

Report of Community Scorecard

By

Participatory Partnerships for Community Development
September - November 2013

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EXECUTIVE SUMMARY

The second application of Community Score Card (CSC) exercise conducted by Participatory Partnerships for Community Development (PPCD) aimed at providing an avenue for community based monitoring and evaluation of projects and services provided by RDCs to their communities. The programme was conducted between September and November 2013 for five different RDCs, namely Ilaje, Jisike, Kula, KEFFES and Itsekiri RDCs.

The CSC process involved tracking of inputs and expenditures, monitoring of the quality of services and projects provided, generating criteria and grading system for appraising performance, facilitating direct feedback to RDCs by community members, developing capacity of citizens to demand for transparency and accountability, as well as community empowerment.

Some crosscutting issues that emerged during the community scorecard exercise were ineffective communication between the RDC and communities, marginalization of women and low representation of women in some RDC. Other similar concerns were lack of information about contract awarding procedures, insufficient funds and slot for scholarship schemes, unemployment challenges, and need for skill acquisition programmes. Community members had the perception that RDCs were not transparent in contract bidding and awards. After the deliberations, some recommendations were made towards improving the services including capacity building for RDCs on effective service delivery to their communities through training and handholding.

One major outcome of the exercise was the bringing together of "service users" (community members) and "service providers" (RDCs) in such a way that they could jointly analyze challenges and agree on ways of addressing the issues. The methodology was particularly useful because it created a synergy, to increase participation, accountability and transparency between service users, providers and decision-makers. The ultimate expectation is that this approach would positively influence the quality, efficiency and accountability of services provided by RDCs in the different communities.

By providing an opportunity for direct dialogue between the RDC and the community, the CSC process was able to empower the people to voice their opinions and demand for improved service delivery.

INTRODUCTION

Monitoring and evaluating the effectiveness of the RDC projects under the GMoU model is an essential process in the efforts towards achieving sustainable development. This explains the motivation by Participatory Partnerships for Community Development (PPCD) for this project aimed at assessing RDC projects using the community scorecard (CSC) methodology. The purpose of the exercise was to identify areas that needed improvement in RDC project implementation in order to ensure that appropriate remedial actions are taken to improve current and future projects.

OVERALL GOAL AND OBJECTIVES

The overall goal of the community scorecard was to create an opportunity for community members' participation in providing feedback on the quality and adequacy of RDC projects and activities under the GMoU model. The specific objectives were to:

1. Generate information through focus group interactions;
2. Provide immediate feedback to the RDC; and
3. Develop planned reforms, in a participatory manner that can be jointly monitored by all stakeholders.

METHODOLOGY

The community scorecard process involved four key activities, namely, input tracking scorecard, performance scorecard, self-evaluation scorecard and interface meeting. At the input tracking stage, the PPCD team engaged in preparatory groundwork activities including developing tools for input tracking scorecards. This was done prior to the visit to the RDCs by the team. During the second phase involving the development of community performance scorecard, the team worked in groups in each community to develop a scoring system for the exercise. A general agreement was reached to adopt the 1-5 scoring range and the key for interpreting the scores was developed. Also, during the community performance scorecard activity, issues were discussed by community members at breakout sessions and a decision/consensus was reached on the scores based on comments made by the people. Recommendations were also made for improving performance in future.

Community scorecard grading system

1 = Very bad; 2 = Bad; 3 = Just ok; 4 = Good; 5 = Very good

At the fourth phase of the exercise, which involved the development of self-evaluation scorecard, the team worked with RDC executive members. The same criteria developed for the performance scorecard in the community was applied. The RDC executive reviewed each issue, scored and provided comments and recommendations for improvement. Finally, an interface meeting was conducted involving all relevant stakeholders including the community and the RDCs. This meeting enabled them compare the scores for the performance and self-evaluations and to analyze similarities and differences. This activity also helped in identifying priority issues and concerns relating to the stakeholders. It helped to identify reforms that needed to be carried out for improvements. At the end of the meeting, action plans were mutually developed to guide further programmes that will be implemented by RDCs based on the feedback-received from community members.

SUMMARY OF COMMUNITY SCORECARDS

1. JISIKE RDC

The application of Community scorecard exercise for Jisike RDC was held between 24th and 26th September 2013. The performance scorecard took place on 24th September 2014 in Okwudor Community.

Summary of Scorecard

Two projects were rated highest (score=five, very good) by the Okwudor people, namely, Procurement and installation of 500kva transformers at Obeabor and Umuwama; and provision of a 27KVA (sound proof) generator and maintenance of cottage hospital, construction of mortuary slab/placenta pit/incinerator, construction of hospital canteen. Other issues awarded high scores were landscaping of Umuwama cottage hospital, rehabilitation of Umuwama Girls Secondary School, rehabilitation of low tension wires at Obeador, skill acquisition training for 20 youths of Obeador and Umuwama at National Metallurgical Training Institute (NMTI), Onitsha. These issues were rated four (good). Other issues that got average ratings of three (just okay) were rehabilitation of water project in Obeabor community, scholarship programme, economic empowerment programme (Keke Transport Scheme), representation of women in JRDF and end of year peace activities. The least rated issues were Okorosha festival, Christmas food supply and employment (scores one and two = very bad & bad).

