

ADAMAWA STATE PLANNING COMMISSION

STATE STRATEGIC DEVELOPMENT PLAN (SSDP)

CONSOLIDATED ACTIVITIES REPORT 2025

Planning Period: 2026–2035

Developed in Collaboration with UNICEF and
High Performance Management Consultants (HPMC)

Adamawa State Planning Commission Secretariat
Yola, Adamawa State, Nigeria
2025

SECTION 1: GENERAL SUMMARY REPORT

ADAMAWA STATE STRATEGIC DEVELOPMENT PLAN (SSDP) 2026–2035

Executive Summary

The Adamawa State Strategic Development Plan (SSDP) 2026-2035 represents a comprehensive ten-year roadmap designed to guide the state toward sustainable development and improved quality of life for all citizens. This plan was developed through a participatory process led by the State Planning Commission in collaboration with UNICEF and High-Performance Management Consultants (HPMC).

The development of the SSDP involved extensive consultation and participation from diverse stakeholders including Technical Working Groups (TWG), Steering Committees (SC), Civil Society Organizations, Persons with Disability (PWD), traditional leaders, youth and women representatives, security agencies, ward and local government officials.

The planning process successfully:

- Secured buy-in from the highest state authorities
- Conducted seven structured workshop activities
- Delivered comprehensive training on causality analysis and rights and result-based management
- Generated validated draft documentation through multiple review cycles
- Incorporated inputs from all relevant stakeholders

Introduction

Adamawa State's development trajectory is guided by the first-ever state development plan instituted by the current administration. An interim Medium-Term Development Plan covering 2020-2025 was successfully implemented and concluded in 2025, paving the way for this comprehensive ten-year strategic plan.

A State Strategic Development Plan (SSDP) is a comprehensive, long-term roadmap that guides state government in achieving its vision by:

- Setting clear priorities and defining achievable goals
- Outlining specific strategies and projects for key sectors
- Ensuring coordinated efforts across health, economy, infrastructure, and other critical areas
- Promoting improved public welfare and sustainable growth
- Translating broad national visions into actionable, state-specific initiatives
- Aligning resources and policies for better service delivery, transparency, and measurable outcomes

Prior to launching the planning mission, UNICEF and HPMC, under the aegis of the State Planning Commission, conducted advocacy visits to secure support from the highest state authorities, including His Excellency the Governor, Speaker of the House of Assembly, State Secretary General, and Executive Chairman of the Planning Commission. These advocacy visits resulted in full endorsement and commitment to support the planning mission.

Objective

The overarching objective of the Adamawa State Strategic Development Plan is to guide holistic, long-term growth by addressing critical development areas and transforming short-term projects into sustainable, inclusive progress through clear vision, priorities, and measurable goals that improve the quality of life for all citizens.

Specific Objectives

i. Economic Transformation

- Diversify the state economy beyond traditional sectors
- Foster entrepreneurship and innovation
- Create decent employment opportunities
- Provide robust support for small and medium enterprises

ii. Infrastructure Development

- Invest in critical physical infrastructure (roads, bridges, public facilities)
- Develop financial infrastructure and expand access to financial services
- Enhance digital infrastructure and ICT connectivity across the state

iii. Human Capital Enhancement

- Improve healthcare delivery systems, focusing on maternal and child health
- Strengthen disease prevention and control mechanisms
- Enhance education quality and accessibility at all levels
- Expand social welfare programs and safety nets

iv. Security and Governance

- Strengthen security frameworks to protect lives and property
- Improve political governance structures and processes
- Enhance economic governance and transparency
- Promote accountability in public service delivery

v. Sustainable Development

- Decouple economic growth from environmental degradation
- Promote resource efficiency and conservation
- Implement environmentally responsible development practices
- Ensure intergenerational equity in resource management

Planning Activities

The SSDP development process comprised seven structured activities, each designed to achieve specific objectives:

- Training Sessions: Delivered by HPMC on causality analysis, rights and result-based management
- Workshop Activities: Conducted at different periods and locations within and outside the state
- Group Work: Participants' collaborative sessions for sector-specific planning
- Review Cycles: Multiple rounds of draft reviews and refinements
- Validation: Final validation session with all stakeholders
- Documentation: Comprehensive recording of inputs, observations, and comments

Key Stakeholders

The SSDP development process involved comprehensive participation from the following:

Government Institutions

- State Planning Commission
- Technical Working Groups (TWG)
- Steering Committee (SC)
- Local Government Representatives and Ward Leaders

Development Partners

- UNICEF (Sponsor and Regulator)
- High Performance Management Consultants (Technical Implementation)
- Other Development Partners

Civil Society and Special Groups

- Civil Society Organizations
- Persons with Disability (PWD)
- Traditional Leaders, Youth and Women Representatives

Technical and Security

- Technical Experts and Consultants
- Security Agencies

Strategic Focus Areas

The SSDP 2026-2035 addresses five interconnected pillars of development:

Economic Development:

Comprehensive strategies to diversify revenue sources, promote private sector growth, enhance agricultural productivity, and create sustainable employment opportunities across all sectors of the economy.

Physical and Digital Infrastructure:

Targeted investments in transportation networks, utilities, public facilities, financial services infrastructure, and digital connectivity to support economic activities and improve quality of life.

Social Development:

Holistic approach to human capital development through improved healthcare systems, quality education, skills development, and comprehensive social protection programs.

Governance and Security:

Strengthening institutional frameworks for effective governance, enhancing transparency and accountability, improving security architecture, and promoting citizen participation in governance processes.

Environmental Sustainability:

Integration of environmental considerations into all development activities, promoting climate resilience, sustainable resource management, and balancing economic growth with environmental protection.

Conclusion

The Adamawa State Strategic Development Plan 2026-2035 represents a transformative framework that translates national development visions into actionable, state-specific initiatives tailored to Adamawa's unique context, challenges, and opportunities. The SSDP provides clear direction, resource alignment, enhanced service delivery, transparency, accountability, and inclusive growth as a roadmap ensuring all citizens benefit from development progress.

Recommendations

Having achieved validation status, the SSDP is positioned for:

- Official adoption by state authorities
- Development of detailed implementation plans
- Establishment of monitoring and evaluation frameworks
- Resource mobilization for priority projects
- Commencement of implementation activities



SECTION 2: SENSITIZATION WORKSHOP REPORT

REPORT ON THE SENSITIZATION WORKSHOP ON ADAMAWA STATE TEN-YEAR STRATEGIC DEVELOPMENT PLAN (SDP) 2025–2035

Date: October 10, 2025 | Venue: Deputy Governor's Conference Hall, Adamawa State

Introduction

The Adamawa State Planning Commission (ASPC) organized a one-day sensitization workshop on the Adamawa State Ten-Year Strategic Development Plan (SDP) for 2025-2035. The workshop brought together stakeholders and community members to discuss the strategic framework for the state's development over the next decade.

Objectives

The workshop aimed to:

- Sensitize stakeholders on the Adamawa State Ten-Year Strategic Development Plan (SDP) 2025-2035
- Lay out the strategic framework for the state's development over the next decade
- Engage stakeholders in the planning process

Proceedings

The workshop was opened by the Permanent Secretary of the ASPC, who welcomed participants and set the stage for discussions on the crucial role of strategic planning in the state's future.

Dr. Mary Paninga, Executive Chairman of the ASPC, delivered a keynote address, highlighting the importance of the 10-year strategic plan as a sustainability initiative that builds on the successes of the previous 5-year Medium Term Development Plan (2020-2025).

Hon. Commissioner Iliya James, representing the Secretary to the Government of Adamawa State, emphasized the essential role of planning in fostering development and encouraged stakeholders to rally behind the new strategic plan.

Honorable members from various constituencies and some Honorable Commissioners present shared their goodwill messages, expressing their dedication to supporting the development initiatives outlined in the SDP.

Dr. Josephat Ogar, Lead Consultant from HPMC Consultants, shared insights into the approach to crafting the 10-Year Strategic Development Plan, highlighting the collaborative process involved in shaping the future of the state.

