSIBILITIES IN IMPLEMENTING THE M&E FRAMEWORK

Institutional arrangements

The governance arrangements for Adamawa State M&E includes

- An institutional framework that is inclusive in that it brings together all relevant stakeholders to carry out data generation (Survey and Routine Data), research and analysis, communication, and feedback mechanism
- An indicator framework that tracks Adamawa State implementation and results, specifying, data sources, frequency of reporting, and institutional responsibility, among others.
- A calendar of M&E activities
- Defined outputs of M&E, including survey reports, analytical and implementation progress reports; and
- A funding mechanism and a budget for monitoring and evaluating

M&E Roles and Responsibilities

In assigning roles and responsibilities, this M&E Framework recognizes that there are existing structures for M&E in several sectors such as health, education, agriculture etc. at National and International level. To avoid overlaps, reporting constraints, double counting results, personal interests, conflict of interest, conflicting roles and uncertainty in the monitoring and evaluation functions during

the implementation of the M&E Framework for the Adamawa State Development Blueprint and the SDG 20230 Agenda. The roles and responsibilities of key actors are clearly delineated below, thus providing guidance for the activities and outputs that will be coordinated from time to time. Are also aligned with the Adamawa State Government M&E Policy

1. Adamawa State Planning Commission M&E Department/Unit

Adamawa State Planning Commission M&E Department/Unit will have the overall responsibility of coordinating the implementation of the M&E framework including the funding mechanisms. Some of the Key roles are:

- a) Coordinating the implementation of the M&E framework including Monitoring and Evaluation activities undertaken by various actors.
- b) Mobilizing financial resources particularly for M&E through detailed annual budget for M&E activities
- c) Coordinate other development partners and key stakeholder to support implementation of the Adamawa State Development Blueprint M&E framework
- d) Produce the following key reports
 - Quarterly and Annual Performance Reports
 - Performance Monitoring Plans

2. Development Partners (DPs):

Development Partners can support the implementation of the Adamawa State Development Blueprint M&E Framework by providing technical assistance and financial support for its operationalization and assist in capacity building of MDAs to institutionalize M&E and policy makers to effectively use M&E products. Development Partners should recognize, respect, and align their priorities in Adamawa State with the Adamawa State Development Agenda. Where perceived gaps are existing in terms of data and/or official statistics, then resources should be made available to strengthen the Adamawa State Government statistical capacity. Development Partners should use only data that originates from Official Statistics from the Adamawa State Government. Development Partner's program planning in the State should align with government's planning documents, government's sector strategies, goals, policies, plans and reporting tools.

3. Private sector and other strategic partners:

Private sector and other non-state actors are instrumental in the realization of the Adamawa State Development Blueprint priorities and results. Therefore, Public Private Partnership (PPP) and coordination is a necessity. Private Sector participation can be through undertaking their own initiatives or by partnering with the Adamawa State Government operating within established legal structures, providing their performance data, providing financial and technical support to government either as Corporate Social Responsibility (CSR), Voluntary Donation and above all paying their due taxes timely and accurately. Therefore, as key actors, the private sector can also ensure its effective

implementation by providing information needed for reviewing implementation performance of the Adamawa State Development Blueprint for maximum impact

SECTION 7. STRUCTURE FOR IMPLEMENTATION OF THE M&E FRAMEWORK

The M&E Framework will comprise the establishment of the following structures and systems

a. Approach for M&E Framework

To ensure effective tracking, evaluation, and feedback on Adamawa State Development Blueprint (ASDB) and Mid-Term Development Plan (MTDP) implementation, a well-coordinated M&E system will be required. In this regard, all key stakeholders; CSOs, private sector, research and academic institutions will be involved in formulation and implementation of M&E activities in the State in an integrated approach. This will enable all key actors to fully internalize and own the system as well as utilize the results. The coordination of the M&E system will be the responsibility of the M&E Department in the Adamawa State Planning Commission. The department will be responsible for developing several sets of M&E system tools, data collection platforms, data verification and reporting towards ensuring quality, efficiency, and effectiveness of all interventions at various stages of implementation of the ASDB and MTDP

