



EBONYI STATE ADMINISTRATIVE STRATEGY FOR CITIZENS' ENGAGEMENT AND PARTICIPATION IN BUDGET PROCESSES



**TOWARDS THE INSTITUTIONALIZATION,
CONSOLIDATION AND SUSTAINABILITY OF
REFORM INITIATIVES AND FULFILLING THE
PEOPLE'S CHARTER OF NEEDS IN EBONYI STATE**

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LIST OF ACRONYMS

- CCD** – Community Charter of Demand
CBO – Community-Based Organisations
FBO – Faith-Based Organisations
MDAs – Ministries, Departments, and Agencies
CSO – Civil Society Organisation
DIG – Development & Integrity Intervention Goal Foundation
LEAP Africa – Leadership, Effectiveness, Accountability & Professionalism Africa
MBPRM -Ministry of Budget, Planning, Research and Monitoring
NYFF – Nigeria Youth Futures Fund
SUBEB - State Universal Basic Education Board
USA - United States of America
SFTAS -State Fiscal Transparency, Accountability and Sustainability
OGP - Open Government Partnership



MBPRM EBONYI STATE MINISTRY OF BUDGET, PLANNING, RESEARCH & MONITORING

Finance Building, Block 6, B wing, Centenary City Secretariat, Abakaliki, Ebonyi State.

FOREWORD

The annual budget is more than a financial document; it is a policy instrument that translates government priorities into actionable programs and measurable outcomes. It reflects our collective aspirations and determines how public resources are mobilized and allocated to improve the lives of our citizens.

The *Ebonyi State Administrative Citizens Engagement and Participation Strategy on the Budget Process* marks a significant milestone in our commitment to institutionalizing participatory governance. This Strategy provides a comprehensive framework that ensures citizens, civil society organizations, community leaders, and other stakeholders are meaningfully engaged at every critical stage of the budget cycle.

Through structured timelines, Community Charter of Demand (CCD) consultations, bilateral discussions, legislative engagement, preparation of Citizens Budgets, and sustained publication of quarterly performance reports, this Strategy consolidates ongoing reforms in fiscal transparency and accountability. It reinforces our administration's dedication to fulfilling the **People's Charter of Needs** and ensuring that no community is left behind.

Evidence from global and national experiences confirms that participatory budgeting improves efficiency in resource allocation, enhances service delivery outcomes, and builds public trust. Ebonyi State is proud to align with these best practices by creating institutional mechanisms that promote openness, responsiveness, and inclusiveness.

I extend sincere appreciation to our development partners, civil society organizations, traditional institutions, community representatives, and the technical committee whose expertise and commitment shaped this document. Together, we are laying a durable foundation for sustainable reform and accountable governance.

It is my firm belief that the faithful implementation of this Strategy will position Ebonyi State as a leading model of participatory budgeting and fiscal transparency in Nigeria.

Hon. Mrs. Chinwe Okah
Hon. Commissioner
Ministry of Budget, Planning, Research and Monitoring
Ebonyi State



GOVERNMENT OF EBONYI STATE MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

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PREFACE

Public finance management is most effective when it is transparent, accountable, and responsive to the needs of the people. As custodians of the State's financial resources, the Ministry of Finance and Economic Development recognizes that budgeting is not merely a fiscal exercise, but a strategic instrument for inclusive growth, equitable development, and sustainable progress.

The Ebonyi State Administrative Citizens Engagement and Participation Strategy on the Budget Process represents a significant milestone in strengthening the linkage between fiscal policy, budget implementation, and citizens' priorities. By institutionalizing structured engagement across the budget cycle from needs assessment and preparation to implementation, monitoring, and performance reporting, the State is reinforcing its commitment to participatory governance and sound financial management.

From a fiscal sustainability perspective, citizen engagement enhances expenditure efficiency, improves revenue accountability, and strengthens public trust in government financial processes. When communities understand how public resources are mobilized, allocated, and utilized, they become active partners in safeguarding those resources and monitoring project delivery.

This strategy, therefore, complements ongoing reforms aimed at improving budget credibility, timely financial reporting, quarterly performance disclosure, and compliance with national and international public financial management standards.

The Ministry of Finance and Economic Development fully supports the implementation of this strategy and will continue to collaborate with the Ministry of Budget, Planning, Research and Monitoring, the State House of Assembly, Local Governments, Civil Society Organizations, and development partners to ensure its sustainability.

It is our expectation that this framework will deepen transparency, promote fiscal responsibility, and strengthen citizens' confidence in the financial governance of Ebonyi State.

Mrs Williamson Mfon C
Permanent Secretary
Ministry of Finance and Economic Development
Ebonyi State



MBPRM EBONYI STATE MINISTRY OF BUDGET, PLANNING, RESEARCH & MONITORING

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ACKNOWLEDGEMENT

The successful development of the Ebonyi State Administrative Citizens Engagement and Participation Strategy on the Budget Process is the outcome of extensive consultations, technical expertise, and strong institutional collaboration across government and civil society.