Key Takeaways

- The 10-year strategic plan is a sustainability initiative that builds on the successes of the previous 5-year Medium Term Development Plan (2020-2025).
- Effective planning is crucial for fostering development in Adamawa State.
- Stakeholders are committed to supporting the development initiatives outlined in the SDP.

Recommendations

- The ASPC should ensure the active involvement of all stakeholders in the planning process.
- The state government should provide necessary resources and support for the implementation of the SDP.

- The ASPC should develop a clear communication strategy to disseminate the SDP to all stakeholders.

Conclusion

The sensitization workshop was a successful event that brought together stakeholders to discuss the Adamawa State Ten-Year Strategic Development Plan (SDP) 2025-2035. The workshop provided a platform for stakeholders to engage with the planning process and commit to supporting the development initiatives outlined in the SDP.

PHOTO GALLERY



SECTION 3: MOBILIZATION PROGRAMME REPORT

ONE-DAY MOBILIZATION PROGRAMME ON ADAMAWA STATE 10-YEAR STATE DEVELOPMENT PLAN (SDP) 2025–2035

Venue: Nyako Hall Centre | Date: 11th October 2025

This report documents the proceedings of the One-Day Mobilization Program on the Adamawa State 10-Year State Development Plan (2025–2035). The program was organized to sensitize, mobilize, and secure stakeholder buy-in for the successful implementation of the State Development Plan (SDP) V10.

The program featured key presentations and remarks from critical stakeholders, including the Chairman of the Adamawa State Planning Commission, the HPMC Consultant, the Chairman of the Steering Committee (Secretary to the State Government), and a representative of UNICEF Bauchi Field Office.

Introduction

The Adamawa State 10-Year State Development Plan (2025–2035) serves as a strategic roadmap for sustainable socio-economic growth and development in the state. A One-Day Mobilization Program was convened to engage stakeholders across sectors, create awareness, promote understanding of the development plan, and encourage stakeholder commitment to its successful execution. The event also provided a platform for dialogue, feedback, and thematic contributions toward refining implementation strategies.

The program commenced with a welcome address by the Chairman, Adamawa State Planning Commission, who emphasized the strategic importance of the SDP V10 as a tool for driving inclusive and sustainable development in Adamawa State.

The Chairman of the Steering Committee, Barr. Auwal D. Tukur (Secretary to the State Government), delivered remarks highlighting the state government's commitment to the successful implementation of the SDP, stressing the need for accountability, coordination, and stakeholder collaboration.

Objectives

- Sensitize stakeholders on the Adamawa State 10-Year Development Plan (2025–2035)
- Mobilize key actors for collective ownership and effective implementation of the Plan
- Present an overview of the SDP framework, priorities, and implementation approach
- Facilitate stakeholder engagement through thematic focus group discussions
- Strengthen collaboration between government, development partners, and other stakeholders

Category of Participants

- Senior Government Officials and Policymakers
- Members of Staff of the Adamawa State Planning Commission
- Steering Committee members
- Development Partners and Donor Agencies
- Representatives of MDAs
- Civil Society Organizations
- Consultants – High Performance Management Consultants (HPMC)

Major Discussions

Programme Overview

An overview of the program and the SDP was presented by the HPMC Consultant. The presentation outlined the vision, strategic pillars, implementation framework, monitoring mechanisms, and the role of stakeholders in achieving the development goals.

Development Partner's Remarks

The UNICEF Representative, Dr. Yusuf Auta (Social Policy Officer, Bauchi Field Office), underscored the importance of evidence-based planning, social inclusion, and alignment of the SDP with child-focused and social development priorities.

Focus Group Discussions

Participants were divided into focus groups based on thematic areas. These discussions enabled in-depth deliberations on sector-specific priorities, implementation challenges, and actionable strategies. Feedback from the groups contributed valuable insights to strengthen the development plan.