b. Review of Strategic Direction

Adamawa State Planning Commission will review the ASDB and MTDP Strategic Directions every 3 years and conduct evaluations to help account for the implementation of its interventions as outlined in Annual Plans that are extracted from the Blueprint and MTDP. Performance results will be documented and compared with the overall targeted results

c. Monitoring and Evaluation (M&E) Strategy

Adamawa State Planning Commission will have a clear M&E strategy, that is aimed at building a system that is robust, comprehensive, fully integrated, harmonized and well-coordinated to monitor the implementation of all its projects and programs that are designed to deliver the strategic objectives and priorities within the ASDB and MTDP remaining years of the implementation. The M&E Strategy will detail also step-by-step processes of evaluating projects, programs and policy outcomes and impacts. Equally important, is that the M&E Strategy will strengthen implementation, monitoring and evaluation (including impact assessment) and reporting during implementation of the ASDB and MTDP

d. Institutional Arrangement for Coordination of M&E

Adamawa State Planning Commission will establish a Secretariat within its office to ensuring full coordination and operationalization of the monitoring, evaluation and reporting systems of the ADSB and MTDP. This will require the automation of the M&E system.

e. Develop a Comprehensive Performance Monitoring Plan

While this M&E Framework outline key performance indicators and structures required to implement M&E, there is need to develop a comprehensive Performance Monitoring Plan for each MDA to provide more details on the definitions of the indicators as well detailed Performance Indicator Reference Sheets (PIRS). All project documents will have separate Performance Monitoring Plans (PMPs) which outlines key performance indicators (KPIs), baselines and set targets, disaggregated appropriately by gender, location, etc.

f. Monitoring and Evaluation (M&E) Plan for ASDB and MTDP

The M&E department of the Adamawa State Planning Commission will be responsible for drafting overall M&E Plan for the ADSB/MTDP. The M&E Plan will contain amongst other goals, objectives, performance indicators, baselines, targets, results chain etc. that will help in monitoring all initiatives in the ASDB. If, possible detailed performance indicator reference sheets, performance data tables will be provided for each indicator to facilitate gathering of means of verification (MOVs) or evidences, identifying data sources, determining methods of data collection and analysis etc.

g. M&E Capacity Assessment

As a first step a diagnosis of the existing M&E structures and processes will be required to review the capacities and readiness for implementation of M&E within the State and understand the preparedness and receptiveness of its key stakeholders on performance reporting and management. This process will assess the existing capacity assets (human and material), determine the capacity gaps, and define desired capacities and develop a capacity response plan

h. Development of M&E Capacity Response Plan

Based on the results of the M&E Capacity Assessment an M&E Capacity Response Plan will be developed that will outline all trainings and capacity building engagement needed to address the identified gaps towards successfully monitoring and evaluating the ASDB/MTDP

The M&E Capacity Response Plan will contribute to providing M&E evaluation technical skills needed to prove and improve performance in implementing the ASDB/MTDP, thereby standardizing information collection, processing, storage and reporting on their activities, against pre-determined Key Performance Indicators (KPIs). Addressing the capacity gaps will make data collection more systematic, organized and easily accessible. The ease of access to vital and timely data will lead to its increased application in planning, decision making and the feedback to stakeholders, especially development partners

i. Compendium of Key Performance Indicators

A compendium of Key Performance Indicators (KPIs) will be developed to facilitate tracking of performance across all levels of the results chain (inputs, activities, outputs, outcomes and impact). ASDB being a long-term plan the KPIs will comprise long-term outcomes and impact that are being sought and extent to which the ASDB on track to meet them. While attention will be on standard Indicators with definitions and a listing of evidences required to report on the indicators. Unique indicator may be developed from time to time as necessary to track activities that are only specific to the ASDB and is not being tracked by its partners or key stakeholders

j. Indicator Targets

Targets will be revised or developed every 3 years to reflect current realities and priorities of the State Government and development partners. Targets will be based on the identified needs and available resources.