Priority Issues and Concerns

Key issues that Okwudor people were concerned about were:

1. Procurement and installation of 500kva transformers at Obeabor and Umuwama;
2. Landscaping of Umuwama cottage hospital;
3. Rehabilitation of water project in Obeabor community;
4. Rehabilitation of Umuwama Girls Secondary School:
 - a. Provision of school furniture/desk
 - b. Construction of toilet
 - c. Maintenance of staff rooms & principal's office;
5. Rehabilitation of water project;
6. Installation of LT power lines;
7. Provision of a 27KVA (sound proof) generator and maintenance of cottage hospital;
8. Construction of mortuary slab/placenta pit/incinerator;
9. Construction of hospital canteen;
10. Rehabilitation of low tension wires at Obeador;
11. Skill acquisition training for 20 youths of Obeador and Umuwama at National Metallurgical Training Institute (NMTI), Onitsha;
12. Scholarship programme;
13. Economic empowerment programme (Keke transport scheme);
14. Christmas food supply;
15. Okorosha cultural festival;
16. Representation of women in JRDF;
17. Employment and;
18. End of year Peace activities.

Summary of Recommendations for Improvement

1. Engage PHCN to regularize power supply to Izombe; facilitate the provision/installation of 300KVA transformer at Ndiawa/Ndeonwanibe villages; and constitute electricity committee that will include representatives of communities where electricity project is sited.
2. Recall contractor to undertake the control of flooding at the Cottage Hospital.
3. Set up a management committee to secure the projects at the community level/village level.
4. Engage Imo State Ministry of Education and Oguta Local Government for posting of teachers to the school; facilitate the provision of generator set to pump water in the School; facilitate the provision of 6 classroom blocks in the School; and facilitate the engagement of Education Committee and CGC to plan for security and general maintenance of the School.

5. Facilitate further engagement with Oguta Local Government and Imo State Government for the provision of health workers and security for the health center; and prepare a maintenance / sustainability plan for the hospital.
6. Make provision for starter packs after the first phase of skill acquisition training for 20 youths.
7. Facilitate engagement with CNL to increase the value and number of scholarship slots.
8. Increase the number of beneficiaries on economic empowerment programme (Keke transport scheme) in the subsequent scheme and inclusion of more women as part of beneficiaries of the scheme.
9. Reconstitute the sharing/ distribution committee of Christmas food supply to include non-JRDF members.
10. Reconstitute the Okorosha cultural festival committee to include non-JRDF members.
11. JRDF constitution to be reviewed to include more women representatives.
12. JRDF to engage NNF/PPCD for arrangement to meet the management of CNL on employment issue.
13. Facilitate a more comprehensive activity plan to include football competition for women, beauty contest etc.

Details of all issues discussed, action plan and recommendations are contained in Appendix A.

2. ILAJE RDC

The application of Community Scorecard exercise for Ilaje RDC was held between 23rd and 25th October 2013. The performance scorecard took place on 23rd October in Molutehin Community.

Summary of Scorecard

There were similarities between the community performance scorecard and the RDC self-evaluation scorecard. Seven issues got four (good) namely foot bridge, scholarship, educational materials, speed boats, free health care, Town Hall/Equipment and Science Lab. Six issues got the poorest ratings (one=very bad), namely reverse osmosis water project, micro credit, employment, skill acquisition and contracts awards. Six other issues were rated bad, namely community participation/involvement and women representation in RDC (rated two=bad).

Priority Issues and Concerns

Priority issues highlighted during the exercise were:

1. Construction of walkway bridge;
2. Town Hall/Equipment;
3. Provision of speed boats
4. Scholarship
5. Disbursement of microcredit facilities;
6. slot and funds for scholarship;
7. Employment issues;
8. Access to water and completion of water project;
9. Conversion of upland toilets to housing units;
10. Inclusion of women in RDC;
11. Poor communication of RDC activities to community members;
12. Skills acquisition for women;
13. Free medical service;
14. Construction of standard library and distribution of textbooks;
15. Electricity issues, equipping of science laboratory.

Summary of Recommendations for Improvement

1. Renovation of existing footbridges is only possible for now but the RDC will seek additional funding for the construction of concrete walkway.
2. CNL should increase the scholarship funds and slot for Ilaje RDC and also, payment should be made on time; and increment in funding will add more value to the program.
3. Complete water project in Awoye and Molutehin communities.

4. Sensitize families/communities on the importance of women inclusion in the RDC.
5. Implement communication work plan and robust budget for communication to take care of / improve on community participation
6. More relevant books, science equipment as well as teachers should be provided and also, need for more proposals to donors for more textbooks.
7. Existing boats should be maintained and more boats be provided.
8. Provision of more drugs and also, need for diversification of drugs and health personnel to diagnose illness and administer drugs during free medical programme.
9. Town hall should be rehabilitated to best standards of roofing and also, need to maintain equipment and provide Lister generator.
10. Provide equipment such as computers, tables and stools and also, build two more labs in other schools.
11. Need for more awareness and more women inclusion in the RDC.
12. Loans should be granted to women to enhance their businesses. When the need arises, ensure that women's interest are captured.
13. Employment should be generated for all members of the community inclusive of women and also, available slots should not be sold to people outside the community.
14. Start-up pack should be part of the program for trainees.
15. The community should be in the full picture and knowledge of contract awards.

Details of all issues discussed, action plan and recommendations are contained in Appendix B.

3. Kula RDC

The application of Community Scorecard exercise for Kula RDC was held from 22nd –24th October 2013. The performance scorecard exercise was carried out with the representatives of Robert Kiri and Boro Communities (two of the satellite communities).