Challenges

- Limited time for extensive deliberations across all thematic areas
- Need for stronger coordination mechanisms among implementing actors

Recommendations

- Continuous stakeholder engagement throughout the implementation phase of the SDP
- Capacity-building sessions for MDAs and relevant stakeholders on development planning and results-based management
- Strengthening monitoring and evaluation frameworks to track progress effectively
- Enhanced collaboration with development partners for technical and financial support

Conclusion

The One-Day Mobilization Program on the Adamawa State 10-Year State Strategic Development Plan (2025–2035) successfully achieved its objective of raising awareness and mobilizing stakeholders. The program reinforced collective responsibility and commitment toward the realization of the state's development vision. The outcomes of the discussions and stakeholder contributions provide a strong foundation for effective implementation, monitoring, and sustainability of the SDP, positioning Adamawa State for inclusive growth and long-term development.

PHOTO GALLERY



SECTION 4: WORKSHOP ON RESULTS-BASED MANAGEMENT – THEORY OF CHANGE AND RESULTS FRAMEWORK

Workshop on Right to Results-Based Management: Theory of Change and Results Framework for the Adamawa State Strategic Development Plan

Date: Tuesday, 25th – 27th November 2025 | Venue: MOPE Hotel, Numan, Adamawa State

Introduction

Strategic planning in results-based management requires a disciplined, multi-year approach that articulates what results will be achieved and how they will be achieved. This comprehensive framework rests on two interconnected pillars: the Theory of Change (ToC) and the Results Framework. Together, these tools provide organizations with a systematic methodology for translating strategic vision into measurable outcomes while establishing clear causal pathways from interventions to impact.

The Theory of Change represents a fundamental framework that helps organizations understand and articulate how desired changes will be achieved through planned interventions. It moves beyond simple activity planning to establish explicit causal relationships, making assumptions transparent and identifying potential risks that could affect success.

Building upon the Theory of Change, the Results Framework serves as the cornerstone of effective program design, representing the culmination of the planning process. It captures key elements that connect interventions to desired changes logically and systematically, establishing clear hierarchies of objectives, defining specific results at each level, and creating comprehensive measurement systems to track progress.

Objectives

The integrated application of Theory of Change and Results Framework pursues several interconnected objectives:

Strengthen Program Design Quality:

ToC reinforces evidence-based program design by articulating strategic and operational interventions grounded in sound logic and realistic expectations, while the Results Framework translates this understanding into structured hierarchies that guide implementation.

Enable Results-Focused Planning:

The combined approach facilitates effective, risk-informed planning that focuses on meaningful outcomes rather than merely outputs, distinguishing between what programs directly control (outputs), what they contribute to (outcomes), and what they influence over the long term (impacts).

Establish Comprehensive Measurement Systems:

By integrating ToC indicators with Results Framework performance measures, organizations create robust monitoring and evaluation systems, including baselines, targets, and means of verification, enabling systematic assessment of intervention performance.

Clarify Causal Linkages and Accountability:

The framework draws explicit connections between results chains and theories of change, creating clear development hypotheses and clarifying accountability at each results level.

Ensure Sufficiency of Interventions:

The integrated approach ensures that all causal conditions creating a problem are addressed, preventing partial solutions that fail to generate sustainable change.

Foster Partnership and Stakeholder Alignment:

By mapping processes that contribute to desired change, the approach helps identify key partnerships and ensures different stakeholders share a common understanding of how change will occur.

Methodology

Phase 1: Theory of Change Development

Step 1 – Identify Current Situation and Desired Change: Organizations begin by clearly defining the baseline situation and the desired change they seek to achieve, articulating impact-level results in specific, measurable terms.

Step 2 – Conduct Backwards Mapping: Working backward from the desired impact, practitioners identify medium-term changes (outcomes) necessary to achieve the ultimate goal, mapping logical progression from current reality to desired future.

Step 3 – Identify Short-Term Changes and Interventions: Organizations determine what short-term changes (outputs) and specific interventions are needed, ensuring operational plans connect directly to strategic objectives.

Step 4 – Document Assumptions, Risks, and Preconditions: Critical assumptions, external risks, and mitigation strategies are identified and documented, classified according to likelihood and potential impact.

