

**ADAMAWA STATE INTEGRATED COORDINATION STANDARD
OPERATING PROCEDURE**



FORWARD



It is with great commitment and resolve that I present this Integrated Coordination Standard Operating Procedure (SOP) for Adamawa State.

This document is the outcome of extensive consultation and collaboration among government institutions, humanitarian, development, peace building partners, and civil society organizations. It establishes a unified guide for coordination, reduce duplication, and ensures accountability in addressing the humanitarian, development, and durable solutions needs of our people.

Adamawa State has faced conflicts, displacement, and flooding that demand a coordinated, inclusive, and evidence-based response. This SOP provides the roadmap for all stakeholders to work together effectively, under the leadership of the State, to deliver timely, transparent, and impactful interventions for our communities.

The Government of Adamawa State reaffirms its commitment to ensuring that the principles of inclusivity, accountability, and sustainability are upheld. I commend all partners who contributed to the development of this SOP and call on every stakeholder to align their efforts with this framework for the benefit of the people of Adamawa.

Together, we can strengthen resilience, restore dignity, and build a more secure and prosperous future for our State.



His Excellency, **Rt. Hon Dr. Ahmadu Umaru Fintiri**
Executive Governor, Adamawa State

ACKNOWLEDGEMENT



The Ministry for Reconstruction, Rehabilitation, Reintegration and Humanitarian Services (MRRRHS) extends its sincere appreciation to all partners, stakeholders, and participants who contributed to the success of the Integrated Coordination SOP Development Workshop, held from 20th to 22nd August 2025 at Livak Signature Hotel.

We acknowledge the leadership and commitment of the Government of Adamawa State, under the guidance of His Excellency RT. Hon. Dr. Ahmadu Umaru Fintiri, whose vision for coordinated humanitarian, early recovery, durable solutions and development action made this initiative possible.

Special thanks are extended to the Adamawa State Planning Commission (ASPC), Adamawa State Emergency Management Agency (ADSEMA), the State Coordination Office for World Bank & Development Partner Projects (SCO-WBDPP) as well as office of Special Adviser on CSOs/NGOs for their technical inputs and strategic alignment throughout the workshop.

We also recognize the valuable contributions of our Institutional Strengthening Advisor **Mr. Umar Muhammad Yahaya** of the Emergency to Resilience Consortium E2R, Norwegian Refugee Council, the INGO Forum, UN agencies, the Community of Adamawa Civil Organizations, whose expertise and perspectives enriched the discussions and co-development of the SOP framework.



Barrister Bello Hamman Diram,
Honourable Commissioner
Ministry for Reconstruction, Rehabilitation, Reintegration and Humanitarian Services
Adamawa State

VALIDATION STATEMENT

I **Pharm Amos Enoch Piribu** certify that this **Standard Operating Procedure** was reviewed and endorsed at the Validation Workshop (**19th September 2025**) and reflects the consensus of the Ministry's leadership and staff.

Pharm Amos Enoch Piribu – Permanent Secretary, MRRR & HS



A handwritten signature in blue ink, consisting of a stylized, cursive script.

19/09/2025

Signed / Date / Official Seal

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ACRONYMS & DEFINITIONS

Acronym	Definition
5Ws	Who, What, Where, When, and for Whom; a reporting framework for activity tracking.
AAP	Accountability to Affected Populations; mechanisms for ensuring communities' voices are heard and acted upon.
ADSEMA	Adamawa State Emergency Management Agency.
AoR	Area of Responsibility; a thematic subgroup under the Protection Sector (e.g., GBV, Child Protection, Housing, Land & Property).
ASPC	Adamawa State Planning Commission.
BAY States	Borno, Adamawa, and Yobe States; conflict-affected northeastern Nigerian states.
CACO/NANGO	Community of Adamawa Civil Organizations / Nigeria Association of NGOs.
CBO	Community-Based Organization.
CCCM	Camp Coordination and Camp Management; sector ensuring adequate living conditions and services in camps and camp-like settings.
CSO	Civil Society Organization.
DBMS	Database Management System; digital system for structured data storage and retrieval.
DS	Durable Solutions; long-term approaches for displacement-affected populations (return, local integration, resettlement).
DSC/DSSC	Durable Solutions Steering Committee; high-level body chaired by the Governor for strategic direction.
DS-OG	Durable Solutions Operational Group; local-level groups implementing DS interventions.
DS-TWG	Durable Solutions Technical Working Group; technical platform developing and monitoring the DS strategy.
E2R	Emergency to Resilience Consortium
FBO	Faith-Based Organization.
INGO	International Non-Governmental Organization.
IRNA	Initial Rapid Needs Assessment; a rapid appraisal of humanitarian needs within 72 hours of an emergency.
ISWG	Inter-Sector Working Group; platform for cross-sector coordination and analysis.
LCG	Local Coordination Group; LGA-level coordination forum of local government, partners, and communities.
LGA	Local Government Area.