k. Monitoring and Evaluation Policy

Adamawa State Planning Commission will develop a comprehensive Monitoring and Evaluation Policy for the entire government, the M&E Policy will serve as a guiding policy document that will assist the State in planning and coordinating all M&E activities enshrined in the MTDP, ASDB and beyond.

l. Monitoring and Evaluation Manual

A detailed M&E Manual will also be developed to guide standardization of M&E implementation in order to take into account of all relevant systems, especially development partners and Federal government agencies in Adamawa State; this will include data management processes, Management Information System, and geospatial tracking

m. Quarterly and Annual Performance Reporting

Annual and quarterly Performance Monitoring Reporting will be institutionalized. Performance against targets for each year will be monitored and reported. A performance contract will be established with the MDAs. There will also be a quarterly and monthly performance reporting. The quarterly reporting will be used for internal programming purposes. The Annual Performance Reporting will be used for the primary purposes of providing *Feedback to Key Stakeholders and to account for progress against baselines and targets*

n. Stakeholders in M&E

Stakeholder in M&E cut across private, public and civil society. Specially Adamawa State Planning Commission is committed to providing reliable data to all its stakeholders especially development partner collaborators. Intervention beneficiaries and the generally public are also going to be provided with information on performance through various communication channels. Therefore, to ensure its success, there will be detailed stakeholder analysis and an annual action plan specifying tasks, roles, key players and time frame.

o. Results Framework and Logical Framework Matrix

Adamawa State Planning Commission will develop and Results Framework for each MDA and/or detailed Logical Framework Matrix (LFM) for MDA and key interventions implemented or outlines in the MTDP/ASDB.

p. Funding and Resource Allocation for the M&E System

At least 5% - 10% of the Annual Adamawa State MDAs budget will be provided for institutionalization of M&E. The resources provided to M&E may be revised upwards every year to accommodate expanding demands for documentation and system automation. If new methodologies or strategies, tools, document management systems are recommended from time to time, then revisions need to be made to how resources are allocated to M&E. Such revisions of M&E resource needs will be reflected in the following year's annual budget of each MDA

q. Data Center and Management Information System (MIS)

Adamawa State Planning Commission will set up a mini-data centre document management for the purpose of M&E documentation, storage and retrieval, data analysis and reporting against performance indicators. Performance reporting will be made on regular basis and pasted on a **dashboard** to enhance management decision making. The Database will support the Monitoring and Evaluation Unit functions and provide timely and reliable data as needed.

M&E Staff may not have all the needed competencies to use, manage and maintain the mini data center, hence the need for collaboration with ICT experts or consultants. The data center should have a real time dashboard with an integrated application in such a way that it will display real time on KPIs. Donors, citizens and other key stakeholders should have access to relevant performance data on the MTDP/ASDB. Mobile devices should be integrated to display real time GIS locations of all interventions.

r. Capacity Building to Manage the Data Center and Management Information System (MIS)

Adamawa State Planning Commission M&E Department staff should be trained and re-train on running of the Data Center and Document Management System. Staff should be trained to conduct basic software maintenance, data analytics and document management

s. Evaluation of the MTDP/ASDB

An evaluation system will be established for evaluating the impact of the AASDB interventions. This evaluation system will be designed in such a way that internal and external experts (key stakeholders) will from time to time be involved in the conduct of external evaluations. There will be three categories of evaluations to be conducted: baseline, mid-term and end final. However, on annual bases performance reviews will be conducted to determine progress on the MTDP/ASDB activities against timelines set in the annual plans. There will be one rigorous and comprehensive evaluation and the final completion of the implementation of the MTDP/ASDB. The rigorous impact evaluation will be conducted by an independent evaluator outside of government to observe transparency and objectivity.