Summary of Scorecard

Three projects were rated highest (score=five, very good) by the Boro people, namely, Housing unit: 2 blocks of 3 units each of self-contain at Robert Kiri community, scholarship scheme and project selection/Identification. Other issues awarded high scores were electricity in BORO, generator and distribution lines, housing unit: 2 blocks of 3 units each of self-contain in Boro community, water project in Robert kiri community, treatment and generator, transport scheme in Boro and Robert Kiri communities and also, communication of RDC activities. These issues were rated four (good). Other issues that got average ratings of three (just okay) were women's micro credit program, women representation in the RDC, contracting and employment.

Priority Issues and Concerns

Deliberations provided the avenue for open expression of concern and opinion about the quality of RDC work in the community on the following Key issues:

1. Electricity in Boro community including generator and distribution lines;
2. Housing Units : 2 blocks of 3 units each of self-contain in Boro community;
3. Housing units: 2 blocks of 3 units each of self-contain in Robert Kiri community;
4. Water project in Robert kiri, treatment and generator;
5. Transport scheme in Boro and Robert Kiri communities;
6. slots and funds for scholarship;
7. Women's micro credit program;
8. Communication of RDC activities;
9. Participation of women in RDC activities;
10. Provision of information about contract bidding;

11. Unemployment concerns and;
12. Project selection/Identification.

Summary of Recommendations for Improvement

1. Facilitate engagement with other stakeholders like SPDC for the supply Diesel.
2. Plan for the extension of power lines as the need arises.
3. Engage PRC for a sustainability and project maintenance plan.
4. RDC to request and engage PRC on the construction of 4000 liters diesel reservoir.
5. RDC to request and engage PRC for additional construction of 5 blocks of 3 units.
6. Facilitate the connection of power and water to the housing unit facility.
7. In addition to PRC monitoring and supervision of project, community members should be engaged to ensure that contractors adhere to the scope of the project.
8. Facilitate the selection of the next phase of beneficiaries in the transport scheme after 90% payment of the initial phase has been received.
9. RDC to engage CNL to increase the value of scholarship and number of beneficiaries.
10. RDC to engage CNL on the relevance of CFPs
11. RDC should engage community leaders to encourage them in the selection and participation of women in the RDC.
12. Facilitate training for women to enlighten them on RDC/GMoU contracting processes.
13. Empower the communications committee to regularly circulate information on employment to all interested stakeholders.
14. Facilitate the development of a functional data base of employment seekers.
15. Facilitate stakeholders' forums at the various community levels on project identification and selection.

Details of all issues discussed, action plan and recommendations are contained in Appendix C.

4. KEFEES RDC

The application of Community Scorecard exercise for KEFEES RDC was held from 28th and 30th October, 2013. The performance scorecard exercise took place in Ezetu 1 community on 28th October, 2013.

Summary of Scorecard

There were some variations in the assessments by community. Community members scored very highly (five) the performance of the RDC on one issue which was the provision of a brand new generator. Other issues awarded high scores (four -good).were electrification, community town hall and public toilet. Other three issues that got average ratings of three (just okay) were Teachers' Quarters, Skills Acquisition Scheme and Foot Bridge. One project got the lowest score by the people, which was provision of water (one= very bad).

Priority Issues and Concerns

Community members presented issues that they considered critical for their development as:

1. Extension of electrification to sea shore;
2. Completion of teachers' quarters;
3. Completion of Community Town Hall;
4. Collapsed section of the Public Toilet's walk-way;
5. Employment and starter packs for beneficiaries of Skills Acquisition Scheme;
6. foot bridge leading to the teachers' quarters;
7. Supply of diesel to community generator;
8. Lack of access to water;
9. Women Representation in the RDC.

Summary of Recommendations for Improvement

- For the extension of electrification, old concrete electric poles that were not part of the scope should be replaced with the Bayelsa State Government recommended types.
- As the community is developing and expanding the electrification should be extended to the new areas of expansion.
- The street lights bulbs should be replaced and repaired to make it functional
- The courtyards in the Teachers' Quarters should be roofed and electricity should be extended to the quarters and convert the court yards to rooms.
- Make the toilets of the Teachers' Quarters functional and rectify the faulty electrical connections
- The town hall project should be furnished upon completion with fans and furniture.
- The collapsed section of the walk-way to the public toilet should be reconstructed
- Human capacity development should be organized once in every two years to provide opportunity for more people to benefit.
- Proper renovation and reconstruction should be carried out on the foot bridge leading to the teachers' quarters while the one in the community should be extended to the school building and staff quarters.
- Construction of more drainage systems and walkways in the community.
- For sustainability of the new generator, the RDC should ensure that NNPC refined diesel is supplied bi-annually (Twice a year); RDC should ensure that there is regular maintenance of the generator and the generator house; RDC should engage the services of a qualified and competent engineer to maintain the generator; need for fencing of the generator house; RDC should ensure that the generator operators are given more training; the salary of the generator operators should be increased and there is need to repair the old generator.
- The present water pumping machine should be changed to an industrial pumping machine.
- The water project should be connected to the community source of power.

Details of all issues discussed, action plan and recommendations are contained in Appendix D.

5. Itsekiri RDC

The application of Community Scorecard exercise for Itsekiri RDC was held from 26th to 28th November 2014. The performance scorecard exercise took place in Omadino Community on Tuesday, 26th November 2013.

Summary of Scorecard

The community generally rated the RDC performance low. Scores awarded ranged from one to three (very poor – average). No project was rated good or very good. Some issues that got average ratings of three (just okay) include housing units and scholarships. Five issues rated poor (score – 2) include micro credit, contracting, communication, skill acquisition and women representation in the RDC. The groups rated two issues very poor which include employment and water project.