Acronym	Definition
M&E	Monitoring and Evaluation.
MHPSS	Mental Health and Psychosocial Support; services protecting and promoting psychosocial well-being.
MRRRHS	Ministry for Reconstruction, Rehabilitation, Reintegration and Humanitarian Services.
NDPA 2023	Nigeria Data Protection Act, 2023.
NEDC	Northeast Development Commission.
NIF	Nigeria INGO Forum.
NNGO	National Non-Governmental Organization.
OCHA / UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs.
SA- CSOs/NGOs	Special Adviser on Civil Society Organizations / Non-Governmental Organizations (Office of the Governor).
SCC	State Coordination Committee.
SCO-WBDPP	State Coordination Office for World Bank & Development Partners' Projects.
SitRep	Situation Report; periodic report providing updates on activities, challenges, and gaps.
SOP	Standard Operating Procedure.
SWG	Sector Working Group; sector-level coordination forum.
TWG	Technical Working Group; specialized working body addressing thematic or technical issues.
UN	United Nations.
WASH	Water, Sanitation, and Hygiene.

INTRODUCTION & BACKGROUND

Adamawa State, one of the conflicts-affected BAY (Borno, Adamawa, Yobe) states, faces a complex mix of humanitarian challenges including armed conflict, displacement, recurrent flooding, and food insecurity. Coordination efforts have often been fragmented, marked with overlapping mandates, inconsistent reporting systems and limited inclusion of local actors.

To address these gaps, the Adamawa State Ministry for Rehabilitation, Reconstruction, Reintegration and Humanitarian Services (MRRRHS) convened a three-day Coordination Workshop from **20th to 22nd August 2025**, at **LIVAK Signature Hotel**, Jimeta – Adamawa State. The workshop aimed to co-develop a state-owned Standard Operating Procedure (SOP) for coordination that would serve as a guiding framework for all stakeholders involved in humanitarian and recovery efforts. Workshop participation included representatives from key government Ministries, Departments, and Agencies (MDAs). Also in attendance were representatives from the Northeast Development Commission (NEDC), United Nations and development partners

Civil society and coordination bodies were represented by the Community of Adamawa Civil Organizations (CACO)/NANGO), the Nigeria INGO Forum (NIF), various civil society organizations (CSOs), non-governmental organizations (NGOs), and donor representatives.

PURPOSE & OBJECTIVES

Purpose: Establish a state-owned coordination framework under MRRRHS leadership that unifies humanitarian, development and DS actors; reduces duplication; clarifies mandates; and ensures evidence-based, inclusive decision-making aligned with the HRP and state/national plans.

Objectives:

- Strengthen and harmonize coordination of all actors in the State.
- Institutionalize information management and accountability through a unified digital reporting platform, shared tools and regular reviews.
- Ensure inclusive participation of government, UN, INGOs, NNGOs/CSOs, women, youth and community representatives.

Expected Outcome: A unified coordination architecture for humanitarian and development actors in Adamawa State. It introduces standardized tools, reporting schedules, and procedures to streamline operations and improve accountability. Additionally, the SOP includes a review and accountability mechanism to ensure it remains relevant, responsive, and adaptable to evolving needs and contexts.

SCOPE & APPLICABILITY

Who: All State coordination stakeholders Government ministries and departments, SA-CSO, SCO-WBDPP; UN; INGOs; NNGOs; CSOs; CBOs; donors; academia; private sector; traditional & faith-based institutions; displaced populations and vulnerable host communities).