Evaluation Type to be Conducted

(i) Annual Internal Evaluation

The internal evaluation will involve production of Annual Performance Reports as to stimulate dialogue and inform the plan and budgeting process

(ii) Mid-term Evaluation

This will be conducted after every 3 – 5 years and will be coordinated by M&E Department of the Adamawa State Planning Commission and will address performance against the intended objectives and targets. It will recommend any changes required to return to right trajectory of implementation

towards achieving the objective targets set in the original set up of the Plan. The Mid-Term evaluations will be aligned with the MTEF and FSP

(iii) Thematic Impact Evaluation

This will be conducted after the completion of the ASDB implementation which will document impact as observed internally and externally. This will be a joint evaluation between Adamawa State Planning Commission Staff and external consultants

(iv) Final Evaluation

This is to be conducted after ASDB implementation as a summative evaluation of the ASDB. Although it done by external/independent evaluators, the evaluation will be coordinated by M&E Department of the Adamawa State Planning Commission by developing the Terms of Reference (TOR). The evaluation will assess the overall effectiveness, impact, coherence and sustainability ASDB interventions beyond the 2030. Determine the worth of the ASDB intervention vis-à-vis the Strategic Objectives, goals, project objectives and targets, and where possible, against outcomes and impacts.

t. Reporting, Learning and Knowledge Management

The M&E framework for the ASDB feeds into research, reporting, learning and knowledge management initiatives of the Adamawa State Planning Commission. The data generated from the collection of both quantitative and qualitative data around selected KPIs / indicators will be used to develop case studies, promote internal learning including lessons learnt around current projects, programmes and activities, and create learning materials/publications to encourage learning. Given that performance review process will be carried out quarterly and annually, there is a need to ensure that analysis are made on success stories and lessons learnt.

u. Monitoring, Evaluation and Social Accountability

There is a need to establish a “**mini-call center**” to monitor, receive and address all complaints and grievances. This is a critical Grievance Redress Mechanism (GRM) where problems can be reported anonymously and addressed before escalation. It is also a modern way of receiving, recording, documenting and retrieving complaints and suggestions from the key stakeholders and the public

v. Monitoring, Evaluation and Safeguards

Both social and environmental safeguards need to be considered in the process of implementing the ASDB. The M&E system will capture relevant indicators on safeguards and report same within the annual reports

SECTION 8: RESOURCES AND BUDGET REQUIRED FOR IMPLEMENTATION OF THE M&E FRAMEWORK

The resources required for the implementation of the M&E Framework will rely on the budgetary allocation to the Adamawa State Planning Commission for M&E, Development partner support to M&E in the State, Individual MDAs budgetary allocation to M&E, and special fund allocation to monitoring and evaluating. To successfully implement the M&E Framework, the Adamawa State Government will require in 2023 to spend N468,500,000 (four hundred and sixty-eight million five hundred thousand naira) and a total of N2,188,000,000 (two billion one hundred and eighty-eight million naira) by 2030. The estimated expenditure is to cover over 50 MDAs.

Specifically, resources will be required for the following key activities

S/N	Item	Annual Cost Estimate	10 - Year Cost (excluding inflation)	Budget Notes
1	Procurement of ICT equipment such as computers, software, printers and phones	5,000,000.00	15,000,000.00	Add every 3 years
2	Field Monitoring vehicles	150,000,000.00	300,000,000.00	Add every 5 years
3	Capacity Building of M&E Personnel at MDAs	10,000,000.00	100,000,000.00	Annually
4	Funding for Thematic Evaluation Activities	20,000,000.00	300,000,000.00	Annually number of MDAs expected to be above 50
5	Engagement of M&E Technical Assistance Specialists	30,000,000.00	300,000,000.00	At least two experts annually
6	Field Monitoring Visits	5,000,000.00	50,000,000.00	Will leverage additional resources from MDAs resources
7	Tools, Instrument and Templates Development	30,000,000.00	90,000,000.00	
8	Annual Reporting, Publication and Dissemination of Reports	10,000,000.00	100,000,000.00	
9	Consultancies for Mid-Term and Final Evaluation of the Adamawa Development Blueprint	90,000,000.00	270,000,000.00	
10	Knowledge Management Activities and publications	7,500,000.00	75,000,000.00	Annually