Priority Issues and Concerns

Some of the priority issues raised are:

1. Housing units;
2. Low representation of women in RDC;
3. Inadequate information about contract awarding procedures;
4. Delay in disbursing funds to beneficiaries of the scholarships schemes;
5. Employment issues;
6. Lack of due process in contract award on RDC projects;
7. Poor communication between RDC and community members;
8. Need for human capital development particularly skills acquisition and;
9. Lack of access to water supply.

Summary of Recommendations for Improvement

1. Community should advocate to RDC Exco about the sharing ratio of benefits on projects which should be done by fields.
2. Exco should sensitize community people through the community leadership on scholarship process so as not to delay the scholarship payments.
3. Micro finance bank should recover the loans already given to beneficiaries and RDC should increase the value of the loan.
4. Ensure the inauguration of the employment committee to drive employment issues.
5. RDC should maintain its due process on contract awards on RDC projects and also, engage CNL to communicate contracts within CNL to RDC.
6. Need for transparency in the award of CNL contracts.
7. Improve communication between the RDC and the community.
8. Chairman of RDC should provide adequate funds for the communication committee.
9. RDC should bring on board women who are educated and competent.
10. Build capacity of the youths on hair dressing, computer, skill acquisition, etc.
11. CNL should conduct a proper needs assessment for the community.

Details of all issues discussed, action plan and recommendations are contained in Appendix F.

CROSS-CUTTING ISSUES

Some crosscutting issues that emerged during the community scorecard exercise include:

1. Poor communication between RDC and community members.
2. Low participation of women in RDC activities and decisions.
3. Insufficient slots and funds for scholarships. Delay in disbursing funds to beneficiaries of the scholarships schemes
4. Unemployment issues.
5. Capacity development in entrepreneurship and business management and access to start-up grants after training.
6. Lack of opportunities for women economic empowerment, especially through contracts.

CONCLUSION AND FOLLOW-UP

The community scorecard process was successfully carried out in five RDCs with the active participation of community stakeholders and members of the RDCs. However PPCD will conduct the exercise in the remaining three RDCs in 2014. The next steps would be to implement action plans generated for the RDCs and monitor the progress made in the implementation of the action plans agreed to.

Appendix A: Action Planning Matrix for Jisike RDC

S/N	SPECIFIC ISSUES	SCORE		STEPS TO UNDERTAKE	HOW TO UNDERTAKE	WHEN TO UNDERTAKE	WHO IS RESPONSIBLE
		Co mm.	RD C				
1	Procurement and installation of 500kva transformers at Obeabor and Umunwama	5	4	Engage PHCN to regularize power supply to Izombe Facilitate the provision/installation of 300KVA transformer to Ndiawa/Ndeonwanibe villages Put in place maintenance plan for Jisike electricity projects	Constitute electricity committee to include representatives of communities where electricity project is sited One Representative from PRC One representative from CEMB	4 th Quarter, 2013	JRDF Chairman and Secretary
2	Landscaping of Umunwama cottage hospital	4	4	Recall contractor to undertake the control of flooding at the Cottage Hospital	Liaise with the contractor to carry out flood control works at the entrance gate of the Cottage Hospital Put in place maintenance /sustainability plan for the Cottage hospital	September 26 – October 14, 2013	PRC Chairman and Secretary
3	Rehabilitation of water project in Obeabor community	3	4	Put in place a security plan to include Chairmen of the benefitting villages	Set up a management committee to secure the projects at the community level/village level	October, 2013	JRDF Zonal Chairmen Women leader Youth president Village Chairmen of communities where water projects are sited
4	Rehabilitation of Umunwama Girls Secondary School: a)Provision of school furniture/desk	4	4	Engage Imo State Ministry of Education Provide more classroom blocks for Umunwama Girls	Engage Imo State Ministry of Education, Oguta Local Government for posting of teachers to the	3 rd - 4 th quarter 2013	JRDF Chairman and Secretary Secretary Community Governance

S/N	SPECIFIC ISSUES	SCORE		STEPS TO UNDERTAKE	HOW TO UNDERTAKE	WHEN TO UNDERTAKE	WHO IS RESPONSIBLE
		Comm.	RD C				
	b)Construction of toilet c)Maintenance of staff rooms & principal's office d)Rehabilitation of water project e)Installation of LT power lines			secondary School Put in place security plan for the school Engage Community Governance Council (CGC) and Education Committee	school Facilitate the provision of generator set to pump water at the School Facilitate the provision of 6 classroom blocks to at the School Facilitate the engagement of Education Committee and CGC to plan for security and general maintenance of the School		Council (CGC)
5	<ul style="list-style-type: none"> Provision of a 27KVA (sound proof) generator and maintenance of cottage hospital Construction of mortuary slab/placenta pit/incinerator Construction of hospital canteen 	5	4	Put in place a maintenance plan for the facilities at the hospital Engage Government for the provision of Health workers and security	Facilitate further engagement with Oguta Local Government and Imo state for the provision of Health workers and security Prepare a maintenance plan and sustainability plan for the hospital	3 rd and 4 th Quarter, 2013	JRDF Chairman PRC Chairman
6	Rehabilitation of low tension wires at Obeador	4	4	Tilting poles to be straightened Recall contractor to site Repair sagging lines	Constitute electricity committee to include representatives of communities where electricity project is sited One Representative from PRC One representative from CEMB One Representative	4 th Quarter, 2013	JRDF Chairman and Secretary