Where: State-wide across Adamawa's 21 LGAs.

When: Applicable always for coordination activities effectively immediately after validation and launch. This SOP does not replace sector-specific technical guidelines and MDA mandates. It seeks to provide a seamless guide and linkage of the various coordination mechanisms under one umbrella of the State Coordination Committee (SCC).

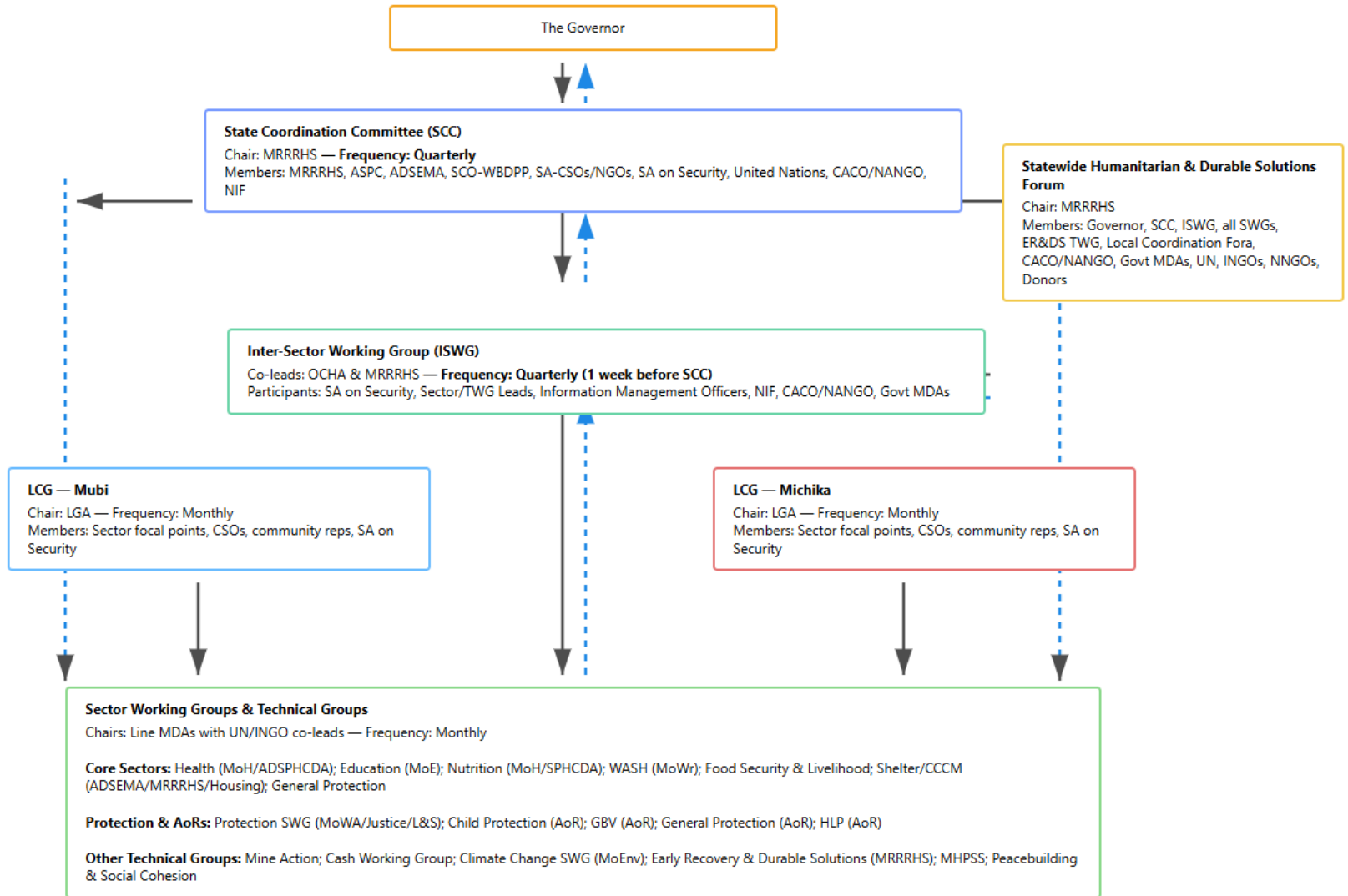
Exclusions: Technical SOPs/standards for service delivery (e.g. health protocols) remain in relevant sectors.