Step 5 – Develop the ToC Narrative: A comprehensive narrative synthesizes all moving parts, explaining how and why change is expected to occur through explicit if-then logic chains. Results are formulated to satisfy SMART criteria: Specific, Measurable, Achievable, Relevant, and Time-bound.

Phase 2: Results Framework Construction

Step 6 – Establish Development Hypothesis: Clear development hypotheses are articulated showing how interventions contribute to higher-order impacts with if-then logic and specificity about causal mechanisms.

Step 7 – Develop Comprehensive Results Hierarchy: A detailed hierarchy of objectives is constructed, mapping how outcomes lead to impact and how outputs support outcomes.

Step 8 – Determine Operational Scope and Boundaries: Organizations assess what is realistically achievable within their operational context, distinguishing between direct control, contribution, and influence.

Step 9 – Construct Detailed Results Chain: The complete results chain is built, showing logical connections from inputs and activities through outputs and outcomes to strategic impacts.

Step 10 – Establish Comprehensive Measurement Framework: For each result across all levels, organizations develop performance indicators encompassing impact, outcome, output, process, and input indicators.

Step 11 – Define Baselines and Set Targets: Baselines representing pre-intervention situations are established, and targets are set as explicit statements of desired results over specified periods.

Step 12 – Identify Means of Verification: For each indicator, organizations specify exactly where data will be obtained to support result assessment.

Step 13 – Integrate Strategies and Partner Roles: Core implementation strategies are integrated throughout the framework, with explicit identification of partners and their specific contributions.

Recommendations

1. **Ensure Context-Specific Design:** Organizations must develop ToCs and Results Frameworks specifically tailored to their operational contexts rather than applying generic templates.

2. **Prioritize Stakeholder Consultation and Consensus-Building:** Actively consult with project managers, service providers, beneficiaries, right holders, government partners, and other relevant actors throughout framework development.
3. **Balance Systems Thinking with Linear Logic:** Build in flexibility for adaptation, establish feedback loops that enable learning, and maintain humility about the limits of prediction.
4. **Apply Rigorous Quality Criteria for Indicators:** Systematically apply quality criteria – maintain appropriate ratios, ensure indicators measure results directly, strengthen indicators with clear units of measurement, and always provide baselines, realistic targets, and reliable data sources.
5. **Strategically Balance Quantitative and Qualitative Measures:** Combine both quantitative and qualitative indicators to gain comprehensive insight into program performance and beneficiary experiences.
6. **Clarify Accountability at Each Results Level:** Explicitly recognize and communicate that accountability varies fundamentally by results level.
7. **Systematically Address All Causal Conditions:** Apply the principle that interventions must be not only necessary but also sufficient to achieve expected results.
8. **Integrate Throughout the Program Cycle:** ToC and Results Framework should inform every stage of programming from situation analysis through evaluation.
9. **Explicitly Map Partner Contributions and Collaborative Relationships:** For all outcome-level results, clearly identify which partners will collaborate and what specific contributions each will make.

Conclusion

The integrated application of Theory of Change and Results Framework represents a critical advancement in results-based management, providing organizations with comprehensive tools for translating strategic vision into measurable impact. This integrated approach addresses the fundamental challenge of development programming: how to design interventions that achieve sustainable change in complex, dynamic environments while maintaining accountability for resources invested.

The Theory of Change brings rigor to strategic thinking by making assumptions explicit, establishing clear if-then logic in results chains, and creating shared understanding among diverse stakeholders about how change is expected to occur. The Results Framework transforms strategic vision into operational reality by establishing clear hierarchies of objectives and creating comprehensive measurement systems.

Successful application requires context-specific analysis, meaningful stakeholder engagement, flexibility for adaptation, and a balance between structure and recognition of complexity in social systems.