The Ministry of Finance and Economic Development appreciates the leadership of the Ministry of Budget, Planning, Research and Monitoring for spearheading this reform initiative. We commend the Honourable Commissioner, the Permanent Secretary, Directors, and technical teams who worked diligently to ensure that this strategy reflects global best practices in participatory budgeting and public financial management.

We recognize the invaluable contributions of key stakeholders, including the State House of Assembly, Ministries, Departments and Agencies (MDAs), Local Government representatives, traditional rulers, town union leaders, civil society organizations, media partners, women and youth groups, and representatives of Persons with Disabilities. Their inputs have strengthened the inclusiveness, credibility, and practicality of this document.

We also sincerely acknowledge the Development & Integrity Intervention Goal Foundation (DIG) for providing technical coordination, as well as LEAP Africa through the Nigeria Youth Futures Fund (NYFF) for their financial and institutional support toward the development of this strategy.

This document represents a shared commitment to transparency, accountability, and citizen-centered governance in Ebonyi State. We remain confident that its effective implementation will further strengthen fiscal discipline, improve service delivery outcomes, and consolidate ongoing public financial management reforms in the State.

Lady Rose Ugwuma Ibe

Permanent Secretary

Ministry of Budget, Planning, Research and Monitoring



EXECUTIVE SUMMARY

Community engagement is a collaborative and interactive two-way process that connects governments and citizens to address issues of mutual well-being. It serves as a powerful mechanism for facilitating environmental and behavioural changes desired by all stakeholders. By working through groups of people affiliated by geographic proximity or special interest, community engagement provides a vital platform for the exchange of ideas, flow of conversations, and feedback. It fundamentally reflects the government's willingness to share information and to make citizens active partners in the decision-making process. This requires the government to guarantee community participation, consider public input in final decisions, and continually infuse community priorities into policy-making, work plans, and project implementation.

A strategy, in this context, is a conceptual structure that serves as a guide for building and expanding a plan. The purpose of this strategy is to provide standards and set benchmarks for the administrative citizens' engagement process, allowing developers and government officials to focus on the unique elements of project implementation. It is through this structured approach that public institutions can be made more transparent, accountable, and effective, while also fostering innovative solutions to complex developmental challenges. Experts agree that communities, regardless of their demographic, possess five core functions: production-distribution-consumption, socialisation, social control, social participation, and mutual support. This strategy leverages social control, social participation, and mutual support functions to ensure that engagement remains an interactive, two-way process that encourages genuine participation and conversation.

Evidence has confirmed that community participation in the budget-making process leads to more efficient and effective resource allocation and service delivery. When community associations such as town unions, Community Based Organisations (CBOs), traditional rulers, and women and youth organisations are involved in budget development, they gain a clear understanding of the processes and procedures. This involvement ensures that the work plan and budget accurately reflect the actual interests and priority needs of the community. Beyond mere allocation, this engagement drives a sense of belonging and community ownership of projects, enhances community-led monitoring, and facilitates effective complaint and redress mechanisms between the people and the government.

This document outlines a strategic model for community engagement and participation in the budget process within Ebonyi State. Its objectives are to guarantee public involvement in budget development, and crucially, to ensure that the allocation of resources is based on the identified priority needs of communities across the state.



Section I: Introduction

As earlier stated, Community Engagement is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It is a powerful vehicle for bringing about environmental and behavioural changes that are desired by all.

In general, a strategy is a real or conceptual guiding structure that enables a concept to grow into an outcome. Strategies exist in the form of the following: -

- A basic conceptual structure (an idea).
- A skeletal, openwork, or structural strategy like a photo frame, etc.

The purpose of a strategy is to assist in general development, provide standards, and set low level functionality (benchmarks). When these are put down, Governments can focus on the elements that make a project unique.

Communities play critical roles in advocating and helping to make public institutions more transparent, accountable, effective and contribute innovative solutions to complex development challenges. Community engagement is an interactive two-way process that encourages participation, exchange of ideas, and flow of conversations. It reflects the willingness on the part of the government to share information and make citizens partners in decision-making. It requires the government to guarantee community participation in the agenda setting, and the inputs from such engagements are considered in decision-making. Community engagement may be undertaken at different stages of a policy or project development process. It is an interactive process that continually infuses the people's priorities in policy-making, work plans, and project implementation.

Whereas a community's social control function ensures that public institutions are more transparent, accountable and contribute innovative solutions to complex development challenges; their social control, social participation, and mutual support functions ensure that community engagement is an interactive two-way process that encourages participation, exchange of ideas and flow of conversation. Growing evidence confirms that community engagement can help governments achieve improved development results by creating links between community engagement and improved public service delivery, public financial management, good governance, social inclusion, and empowerment.

Community participation (town unions, CBOs, traditional rulers, women and youth organisations/associations etc.) in budget development creates an avenue for citizens to have a clear understanding of the processes and procedures involved. It ensures that the work plan and budget reflect the actual interests and priority needs of the people and that resources are allocated based on needs assessments in various communities. It also gives the community a sense of belonging, drives ownership of projects, enhances community- led monitoring of projects, and facilitates effective complaint and redress mechanisms between the people and the government on projects.