S/N	SPECIFIC ISSUES	SCORE		STEPS TO UNDERTAKE	HOW TO UNDERTAKE	WHEN TO UNDERTAKE	WHO IS RESPONSIBLE
		Comm.	RD C				
					from PRC		
7	Skill acquisition training for 20 youths of Obeador and Umuwama at National Metallurgical Training Institute (NMTI), Onitsha	4	4	Take steps to increase the number of beneficiaries Consideration for the provision of Starter packs after the first phase	JRDF to engage community stakeholders for plans/recommendation on increase in the number of beneficiaries and provision of starter pack	1 st Quarter 2014	JRDF Chairman and Secretary
8	Scholarship programme	3	4	Facilitate engagement with CNL on the increment of scholarship value to officially inform JRDF Facilitate engagement with CNL for increase the number of beneficiaries	Set up committee to include NGO and community to work with the Scholarship committee for engagement with Chevron to increase the number of beneficiaries Increase the number of scholarship committee membership to four (4) 1 each from Obeabor and Umuwama	1 st Quarter, 2014	JRDF Chairman and Secretary
9	Economic empowerment programme (Keke Transport Scheme)	3	4	Revolve the transport scheme Put in place Strategies in the selection/screening of new beneficiaries Consideration for increase in the number of beneficiaries in the subsequent scheme Consideration for the inclusion of more women beneficiaries	Reconstitute management committee to include non-JRDF members Facilitate engagement with village Chairmen to have their buy-in and responsibility for repayment of their benefitting community members	1 st Quarter 2014	JRDF Chairman and Secretary PRC Chairman and Secretary
10	Christmas food supply	2	4	Reconstitute sharing/distribution committee to include non-JRDF members	Engagement of community leaders and relevant stakeholders	Oct./Nov Yearly	JRDF Chairman and Secretary Community

S/N	SPECIFIC ISSUES	SCORE		STEPS TO UNDERTAKE	HOW TO UNDERTAKE	WHEN TO UNDERTAKE	WHO IS RESPONSIBLE
		Comm.	RD C				
							Government Council (CGC) Secretary
11	Okorosha festival	1	5	Reconstitute committee to include non-JRDF members	Same as in (10) above	2nd Quarter, 2014	JRDF Chairman and Secretary
12	Representation of women in JRDF	3	2	JRDF constitution to be reviewed to include more women representatives	Set up constitution review committee	4 th Quarter, 2013	JRDF Chairman and secretary
13	Employment	2	1	JRDF to Engage NNF/PPCD for arrangement to meet the management of CNL to take up the issue of employment	Constitute an Ad-hoc committee to facilitate engagement with CNL which should include CEMB,PPCD and other relevant stakeholders	3 rd and 4 th Quarter, 2013	JRDF Chairman and Secretary CEMB Secretary PPCD
14	End of year Peace activities.	3	4	Facilitate a more comprehensive activity plan to include football competition for women, beauty contest etc.	Constitute a planning committee to include JRDF members	3 rd and 4 th Quarter, 2013	JRDF Chairman and Secretary

Appendix B: Action Planning Matrix for Ilaje RDC

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How To Undertake	Who Is Responsible
		Community	RDC				
1.	Foot bridge	4	4	<ul style="list-style-type: none"> Concrete footbridges Improvement in terms of quality (Concrete bridges) 	Renovation of existing footbridges is only possible for now and work is already on-going	Renovation by Contractors	RDC
2.	Scholarship	4	4	<ul style="list-style-type: none"> Increase the value and number of scholarship Only qualified people should benefit from scholarship Payment should be made on time. Increment in funding will add more value to the program 	When funding improves with the review of the GMoU, the number and value will be increased	Lay more emphasis on non-infrastructure projects, (including scholarships) human development and capacity building	RDC
3.	Educational Materials	4	3	<ul style="list-style-type: none"> More books that are relevant, science equipment as well as teachers should be provided. More proposals to donor for possible increase in quantity 	November / December	<ul style="list-style-type: none"> Put a strong PTA in place to ensure that Reports from benefiting schools should be from joint PTA meeting to ensure that community views are captured 	RDC Secretary to introduce the concept to School; community to follow up (through Rev. Ajueyisi)

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How To Undertake	Who Is Responsible
		Communi	R D C				
						<ul style="list-style-type: none"> RDC to appeal to Donors like (NNF) for more books 	
4.	Speed boats	4	3	<ul style="list-style-type: none"> Existing boats should be maintained and more boats provided. Addition in number; more boats should be bought 	<p>1st Quarter of 2014 for maintenance ;</p> <p>Increase in number of boats to be captured in the proposal for 2014</p>	RDC can only do maintenance of the existing boats for now	RDC
5.	Free health care	4	4	<ul style="list-style-type: none"> Provision of more drugs, diversification of drugs, health personnel to diagnose illness and administer drugs. More funding is needed to add more value and enlarge the scope of the program 	November	<p>The demands from community go beyond the scope of the engagement of the health personnel.</p> <p>RDC to engage CEMB on Increasing the scope</p>	RDC Secretary
6.	Town Hall/Equipment	4	3	<ul style="list-style-type: none"> Town hall should be rehabilitated to best standards of roofing Maintenance of equipment and provision of Lister generator. Addition in number 	<p>Nov/1st Quarter of next year</p> <p>November</p>	<p>Rehabilitation will be looked into and maintenance commenced ;</p> <p>maintenance</p>	<p>RDC Secretary</p> <p>Community Youth Vice Chair</p>