PHOTO GALLERY



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SECTION 5: WORKSHOP REPORT – REVIEW OF THE DRAFT 10-YEAR ADAMAWA STATE STRATEGIC DEVELOPMENT PLAN (2026–2035)

2-Day Workshop on Review of the Draft SSDP

Date: 12th – 13th December 2025 | Venue: Shield Hotel, Jalingo, Taraba State

Executive Summary

The 2-day workshop on the review of the draft Adamawa State Strategic Development Plan (ASSDP) was held from 12th to 13th December 2025 at Shield Hotel, Jalingo, Taraba State. The workshop brought together the Technical Working Group (TWG), Steering Committee, development partners, civil society organizations, and technical experts to review and enrich the draft document.

The workshop featured a welcome address and keynote address delivered by the Executive Chairman of the Adamawa State Planning Commission, ably represented by the Permanent Secretary. It included technical presentations of the SSDP log frame, work plan and budget, plenary discussions, thematic group work sessions, and collective deliberations on the draft document.

Introduction

In line with the commitment of the Adamawa State Government to evidence-based planning and inclusive development, a 2-day workshop was organized to review the draft SSDP. The workshop provided a participatory platform for participants to critically examine the draft, identify gaps, propose strategic directions, and review the draft document that will guide sustainable development in the state.

Objectives

The objectives of the workshop were to:

- Critically examine the draft SSDP document presented by HPMC Consultants
- Identify gaps between the draft document and the needs of Adamawa State citizens, as well as the State's 8-point agenda
- Provide a platform for comments, deliberations, and technical inputs to strengthen the document
- Discuss and agree on the review of the draft and develop a shared development vision for the state

Category of Participants

- Technical Working Group members from various Ministries, Departments, and Agencies (MDAs)
- Adamawa State Planning Commission planning officers
- Security representatives
- Technical experts and consultants

Major Discussions

Day 1 – Presentation of the SSDP Log Frame

The HPMC Consultants presented the draft State Situation Analysis of the SSDP log frame, covering key thematic areas such as governance, economic development, social services,

infrastructure, environment, and cross-cutting issues. The presentation highlighted key findings, trends, challenges, and opportunities across sectors.

Following the presentation, participants engaged in robust group work sessions, divided into thematic working groups according to the major development sectors of the state. Each group reviewed relevant sections of the draft, identified gaps, examined data sources and assumptions, and reviewed priorities for inclusion in the development plan.

Plenary sessions were held to deliberate on the observations made during the group work sessions, allowing participants to collectively discuss and contribute to the draft document to shape the desired future of the state.

Day 2 – Presentation of the SSDP Work Plan and Budget

The HPMC Consultants presented the Work Plan and Budget section of the draft SSDP document. The procedure followed the same participatory process as Day 1, after which general observations and conclusions were summarized.

Closing Remarks

On behalf of the Executive Chairman, ASPC, the Permanent Secretary thanked the HPMC Consultants, all participants, the secretariat, and everyone for their tremendous contributions to the successful workshop. He wished everyone a safe journey to their various destinations.

Challenges

- Limited availability of up-to-date sectoral data in some thematic areas
- Time constraints for discussion and observation given the breadth of issues covered

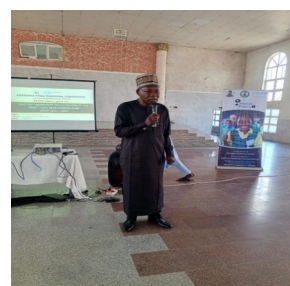
Recommendations

- Incorporate all comments and technical inputs into the draft report
- Address data gaps through supplementary sector studies where necessary
- Ensure alignment of the Strategic Development Plan with the state development agenda, national development frameworks, and global development goals

Conclusion

The 2-day workshop to review the draft SSDP successfully achieved its objectives through observations, inputs, and review of the draft in line with the development vision and strategic orientation for Adamawa State. The outcomes of the workshop provide a solid foundation for the formulation of a robust, realistic, and people-centered Adamawa State 10-Year Strategic Development Plan.