Section 2: Objectives

The objectives of this strategy are as follows:

1. To ascertain ways to improve the involvement of communities in budgets processes.
2. To guarantee community engagement in developing Ebonyi State government's budget.
3. To ensure that resource allocation in Ebonyi State is driven by the identified priority needs of communities in critical sectors such as Education, Health, Agriculture, Infrastructure, and Economic Empowerment.

Section 3: Operationalization of this Strategy

Following the drafting of this strategy, a stakeholder engagement across the 3 senatorial zones, was convened on October 21st, 2025 for Ebonyi North zone, October 22nd for Ebonyi Central and October 23rd, 2025 for Ebonyi South zone, validated and adopted by key stakeholders on February 17th, 2026. Consequently, a forward was issued by Hon Commissioner Ebonyi State Ministry of Budget, Planning, Research and Monitoring as evidence of acceptance and approval.

It is expected that the Ministry of Budget/MDAs/LGAs/CSOs convenes in each budget year a community participation session where citizens (including, but not limited to the general public), community stakeholders like village heads, youths, women groups, Civil Society Organisations (CSOs), Community Based Organisations (CBOS), persons with disabilities, Local Government officials, representatives of Faith-Based Organisations, etc. are present to make a case for needs peculiar to their communities. This would be done in partnership with credible organizations in the state.

Section 4: Scope

This strategy will guide the engagement and participation of communities and citizens in developing the budgets of the relevant Ministries, Department and Agencies (MDAs) and that Local Government Areas in Ebonyi State. It should also serve as a guide to the Ministry of Budget, Planning, Research and Monitoring, other MDAs, CSOs, researchers, consultants, development partners etc.

Section 5: Situation Analysis

The Ebonyi State Ministry of Budget, Planning, Research and Monitoring has been making efforts to ensure its budget has the input of the public for accountability especially since the introduction of the Community Charter of Demand (CCD) as part of tools to strengthening citizens participation as required by Open Government Partnership (OGP) and world Bank SFTAS program. Unfortunately, there has not been a holistic approach to ensure that various groups that make up the society are painstakingly grafted into the process. As is evident, many individuals, including bodies and groups who are supposed to be in the know, know little or nothing about the budgeting process. According to an assessment report on citizens' knowledge of State Universal Basic Education Board (SUBEB) and its activities, **about 70% of the citizens engaged were unaware of how the SUBEB came about its budgets and project.** Also, about 78% expressed interest in supporting SUBEB in monitoring its projects across the State but are unaware of existing avenues for such engagement.

However, the Government of Ebonyi State recorded significant progress in the Community Charter of Demand (CCD) process in the 2025 budget, with over Seventeen Billion Naira (₦17,000,000,000) and in 2026 over Twenty Billion Naira (N20,000,000,000) CCD projects allocated to projects and interventions emerging directly from community-prioritized needs. This allocation was made possible through structured engagement between the Government and citizens with Civil Society coordination across the State, where communities articulated and submitted their priority demands under the CCD framework.

These submissions were systematically reviewed, harmonized, and consolidated into the 2025 and 2026 budget estimates, thereby ensuring that the final budgetary provisions reflect the direct input, expressed needs, and collective aspirations of the people. The 2025 over ₦17 billion and 2026 over N20 Billion allocation therefore represents not only a financial commitment by the Government but also a tangible outcome of participatory governance and citizen-driven budgeting in Ebonyi State, thereby promoting the People's Charter of Needs.

Engaging the community in work planning, budgeting, and implementation of projects will mostly strengthen trust between the government and the community it serves. It can enhance the quality of project and programme deliveries by contractors and other consultants by helping to reduce the financial and capacity constraints around monitoring and evaluating projects.



Section 6: Proposed Community Participation Strategies

The steps involve:

1. Timelines and notification.
2. Needs assessment through stakeholders' dialogue meeting for Community Charter of Demand (CCD) development/MDAs engagement
3. Joint budget review, and validation.
4. Establishment of a community engagement strategy committee and desk officers in MDAs.
5. Categories of individuals/groups to be recognized by the ministry for engagement through this strategy.
6. Budget preparation and role of citizens/CSOs.
7. Civil society and citizen's participation in bilateral discussions.
8. Preparation and dissemination of the citizens' budget.
9. Sustaining the uploading of budget documents including quarterly budget performance.

Section 6.1: Timelines and Notification

Having adopted the *Ebonyi State Administrative and Participation Strategy Budget Process* the Ebonyi State, MBPRM on an annual basis is expected to get stakeholders' inputs (as mentioned on Section 3 of this strategy) through call circulars (notifications) and other communication channels before the submission and approval of the State budget.

This timeline is by the second quarter of every year; an assessment should be carried out every last quarter of the year (or as projects or programmes may demand). The notification will encourage interested citizens (as listed in Subsection 6.5) to note the modalities for their involvement.