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How To Undertake	Who Is Responsible
		Communi nity	R D C				
						e committee already in place to do small maintenances that are not cost-intensive, to start next month	
7.	Science Lab	4	4	<ul style="list-style-type: none"> RDC to provide more equipment such as, computers, tables and stools. Need to improve the no. of equipment and build two more labs in other schools 	1 st Quarter 2014	RDC can build but govt has to equip, RDC to look into the possibility of also equipping; to be built into the budget proposal for next year	RDC Secretary
8.	Water project	1	3	<ul style="list-style-type: none"> Ongoing project should be timely completed Need for more engagement with contractor to ensure completion 	Nov	RDC is already discussing with the Contractor to complete the project. Decision on whether to invite the contractor to be taken at CEMB	RDC Secretary
9.	Women Inclusion	2	4	<ul style="list-style-type: none"> Increase in the number of women in the RDC Loans should be granted for women to do their 		Increase in the number of women will be done when necessary;	RDC

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How To Undertake	Who Is Responsible
		Communi nity	R D C				
				businesses <ul style="list-style-type: none"> When the need arises, to ensure that women's interest are captured. 		After the review of the loan scheme, loans will be given to women and this time it will be managed by community	
10.	Community Participation/Involvement	2	4	<ul style="list-style-type: none"> Communities members should be carried along through the provision of information on RDC activities Provision of peace allowance Robust budget for communication to take care of / improve on community participation 	1 st Quarter 2014	Improvement in communication Need to increase communication funds	RDC Communication Committee Chair
11.	Micro credit	1	3	<ul style="list-style-type: none"> Provision of micro credit to all members of the community There should be a review to take care/capture the micro-finance group in the community 		After the review of the loan scheme, loans will be given to women and this time it will be managed by community	
12.	Employment	1	2	<ul style="list-style-type: none"> Employment should be generated for all members of the community inclusive of the women and 	On -going	Critical engagement with CNL	RDC

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How To Undertake	Who Is Responsible
		Communi	R D C				
				<p>available slots should not be sold to people outside the community</p> <ul style="list-style-type: none"> • Need for practical engagement with CNL and focus on local community for any available opportunity 			
13.	Skill Acquisition	1	3	<ul style="list-style-type: none"> • Start-up pack, ready employment should be part of the program for trainees • Expedite action to get the program moving 	Nov	RDC cannot promise start-up packs and ready employment for now	RDC
14.	Contracts	1	4	<ul style="list-style-type: none"> • The community should be in the full picture and knowledge of contract awards. • Need for more awareness and more women inclusion 	Subsequent engagements	The process will be more participatory , transparent and more awareness created.	RDC

Appendix C: Action Planning Matrix for Kula RDC

S/N	Specific Issues	Score		Steps To Undertake	How to Undertake	When To Undertake	Who Is Responsible
		Community	RDC				
1	Electricity in BORO, Generator and Distribution lines	4	5	<p>Regular supply of diesel</p> <p>The project is good but the power lines should be extended in the community.</p> <p>There should be a maintenance plan put in place for the project. It should include basic training for the operator.</p> <p>There should be provision of diesel reservoir.</p>	<p>Facilitate engagement with other stakeholders like SPDC for the supply Diesel.</p> <p>Plan for the extension of power lines as the need arises.</p> <p>Engage PRC for a sustainability and project maintenance plan.</p> <p>RDC to request and engage PRC on the construction of 4000 liters diesel reservoir.</p>	<p>4th quarter 2013 and 1st quarter 2014</p> <p>4th quarter 2013</p> <p>4th quarter 2013</p>	<p>RDC/PRC chairman.</p> <p>RDC Chairman</p> <p>RDC Chairman and Secretary.</p>
2	Housing Unit : 2 blocks of 3 unit each of self-contain - Boro	4	4	<p>Provision of more housing unit in the community.</p> <p>The housing unit should be powered with electricity.</p> <p>Water should be connected to the housing unit.</p> <p>Community contractors should adhere to specification</p>	<p>RDC to request and engage PRC for the additional construction of 5 blocks of 3 units.</p> <p>Facilitate the connection of power and water to the facility by a contractor.</p> <p>In addition to PRC monitoring and supervision of project, community</p>	<p>1st quarter 2014</p> <p>4th quarter 2013</p> <p>At commencement of project implementation.</p>	<p>RDC Chairman and Secretary.</p> <p>Same as above</p> <p>Same as above</p>

S/N	Specific Issues	Score		Steps To Undertake	How to Undertake	When To Undertake	Who Is Responsible
		Community	RDC				
				in implementing project.	members should be engaged as monitors that will ensure contractors adherence to the scope of the project .		
3	Housing unit: 2 blocks of 3 unit each of self-contain in Robert Kiri	5	5	Same as above except for the connection of water and electricity.	Same as above	Same as above	Same as above
4	Water project in Robert kiri, treatment and Generator	4	5	Ensure constant supply of diesel Maintenance plan should be put in place for the project. It should include basic training for the operator. Provision of storage tank for fuel The project should be reticulated round the community.	Facilitate engagement with other stakeholders like SPDC for the supply of diesel. Engage PRC for sustainability and project maintenance plan. RDC to request and engage PRC for the	4 th quarter 2013 and 1 st quarter 2014	Community chairman and youth chairman.
5	Transport Scheme in Boro and Robert Kiri	4	2	More vehicles should be provided with proper documentation to accommodate more beneficiaries at a more subsidized rate.	Facilitate the selection of the next phase of beneficiaries after 90% payment of the initial phase has been received.	Ongoing	RDC Chairman and Secretary. Accord and PRC Chairman.