11	Advocacy, IEC Materials and Communication for M&E	5,000,000.00	50,000,000.00	Annually
12	Stakeholder engagements, workshops and meetings	5,000,000.00	50,000,000.00	
13	Development of M&E Plans for MDAs	5,000,000.00	50,000,000.00	Will leverage additional resources from MDAs resources
14	Data Quality Assessment (DQA)	18,000,000.00	180,000,000.00	Annually
15	Dashboard and Document Management System	50,000,000.00	50,000,000.00	Once including annual maintenance
16	Development of Strategic Plans for MDAs	10,000,000.00	100,000,000.00	Will leverage additional resources from MDAs resources
17	Support to MDAs on M&E System Development	10,000,000.00	100,000,000.00	Will leverage additional resources from MDAs resources
18	Linking with National M&E MIS	8,000,000.00	8,000,000.00	Once including annual maintenance
	GRAND TOTAL	468,500,000.00	2,188,000,000.00	

SECTION 9: CONCLUSION

The aim of this MTDP/ADSDB M&E Framework is to provide a common understanding of the M&E processes and approaches that will be adopted to influence accountability, document implementation, and establish a robust performance monitoring and reporting system for the State as it implements its development plan and SDG Agenda 2030. This document gives guidance to the structure of M&E system but does not in isolation provide all the needed tools and templates for comprehensive M&E. The document provides the basis for measuring the Adamawa State overall performance with a view to providing proper reporting to key shareholders. The document recognizes that individual sectors and MDAs (such as health, education, agriculture etc.) have fully developed and integrated MIS systems with robust indicators that are continually used for monitoring at all levels. The document also recognises that an Adamawa State Government wide MIS platform has been developed to track projects implemented in the State. Therefore, the intention of this document is to focus on high-level Key Performance Indicators (KPIs) that will give a snapshot of results on the strategic objectives of the MTDP/ADSDB and the SDGs in the State. The ultimate choices about deciding the scope, intensity, processes, and implementation of will depend on the commitment of the Government of Adamawa State and key stakeholders. The demand for M&E, commitment to transparency and accountability and the resources available – personnel, time and funds as well as capacity, experience and skills of those people dedicated to, and involved in, the M&E work in the State will greatly influence the use this document.

APPENDIX

Appendix 1: Monitoring and Evaluation Framework Data Template

Strategic Objectives							
Goal/Aim							
Key Program Objectives							
Expected Results	Key Performance Indicators (baselines/targets) <i>(Targets should be for each year within the 10 years)</i>	M&E event with data collection methods	Time or Schedule and Frequency	Means of Verification: Data Source and Data Type	Responsibilities / Role of stakeholders	Estimated resources required/Costs	Risks and Assumptions
Outcomes #:	✓ Indicator title Indicator definition	✓ M&E Activity	✓ Years ✓ Frequency	✓ MOVs ✓ Data Sources	✓ MDA ✓ Development Partners ✓ Private Sector ✓ CSOs/ NGOs etc..	✓ Costed Human Material	
Outputs #:	✓ Unit of measurement Baselines Targets Denominator	✓ Data Collection Method					
Key Initiatives #:							

Appendix 2: Communication and Feedback Framework

Strategic Objectives							
Goal/Aim							
	Key Stakeholders /Audience (Internal/External)	Communications Channels/Medium of Engagement	Communication Tools and Activities	Expected Outcomes	Message /Feedback	Estimated resources required	Risks and Assumptions
Strategies for Achieving Desired Results/Key Activities							

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