Section 6.2: Needs Assessment through Stakeholders' Dialogue Meeting for Community Charter of Demand (CDD) Development/MDAs engagement

In the first quarter of every year (or as projects or programmes may demand), needs assessments should be conducted through meetings between the Ministry of Budget and Planning, other MDAs, and stakeholders. Following the call to submit the budget from the Ministry of Budget and Planning, MDAs in collaboration with relevant CSOs shall convene stakeholders' meetings to gather inputs from different communities on their priority needs using the provided guidelines with focus on the CCD. These inputs will be collated by a committee (MDAs, CSOs and other stakeholders) and submitted to the relevant MDAs for consideration in the budget. This meeting will also be used to assess the performance of MDAs' budgets, focusing on the CCD inputs by communities for the previous year and to address complaints and grievances from community stakeholders.

Section 6.3: Joint Budget Review, and Validation

Following the development of the budget, the Ministry of Budget and Planning shall convene a review meeting with relevant stakeholders from the communities and CSOs to review/validate the budget to ensure that the priority needs and interests of the communities are captured on the budget before submission. This will provide an avenue for final inputs in the budget before submission.

Section 6.4: Establishment of a Community Engagement Strategy Committee and Desk Officers in MDAs

The Ministry of Budget and Planning sets up a committee and appoints a desk officer to oversee the entire community engagement strategy activities, which will be given a full mandate to interface with the community, collate inputs, receive complaints and grievances, and ensure that it gets the required attention of MDAs



Section 6.5: Categories of Individuals/Groups to be Recognized by the Ministry for Engagement through this Strategy

1. Town unions.
2. Traditional rulers.
3. Civil Society Organisations/networks/coalitions registered with the Ebonyi State Government.
4. Retired staff of the Ministry of Budget and Planning.
5. Local Government Chairmen.
6. Development centre coordinators.
7. Past and present appointees of the Ministry of Budget and Planning.
8. Religious leaders.
9. Other community groups (town union groups, community welfare unions, women associations, youths, students unions, persons with disabilities, artisans, etc.).
10. Trade unions.

Section 6.6: Budget Preparation and Role of Citizens/CSOs

Budget preparation is not only a technical exercise but also a democratic process that requires the active involvement of citizens. Citizens and CSOs provide unique perspectives on local priorities, ensuring that government allocations align with real community needs.

During the budget preparation stage:

- **Citizens** will articulate priority needs through the CCD, town hall meetings, and focus group discussions.
- **CSOs** will serve as intermediaries by aggregating community inputs, simplifying technical budget documents, and presenting evidence-based advocacy to MDAs.
- **MDAs** will incorporate validated community priorities through their CCD into the draft budget submissions.

The Ministry of Budget and Planning will formalize these processes through call circulars, public notices, and structured feedback sessions. In addition, citizens and CSOs will be encouraged to submit inputs both hard and soft copies via designated platforms, thereby increasing access for rural communities and persons with disabilities. This inclusive approach ensures that budgets are not only technically sound but also socially responsive and people-driven.

Section 6.7: Civil Society and Citizen's Participation in Bilateral Discussions

Bilateral discussions between the Ministry of Budget and Planning and MDAs are a critical stage in the annual budget process. At this point, MDAs defend their budget submissions in line with policy priorities and fiscal ceilings. Historically, these discussions have been limited to government officials, but under this strategy, citizens and CSOs will play a more active role.

Key provisions include:

- **Observation and input:** Selected CSOs and community representatives attend bilateral discussions as observers and contributors, particularly in sectors that directly affect citizens, such as education, health, and infrastructure.
- **Transparency and accountability:** Their presence promotes openness, discourages inflated proposals, and ensures that resources are distributed equitably.
- **Constructive feedback:** Citizens and CSOs encouraged to raise their observations, ask questions, and clarifications provided on how identified community needs have been reflected in MDA submissions.

By opening up bilateral discussions, Ebonyi State demonstrates a strong commitment to participatory governance, fiscal transparency, and inclusive decision-making.



Section 6.8: Preparation and Dissemination of the Citizens' Budget

The Citizens' Budget is a simplified version of the approved budget presented in clear and accessible language. It demystifies complex financial documents and makes government spending understandable to the average citizen.

The Ministry of Budget and Planning prepares a Citizens' Budget annually, highlighting:

- Total revenue and expenditure projections.
- Key allocations in priority sectors such as health, education, agriculture, and infrastructure.
- Specific flagship projects per senatorial zone or LGA.
- Expected results and service delivery outcomes. To ensure wide accessibility:
- The Citizens' Budget is translated into local languages and distributed through town hall meetings, community forums, and traditional rulers' councils.
- CSOs and media organisations support dissemination using community radio, social media, and printed pamphlets.
- Versions are uploaded on the State government's website for digital access.

The Citizens' Budget empowers citizens with knowledge, strengthens monitoring, and ensures that government spending is aligned with public expectations.

Section 6.9: Sustaining the Uploading of Budget Documents (Including Quarterly Budget Performance)

Transparency in public financial management is sustained when budget documents are consistently made available to the public via the Ebonyi State Government's website. Ebonyi State commits to the proactive disclosure of all relevant budget information in line with national and international standards.

The Ministry of Budget and Planning ensures:

- Uploading of key documents:** Proposed budgets, approved budgets, Citizens' Budgets, quarterly budget performance reports, and mid-year budget reviews on the official government website.
- Timelines:** The approved budget is uploaded on or before 31st January of the implementing year.
- Accessibility:** Uploaded documents are in user-friendly formats (PDF and simplified summaries).
- Continuous updates:** Quarterly performance reports track revenue inflows, expenditure patterns, and project implementation progress.