S/N	Specific Issues	Score		Steps To Undertake	How to Undertake	When To Undertake	Who Is Responsible
		Community	RDC				
				Developing an intensive repayment that will come up with modalities to make the beneficiaries to pay.			
6	Scholarship	5	5	<p>Increase the number of beneficiaries and value</p> <p>The scholarship amount for secondary school should be increased to the sum of N50,000.000 per student yearly.</p> <p>University scholarship should be increased to N150,000 per student annually</p> <p>The post graduate scholarship should be increased to N300,000</p>	RDC to engage CNL to increase the value of scholarship and number of beneficiaries.	2 nd quarter 2014	RDC Chairman and secretary
7	Women's micro credit program	3	3				
8	Communication	4	4	Re-visit the issue of CFPs to mitigate the communication gaps between	RDC to engage CNL on the relevance of CFPs	Ongoing	RDC Chairman and Secretary. PPCD and

S/N	Specific Issues	Score		Steps To Undertake	How to Undertake	When To Undertake	Who Is Responsible
		Community	RDC				
				<p>the community & the RDC</p> <p>Regular meetings of the members of the RDC (open mind)</p> <p>RDC should provide communication gadget such as telephones, notice board CCTV. etc</p>			Accord.
9	Women representation in the RDC	3	4	<p>There should be increase in the number of women representation in the RDC</p> <p>The women should be encouraged by the women groups, cooperatives and other union to show interest in education and community development and activities.</p> <p>RDC to partner with Local government to introduce Adult education for women.</p>	RDC should engage community leaders so as to encourage the selection and participation of women in the RDC.	Ongoing	RDC Chairman and Secretary.
10	Contracting	3	5	Encourage the participation of	Facilitate training for women to	1 st quarter	RDC/Accor

S/N	Specific Issues	Score		Steps To Undertake	How to Undertake	When To Undertake	Who Is Responsible
		Communi ty	R D C				
				women in contract implementation.	enlighten them on RDC/GMoU contracting processes.	2014	d/PPCD
11	Employment	3	4	<p>The RDC should assist the community members with information on job advertisement.</p> <p>Intensify more effort to convince CNL to employ more people from the community.</p> <p>Create a data base of Kula unemployed indigenes to serve as a link to relevant companies seeking to employ.</p>	<p>Empower the communications committee to circulate information on employment to all interested stakeholders</p> <p>Facilitate the development of a functional data base.</p>	<p>4th quarter 2013</p> <p>Ongoing</p>	<p>Communications Committee chairman.</p> <p>RDC Chairman and Secretary.</p>
12	Project selection/Identification	5	5	<p>Increase consultation with the community leaders on project identification and selection</p> <p>Include all communities in the development and review of CDP</p>	Facilitate stakeholder forums at the various community levels.	1 st quarter 2014	RDC Chairman and Secretary.

Appendix D: Action Planning Matrix for KEFESS RDF

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How	Who Is Responsible
		Community	RDC				
1.	Electrification	4	5	<ul style="list-style-type: none"> Extend the pole lines to the sea shore Old concrete poles that were not part of the scope should be replaced with the Bayelsa State Government recommended types As the community is developing and expanding the electrification should be extended to the new areas of expansion. The street lights bulbs should be replaced and repaired to make it functional 	<p>November 2013 – November 2016 (Long term)</p> <p>November 2013 – December 2014 (Short term)</p>	<p>Community to make a request to the RDC for consideration and approval depending on the availability of funds</p> <p>Put in the RDC 2014 Business Plan</p>	<p>Community Leadership (CDC Chairman)</p> <ul style="list-style-type: none"> RDC Chairman PRC Chairman
2.	Teachers' Quarters	3	3	<ul style="list-style-type: none"> The courtyards should be roofed and electricity should be extended to the quarters Convert the court yards to rooms 	<p>November 2013 – June 2014</p>	<ul style="list-style-type: none"> RDC to incorporate into 2014 Business Plan RDC to engage PRC on the issue 	<ul style="list-style-type: none"> RDC Chairman PRC Chairman

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How	Who Is Responsible
		Community	RDC				
				<ul style="list-style-type: none"> • Make the toilets functional • Rectify the faulty electrical connections 			
3.	Community Town Hall	4	4	<ul style="list-style-type: none"> • Protectors which is not in the original plan should be provided • RDC and Community members should monitor the project to ensure the contractor completes it without compromising quality. • The entire four walls of the building should be covered instead of the half wall to avoid rain getting into the hall • Project should be furnished upon completion with fans and furniture's. 	December 2013 May 2014 – Dec 2014	<p>Community and RDC should maintain the original plan and design based on specific reasons</p> <p>Community should request for the furnishing through the 2013 Peace Bonus</p>	<p>The Youth President, and the contractor</p> <p>Community Leadership (The Royal Highness/CDC Chairman)</p>
4.	Public Toilet	4	3	<ul style="list-style-type: none"> • The collapsed section of the walkway should be reconstructed 	November 2013 – December 2014	<ul style="list-style-type: none"> • Community should make a request to the RDC • PRC to confirm and come 	<ul style="list-style-type: none"> • Community Leadership (CDC Chairman) • PRC Chairman

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How	Who Is Responsible
		Community	RDC				
						up with a report	
5.	Skills Acquisition Scheme	3	4	<ul style="list-style-type: none"> Beneficiaries of the skills acquisition training should be given employment and starter packs by the RDC and CNL Human Capacity Development should be organized once in every two years to provide opportunity for more people to benefit. 	<p>November 2013</p> <p>To be incorporated into the RDC 2014 Business Plan</p>	<ul style="list-style-type: none"> RDC to continuously engage CNL, Government and Donor Agencies RDC to initiate the process and identify the programmes Community to identify beneficiaries 	<ul style="list-style-type: none"> RDC Chairman and Secretary Resource Mobilization Committee Chairman RDC Secretary Communication Committee Chairman Scholarship Committee Chairman Secretary Community Leadership
6.	Foot Bridge	3	3	<ul style="list-style-type: none"> Proper renovation and reconstruction should be carried out on the foot bridge leading to the teachers' quarters while the one in the community should be extended to the school building and staff quarters Construction of drainage systems and walkways in the community 	<p>May 2014 – December 2014</p> <p>January 2015 – December 2016</p>	<p>Community to make a request with their 2013 Peace Bonus</p> <p>Community to make a request to the RDC from 2014</p>	<p>Community Leadership (His Royal Highness)</p> <p>Community Leadership</p>