PHOTO GALLERY





SECTION 6: VALIDATION WORKSHOP REPORT

REPORT ON THE VALIDATION OF THE DRAFT STATE STRATEGIC DEVELOPMENT PLAN (SSDP)

Date: 18th December 2025

Executive Summary

The one-day validation workshop for the Draft State Strategic Development Plan (SSDP) was successfully convened by the ASPC Secretariat, bringing together government agencies, consultants, development partners, and civil society organizations. The session ran from 8:30 AM to 3:10 PM and was structured to ensure inclusivity, transparency, and collective ownership of the state's development roadmap.

Key Highlights

Opening Formalities:

The event commenced with the national anthem, prayers, and a welcome address by the Permanent Secretary, ASPC, emphasizing the SSDP's role as a roadmap for sustainable development.

Keynote Address:

Delivered by the Executive Chairman, ASPC, outlining the vision, mission, and strategic priorities of the SSDP, and stressing the importance of validation to align with citizens' aspirations.

Goodwill Messages:

Stakeholders, including UNICEF, reaffirmed their commitment to evidence-based, inclusive, and child-focused development.

Presentation of Draft SSDP:

The HPMC Team provided a comprehensive overview covering vision, mission, strategic objectives, sectoral priorities (Environment, Education, Social, Governance, and Security, etc.), and monitoring frameworks.

Group Work & Plenary:

Participants reviewed thematic sections, identified gaps, and suggested improvements. Findings were presented in plenary, leading to consensus and validation of the draft plan.

Endorsement & Adoption:

The SSDP was formally endorsed, marking its transition from draft to official state development framework. Stakeholders pledged support for its implementation.

Closing Session:

Key resolutions were summarized, validated copies distributed, and partners reaffirmed their support for accountability and follow-up actions.

Activities

1. Arrival and Registration

Participants arrived at the venue and were formally registered by the ASPC Secretariat. Registration ensured proper documentation of attendees. Materials including the draft SSDP, program agenda, and writing kits were distributed.

2. Opening Formalities

The session commenced with the national anthem followed by opening prayers, and proceeded with a welcome address delivered by the Permanent Secretary, ASPC.

3. Keynote Address

Presented by the Executive Chairman, ASPC – represented by the Permanent Secretary, ASPC, Mallam Tanimu Buba – outlining the vision, mission, and strategic priorities of the SSDP.

4. Goodwill Messages

Director of Planning and Research, Dr. Solomon Kyagya, commended the collaborative effort and emphasized evidence-based planning. The Leader of the Consultants, Dr. Ogar, appreciated stakeholder cooperation during the drafting process. The UNICEF Representative, Dr. Auta Yusuf, reiterated UNICEF's commitment to supporting child-focused and inclusive development initiatives within the SSDP framework.

5. Presentation of the Draft SSDP

Conducted by the High-Performance Management and Consulting (HPMC) Team, providing a detailed overview including vision and mission statements, strategic objectives, sectoral priorities, implementation framework, and monitoring mechanisms.

6. Group Work

Participants were divided into thematic groups facilitated by HPMC. Each group reviewed specific sections of the SSDP, identifying gaps, suggesting improvements, and ensuring alignment with local needs and priorities. Group reports were prepared for plenary presentation.

7. Plenary Session & Validation

Group representatives presented their findings. Open discussions allowed for clarifications and consensus building. The draft SSDP was validated by all participants, signifying collective ownership and endorsement.

8. Endorsement and Adoption

Formal endorsement of the SSDP by participants marked the transition from draft to official state development framework. Stakeholders expressed commitment to support implementation.

9. Closing Remarks & Vote of Thanks

The UNICEF Representative appreciated the inclusiveness of the process and pledged continued support. The Permanent Secretary, ASPC, delivered the vote of thanks, acknowledging contributions from all stakeholders. The session ended with renewed commitment to the successful implementation of the SSDP.

Key Outcomes

- The Draft State Strategic Development Plan (SSDP) was successfully validated and adopted
- Stakeholders demonstrated strong ownership and commitment
- Clear next steps were outlined for dissemination, implementation, and monitoring
- Development partners reaffirmed their support for the state's strategic priorities

In essence, the workshop achieved its core objective: transforming the Draft SSDP into a validated, collectively owned, and actionable framework for sustainable development in the state.

PHOTO GALLERY