CSOs and citizens will be encouraged to analyse these documents and provide independent feedback through monitoring forums, budget dialogues, and media platforms. Sustaining this practice not only reinforces public trust but also positions Ebonyi State as compliant to fiscal transparency and accountability.

Section 7: Need for Citizens' Participation at Legislative Level Engagement

Active citizen participation should extend beyond the Executive and budget preparation stages to include the Legislative arm of government, where budget scrutiny, amendment, and approval take place. The Legislature plays a vital role in ensuring that the State budget aligns with the needs of the people; therefore, engagement at this level promotes transparency, accountability, and inclusiveness. CSOs, and CBOs are to be given structured opportunities to participate in public hearings, committee consultations, and budget defence sessions organised by the State House of Assembly. Through these platforms, community representatives can present evidence-based advocacy, highlight priority areas omitted from the Executive proposal, and ensure that legislative amendments reflect community aspirations.

The Ministry of Budget and Planning, in collaboration with the House Committee on Budget and Planning, are to develop clear guidelines for citizens' participation in legislative budget sessions. Such inclusion strengthens checks and balances, builds public trust in governance, and enhances the legitimacy of the budget process.



Section 8: Adoption/Domestication of the Strategy at Local Government Level

For this strategy to achieve full impact, it must be adopted and domesticated across all the 13 Local Government Areas (LGAs) in Ebonyi State. Local governments represent the tier closest to the people and serve as the primary interface for community development.

Each LGA should adapt the strategy to its local context by establishing Community Engagement Desks or CCD desks within their Planning, Research, and Statistics Departments. These desks will coordinate local consultations, capture community priorities through the Community Charter of Demand, and ensure their integration into local and State budgets.

Local councils should also enact by-laws or administrative circulars institutionalizing citizen's participation in local planning and budgeting. The State Ministry of Local Government and Chieftaincy Affairs, in collaboration with the Ministry of Budget and Planning, will provide technical guidance and ensure alignment between State-level and local-level engagement frameworks.

By domesticating this strategy, LGAs will promote bottom-up planning, deepen inclusivity, and ensure that development interventions are more responsive to the real needs of grassroots citizens.

Section 9: Amendment/Review of the Strategy

This *Ebonyi State Citizens' Engagement and Participation Strategy on the Budget Process* is a living document that must evolve with emerging realities, lessons learned, and policy innovations. To ensure its continued relevance and effectiveness, a biennial review is to be conducted by the Ministry of Budget and Planning in collaboration with key stakeholders.

The review process will assess:

- The level of citizens' participation across all stages of the budget cycle;
- The effectiveness of institutional frameworks such as the Citizens' Engagement Desk;
- The inclusiveness of marginalized groups including women, youth, and persons with disabilities;
- Alignment with national policies, global best practices, and development goals.

Recommendations from each review cycle shall inform updates or amendments to the strategy. Any major revisions shall be validated through a multi-stakeholder forum before re-adoption by the State Executive Council.

Regular reviews will sustain institutional learning, ensure adaptability, and guarantee the continuous improvement of participatory governance in Ebonyi State.

Conclusion

The Administrative Strategy for Citizens' Engagement and Participation in Budget Processes represents a critical step toward deepening inclusive governance and strengthening fiscal transparency. By institutionalising citizen and civil society participation, the State will ensure that budgets are not only technically sound but also socially responsive, equitable, and people-driven. This strategy provides clear entry points for citizens and CSOs across all stages of the budget cycle.

from needs assessment and bilateral discussions to the preparation of a Citizens' Budget and continuous disclosure of performance reports. Sustained implementation will build trust between the government and its people, encourage joint ownership of development projects, and ensure that scarce resources are allocated to real community priorities.

Ultimately, the institutionalization of this Strategy will help consolidate ongoing reforms, guarantee accountability in public financial management, and position Ebonyi State as a model for participatory budgeting in Nigeria.