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How	Who Is Responsible
		Community	RDC				
7.	Generator	5	5	<ul style="list-style-type: none"> RDC should ensure that NNPC refined Diesel is supplied bi-annually (Twice a year) RDC should ensure that there is regular maintenance of the generator and its house RDC should engage the services of a qualified and competent engineer to maintain the generator Fencing of the Generator house RDC should ensure that the Generator operators are given more training Increase the salary of the Generator operators Repair the old generator 	<p>October 2013 – November 2016</p> <p>January 2014</p>	<ul style="list-style-type: none"> RDC/PRC to engage a licence supplier Diesel supplied should be monitored by the RDC, PRC and Community persons Generator Operators to confirm the quality of Diesel supplied RDC to engage the services of qualified and competent Generator Engineer RDC will continue to build the capacity of the generator operators RDC will review the salaries of the Generator Operators To be incorporated into the RDC 2013 Business Plan PRC to ensure implementation 	<ul style="list-style-type: none"> RDC and PRC Chairmen Community Executives Generator Operators
8.	Water Project	1	3	<ul style="list-style-type: none"> The RDC in conjunction with CNL 	<p>November 2013 – November</p>	<ul style="list-style-type: none"> RDC to further engage CNL 	<ul style="list-style-type: none"> RDC Chairman PRC

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How	Who Is Responsible
		Community	RDC				
				<p>should as a matter of urgency provide us with good drinking water. Good drinking water is a major challenge in this community as appreciable number of inhabitants died of diarrhoea and cholera.</p> <ul style="list-style-type: none"> • Do a manual shallow boreholes in each of the compound in the community (5) • Get committed operators to manage the boreholes. • More work should be carried out on the taste of the water • The present pumping machine should be changed to an industrial pumping machine • The water project should be connected to the community 	2016	<p>with a view to ensuring functionality and sustainability</p> <ul style="list-style-type: none"> • RDC to reactivate the project to ensure its functionality 	<p>Chairman</p> <ul style="list-style-type: none"> • CNL Team Lead

S/N	Specific Issues	Score		Steps To Undertake	When To Undertake	How	Who Is Responsible
		Community	RDC				
				source of power			
9.	Women Representation			<ul style="list-style-type: none"> ▪ More women should be included in the RDC ▪ Women currently in the RDC should be having meetings with other community women. 	November 2016	Community women to sensitize and educate themselves on the importance of women participation in the RDC through regular Town Hall Meetings	<ul style="list-style-type: none"> • Community woman Leader

Appendix E: Action Planning Matrix for Itsekiri RDC

S/N	Specific Issues	Score		Steps To Undertake	How to Undertake	When To Undertake	Who Is Responsible
		Community	RDC				
1	Housing Units	3	5	Advocacy to RDC ExcOs on the sharing ratio of benefits on projects be made by fields	Ongoing	Community should make case known through formal writing to CNL & copy to the excOs	Community leadership
2	Scholarships	3	4	ExcOs should Sensitize community people through the community leadership on the scholarship process so as not delay scholarship payment	Next project cycle	<ul style="list-style-type: none"> Scholarship committee should take advocacy to the excOs RDC excOs should advocate to CNL to increase the value of the scholarship 	Scholarship committee. RDC ExcOs
3	Micro Credit	2	4	Micro finance bank should recover the micro loans already given to beneficiaries Effective ways of disbursing micro credit Value of micro finance should be increased	Committee on micro finance to submit this plan before January to enable it enter next planning cycle	<ul style="list-style-type: none"> Micro finance committee should drive this process based on agreed steps Project plan should be developed 	Committee on micro finance. RDC excOs
4	Employment	1	1	Ensure the inauguration of the	Employment committee to engage the	Committee to inaugurated	Employment committee

S/N	Specific Issues	Score		Steps To Undertake	How to Undertake	When To Undertake	Who Is Responsible
		Communi nity	R D C				
				employment committee to drive employment issues	RDC chairman		
5	Contract	2	4	RDC to maintain its due process on contract award on RDC projects Engage CNL to communicate contracts within CNL to RDC Transparency in the award of CNL contracts	Ongoing. In the next CEMB meeting	Ensure that due process is followed	Chairman. CNL Team lead
6	Communication	2	1	Chairman of RDC should provide adequate funds for the communication committee	Presented at the CEMB by communication chairman	Communication plan should be developed and presented to RDC	Communication chairman
7	Gender mainstreaming	2	2	RDC to ensure the bring on board women with the capacity to work effectively (educated and competent)	Engaged community leaders on selection process of women	Engaged community leaders on selection process of women	RDC leaders
8	Skill acquisition	2	1	Build capacity of the youths on hair dressing, computer,	Next tenure	Engage community leaders on selection process of	RDC leadership

S/N	Specific Issues	Score		Steps To Undertake	How to Undertake	When To Undertake	Who Is Responsible
		Communi	R D C				
				skill acquisition		women	
9	Water project	2	-	The need for proper need assessment on community plan	Immediately	Engage CNL to develop needs assessment	CNL Team lead