Implementation Plan (Annual Budget Cycle in Ebonyi State)					
Stage of Budget Cycle	Timeline Annual	Key Activities	Lead Institution(s)	Role of Citizens/CSOs	Expected Outcome
1. Needs Assessment & CCD Development	February – June	Stakeholder dialogue meetings at community and LGA level	MDAs, CSOs, community leaders	Provide priority needs through Community Charter of Demands (CCD)	Community priorities documented for integration
2. Budget Call Circular & Timelines	June – July	Issuance of call circular by Ministry of Budget & Planning to MDAs	Ministry of Budget & Planning	Receive notifications and prepare community inputs	Early awareness and preparedness for citizen engagement
3. Draft Budget Preparation by MDAs	July – August	MDAs prepare draft budgets incorporating community inputs	MDAs	CSOs track inclusion of CCD inputs	Needs based draft budgets prepared
4. Bilateral Discussions with MDAs	August – September	MDAs defend budget submissions before Ministry of Budget & Planning	Ministry of Budget & Planning, MDAs	Citizens/CSOs participate as observers and provide feedback	Increased transparency in allocation decisions
5. Joint Budget Review & Validation	September	Review of draft budget with stakeholders	Ministry of Budget & Planning	Citizens/CSOs validate inclusion of community priorities	Draft budget reflects citizens' needs
6. Executive Discussion	September	Draft budget presented to State Executive Council	Executive Council	CSOs advocate for sustained inclusion of community needs	Strengthened Executive input into the budget
7. Executive submit to Legislature	October	Draft Budget submitted to House of Assembly	House of Assembly	CSOs advocate for sustained inclusion of community needs	Legitimacy of the budget
8. Budget Approval	December	Budget passed and signed into law	House of Assembly, Governor	Citizens/CSOs monitor legislative debates	Approved budget reflects negotiated priorities
9. Publication	January	Printed version of the Approved budget	Ministry of Budget & Planning	Citizens request for the approved version	Approved budget printed for public use
10. Citizens Budget Preparation & Dissemination	February (new fiscal year)	Simplified budget published and disseminated	Ministry of Budget & Planning	CSOs/media support outreach & translation	Citizens understand budget allocations
11. Budget Implementation & Monitoring	January – December	Project execution and expenditure	MDAs	CSOs and communities monitor project delivery	Improved service delivery & accountability
12. Quarterly Performance Reporting & Disclosure	March, June, September, December	Upload quarterly performance reports online	Ministry of Budget & Planning	Citizens/CSOs analyse reports and provide feedback	Strengthened fiscal transparency and oversight



Funding: Government (State Government, Local Government etc) Civil Society, Development Partners, Communities, Private Sectors etc.

List of State level Contributors/Technical Committee

S/N	NAME	INSTITUTION	POSITION
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42	Emmanuel Chukwu	Association of Town Unions President General of Ebonyi State	State vice chairman
43	Chief Benjamin Idor	Association of Town Unions President General of Ebonyi State	State Treasurer
44	Mgbebu Azubuike	COPE Foundation/NYFF Grantee	Executive Director
45	Mrs. Fortunate Chinyere Ozor	Nigeria Television Authority	Assistant Manager news
46	Mr. Agwu Oswald Azonauche	Nigeria Patriot Newspaper/State Bureau of	Editor
47	Walter Chukwuma Eba	Ishielu LGA	Education Secretary
48	Nwonuku Francis	Ezza North LGA	Education Secretary
49	Chief Dennis E. Egwu	Association of Town unions president general of Ebonyi State	BOT State
50	Ugama Lydia F	Local Government Service Commission	DPM
51	George Etamesor	Human Rights and Conflict Resolution Centre	Executive Director
52	Egwu Anya Kama	Ministry of Information and State Orientation	Director
53	Very Rev. Vincent C. Nwachukwu	CAN	Director
54	Anyigor Cletus	Ikwo LGA	HOD Planning, Research, Statistics
55	Nwankwo Modesta C	Abakaliki LGA	HOD Planning, Research, Statistics
56	Okorie Nwosu	Ohaozara LGA	HOD Planning, Research, Statistics
57	Nwele Monica O	Ivo	HOD Planning, Research, Statistics
58	Ikechukwu Oji Ukeni	Afikpo LGA	HOD Planning, Research, Statistics
59	Dr. Prince Okoro	Uburu	President General
60	Chief Basil O. Kalu	Association of Town unions President General of Ebonyi State	State Secretary
61	Chimezie Ude Chima	DIG Foundation	M&E
62	Chidinma Eze Nnachi	DIG Foundation	PAA

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3. Dr Sam, Onyia, Technical Adviser
4. Dr. Emmanuel Abah, Technical Advisor
5. Chief Ajah Chima Oliver, Project lead



Photo Gallery



Group Photo with Hon Commissioner MBPRM, Hon Mrs. Chinwe Okah



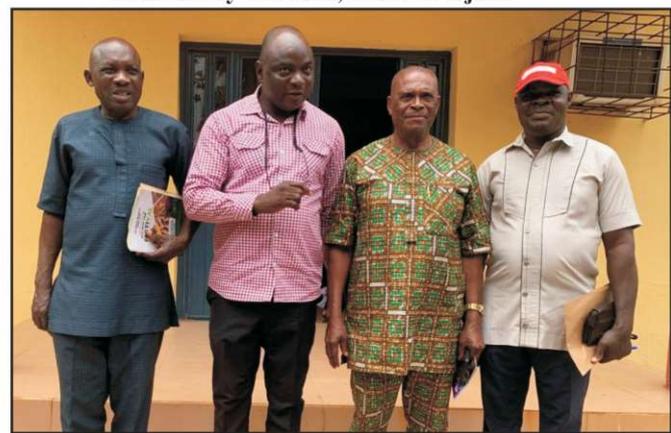
Group photo of Technical Committee



With the SA to the Governor on Local Govt. & Chieftaincy Matters, Hon. C. Ujebe



DIG team with Mrs. Williamson Mfon C., Permanent Secretary Ministry of Finance and Economic Development



DIG team with Executives of Ebonyi State Association of Town Union President General

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Technical session to develop the strategy



Group photo during zonal consultation for Ebonyi North Zone



Focus Group Discussion



Group photo during Focus Group Discussion for baseline survey



Hon Commissioner, MBPRM handing over her written forward for the document to ED, DIG Foundation



DIG, ED with Lady Rose Ugwuma Ibe, Permanent Secretary Ministry of Budget, Planning, Research and Monitoring



Hon. Nwachor P.M., SA to the Governor on Community Engagement with



Cross section during validation meeting

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SOME EBONYI STATE 2025 BUDGET COMMUNITY CHARTER OF DEMAND (CCD) PROJECTS				
Page			MDA	
125	Construction of Owutu-Ekenta late- Ugwufie - Ekata - Letu Road, Edda (CCD)	2,000,000,000.00	Ministry of works	3
130	Water reticulation at Obulechi health centre in Akpe Amachi community in Abakaliki, Ebonyi North (CCD)	25,000,000.00	Ministry of Water Resources	
130	Water reticulation at Ezekuna, Anyim, Anyinato Primary School, Ohinya village Idembia Community Ezza North (CCD)	25,000,000.00	Ministry of Water Resources	
130	Water reticulation in Ozizza Health Centre in Ibii/Ozizza community Afikpo North (CCD)	25,000,000.00	Ministry of Water Resources	
132	Construction of 2No. Solar powered boreholes in South Senatorial Zone (CCD)	20,000,000.00	EB-RUWASSA	
132	Construction of 2No. Solar powered boreholes at Central Senatorial Zone (CCD)	20,000,000.00	EB-RUWASSA	
132	Construction of 2No. Solar powered boreholes at North Senatorial Zone (CCD)	20,000,000.00	EB-RUWASSA	
133	Construction of 65 housing units of 3 bedroom bungalow for widows i.e 5 units in each LGA.(CCD)	2,200,700,000.00	Ministry of Housing And Urban Development	2
135	Construction of 280km Road in 140 Communities of Ebonyi State 2KM per community (CCD)	11,000,000,000.00	Ministry of Infrastructural Development and Concession	1
148	Purchase of essential teaching/learning materials (diaries, Attendance registers etc. for senior Sec. Schools, including Amagu Onicha primary School, Ameka Primary School, Cps Mgbom etc. (C	200,000,000.00	Ministry of Primary and Secondary Education	6
150	Rehabilitation of 60 NO.Public Dilapidated School Buildings 20 per Zone (CCD)	800,000,000.00	Ministry of Primary and Secondary Education	4
150	Construction of learners and Teachers furniture in the 3 Sen. zones including; Com. Junior Sec. School Oferekpe, Riverside Primary School, Ngbo, Com. Primary School, Nwachi Amagu, Central School, Ndiegu Echara, etc. (CCD Projects	562,000,000.00	Ebonyi State Universal Basic Education Board	5
154	Construction of 1No Health Clinic for Abakaliki Mechanic Site and Abakaliki Rice Mill (CCD Project)	200,000,000.00	Ministry of Health	7
154	Construction of burn and bury pit at MDG Ededeagu facility in Ebonyi LGA (CCD	100,000,000.00	Ministry of Health	9
159	Provision of Alternative Power Source (Solar Power) in 9 selected PHCs, 3 per Senatorial Zone (CCD Project)	18,000,000.00	Ebonyi State Primary Health Care Development Agency	
159	Construction of Perimeter Fencing in 9 Primary Healthcare Centers, 3 per Senatorial Zone (CCD Project)	27,000,000.00	Ebonyi State Primary Health Care Development Agency	
165	Provision of Solar Street Light at Agabaja I Community (CCD Project)	20,000,000.00	Ministry of Rural Development	
165	Provision of Solar Street Light at Agabaja II Community (CCD Project)	15,000,000.00	Ministry of Rural Development	
165	Construction of 1 No Civic Centre at Oguji Mgba-Ekka (CCD Project)	30,000,000.00	Ministry of Rural Development	
166	Construction of One (1) No Mini Bridge at Ngele Okoro, Ndukabi/Oterufie Village	10,000,000.00	Ministry of Rural Development	
166	Provision of One (1) No Motorized Borehole at Ndiefia Village near Sunday Ewo Compound, Iboko Community (CCD Project)	10,000,000.00	Ministry of Rural Development	
166	Provision of One (1) No Motorized Borehole at Ugwuodida in Onicha Community (CCD Project)	10,000,000.00	Ministry of Rural Development	
166	Provision of One 1 Solar Powered Borehole at Umuijeta Amaogu, Amaeku Community (CCD Project)	10,000,000.00	Ministry of Rural Development	



166	Provision of One 1 Solar Powered Borehole at Umuijeta Amaogu, Amaeku Community (CCD Project)	10,000,000.00	Ministry of Rural Development	
166	Provision of One (1) No Solar Powered Borehole at NDEGU-Obu, Okposhi Eheku Community (CCD Project)	10,000,000.00	Ministry of Rural Development	
166	Construction of One (1) No Mini Bridge at Ngele Okoro, Ndukabi/Oterufie Village (CCD Project)	10,000,000.00	Ministry of Rural Development	
167	Provision of Solar Street Light at Ikweator Idembia Community (CCD Project)	20,000,000.00	Ministry of Rural Development	
167	Construction of One (1) No Mini Bridge at Ngele Mbam (Okpuru Eze) in Okaria Echi Edda Community (CCD Project)	10,000,000.00	Ministry of Rural Development	
167	Provision of Solar Street Light at Ogwuazu Okue-Ishiagu Road, Okue Community (CCD Project)	10,000,000.00	Ministry of Rural Development	
167	Provision of Solar Street Light at Ezube-Ukaba Road, Ukawu-Ugwulangwu Express way, Enyharigwe-Amofia Road in Ukawu Community (CCD Project)	10,000,000.00	Ministry of Rural Development	
480	Crop value chains and food systems promotion (food and cash crops of state's comparative advantage)	160,000,000.00	Agriculture	8
480	Youth and women In agriculture empowerment & smallholder agricultural credit strengthening	50,000,000.00	Agriculture	10
		17,627,700,000.00		

	SOME EBONYI STATE 2026 BUDGET COMMUNITY CHARTER OF DEMAND (CCD) PROJECTS	Amount		
Page			MDA	
	Construction of dam for irrigation - Project on community charter demand (CCD)	100,000,000.00	Ministry of Agriculture and Natural Resources	
104	Construction of Owutu-Eketa Letu Ugwufie - Ekata - Letu Road, Edda (CCD)	1,500,000,000.00	Ministry of Works	
110	Construction of 65 housing units of 3 bedroom bungalow for widows i.e 5 units in each LGA.(CCD)	1,500,000,000.00	Ministry of Housing and Urban Development	
110	Construction of Cancer Centre in Ebonyi LGA (CCD)	3,500,000,000.00	Ministry of Housing and Urban Development	
111	Construction of 280km Road in 140 communities of Ebonyi state 2KM per Community (CCD)	8,000,000,000.00	Ministry of Infrastructural Development and Concession	
116	Construction of 1No Health Clinic for Abakaliki Mechanic Site and Abakaliki Rice Mill (CCD Project)	300,000,000.00	Ministry of Capital City and Urban Development	
117	Procurement of 5000 school census booklet for conduct of school census exercise for 2024/2025.	30,000,000.00	Ministry of Primary and Secondary Education	
117	Purchase of essential teaching/learning materials (Diaries, Attendance registers etc. for senior Sec. Schools, including Amagu Onicha primary School,	100,000,000.00	Ministry of Primary and Secondary Education	
117	Rehabilitation of 60 NO.Public Dilapidated School Buildings 20 per Zone (CCD)	750,000,000.00	Ministry of Primary and Secondary Education	



118	Purchase and distribution of Science, Technical and Arts laboratory equipment to Secondary Schools' Laboratories in the 3 Senatorial Zones.(CCD)	300,450,000.00	Ministry of Primary and Secondary Education	
118	Reactivation of some School Libraries in the 3 Sen Zones.(CCD)	300,000,000.00	Ministry of Primary and Secondary Education	
119	Renovation of 50NOs Basic schools across the State (CCD)	100,000,000.00	Ebonyi State Universal Basic Education Board	
122	Construction of born and bury pit at MDG Ededeagu facility in Ebonyi LGA (CCD Project)	200,000.00	Ministry of Health	
122	Installation and equiping of 130 PHCs in the 10 per LGAs across the 3 zones with solar power (CCD Project)	3,000,000,000.00	Ministry of Health	
126	Provision of Alternative Power Source (Solar Power) in 9 selected PHCs, 3 per Senatorial Zone (CCD Project)	117,000,000.00	Ebonyi State Primary Health Care Development Agency	
130	Provision of Solar Street Light at Agabaja I Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
130	Provision of Solar Street Light at Agabaja II Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
130	Construction of 1 No Civic Centre at Oguji Mgba-Ekka (CCD Project)	68,000,000.00	Ministry of Rural Development	
131	Construction of One (1) No Mini Bridge at Ngele Okoro, Ndukabi/Oterufie Village (CCD Project)	68,000,000.00	Ministry of Rural Development	
131	Provision of One (1) No Motorized Borehole at Ndiefia Village near Sunday Ewo Compound, Iboko Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
131	Provision of One (1) No Motorized Borehole at Ugwuodida in Onicha Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
131	Provision of One 1 Solar Powered Borehole at Umuijeta Amaogu, Amaeku Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
131	Provision of One (1) No Solar Powered Borehole at NDEGU-Obu, Okposhi Eheku Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
131	Provision of Solar Street Light at Ikweator Idembia Community (CCD Proje	68,000,000.00	Ministry of Rural Development	
131	Construction of One (1) No Mini Bridge at Ngele Mbam (Okpuru Eze) in Okaria Echi Edda Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
131	Provision of Solar Street Light at Ogwuazu Okue-Ishiagu Road, Okue Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
132	Provision of Solar Street Light at Ezube-Ukaba Road, Ukawu-Ugwulangwu Express way, Enyaharigwe-Amofia Road in Ukawu Community (CCD Project)	68,000,000.00	Ministry of Rural Development	
		20,413,650,000.00		



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