GUIDING PRINCIPLES

- **Government Leadership & Ownership:** Coordination is state-led by MRRRHS; partners support and align with state/national policies.
- **Inclusivity & Participation:** Active inclusion of MDAs, LGA, INGOs/NNGOs, CSOs/CBOs/FBOs, PWDs, women and youth, security and traditional institutions.
- **Transparency & Accountability:** Open information-sharing; agreed templates; government oversight and accountability to affected populations; documented commitments with follow-up.
- **Complementarity & Non-Duplication:** Coordinated needs and gap analysis; alignment to the Adamawa State Development Plan; role clarity and synergy.
- **Evidence-Based Decision-Making:** Timely, reliable data Coordinated assessments, digital dashboards, shared reports and feedback.
- **Humanitarian Principles:** While government-led, access and assistance remain impartial, neutral and needs-based.
- **Localization & Capacity Strengthening:** Recognize and strengthen local NGOs/CSOs in coordination and delivery.
- **Do-No-Harm & Conflict Sensitivity:** Ensure interventions do not exacerbate tensions but rather promote social cohesion.
- **Sustainability & Exit:** Prioritize resilience and Durable Solutions (DS); ensure orderly project closures and handovers to MDAs.
- **Continuous Learning:** Review and adapt the SOP at least every two years.

COORDINATION ARCHITECTURE

Overview: A state-lead, multi-level system integrating government leadership, international partners, civil society and community voices.



STATE COORDINATION COMMITTEE (SCC)

- **Chair:** Executive Governor Adamawa state
- **Co-Chair:** MRRR & HS
- **Members:**
 - Ministry for Rehabilitation, Reconstruction, Reintegration and Humanitarian Services
 - Adamawa State Planning Commission.
 - Adamawa State Emergency Management Agency
 - State Coordination Office – World Bank and Development Partner Project.
 - Special Adviser - CSO/NGOs.
 - CACO/NANGO,
 - UN Agencies.
 - Nigeria INGO Forum,
 - Adviser on Security
- **Role:** Provides strategic direction, oversight, and decision-making authority for humanitarian, early recovery and durable solutions coordination.
- **Meeting Frequency: Quarterly;** extraordinary sessions during emergencies as required.

INTER-SECTOR WORKING GROUP (ISWG)

- **Chair/Co-Leads:** MRRR & HS & UN OCHA
- **Members:**
 - Key government MDAs,
 - Sector & Technical Working Group Leads/Co-Leads.
 - Information Management Officers.
 - Nigeria INGO Forum
 - CACO/NANGO,
 - Adviser on Security.

- **Role:** Serves as the primary coordination platform for inter-sector analysis, harmonization of response plans, and escalation of cross-cutting issues to SCC.
- **Meeting Frequency: Quarterly (1Week before SCC);** ad hoc as needed during emergencies.

SECTOR WORKING GROUPS & TECHNICAL GROUPS

- **Chair/Co-Leads:** Line ministries with UN/INGO co-leads.
- **Members:**
 - Sector lead MDAs,
 - UN counterparts,
 - INGOs,
 - CACO/NANGO.
- **Role:** Lead operational planning, partner coordination, and technical guidance in thematic areas (Health; Education; Nutrition; WASH; Food Security and Livelihoods; Shelter/CCCM; General Protection and Protection (AoRs); Cash; Climate Change; Early Recovery/Durable Solutions; MHPSS; Peacebuilding & Social Cohesion, Disability Working Group).
- **Meeting Frequency: Monthly;** biweekly during emergencies.

LOCAL COORDINATION GROUPS (LCGs)

- **Chair:** LGA Chairman/Secretary
- **Members:**
 - LGA-level sector focal points.
 - Community representatives.
 - Implementing partners.
 - CACO/NANGO, Security.

- **Role:** Facilitate bottom-up coordination, ensuring grassroots needs feed into SWGs and ISWG. Current fora include LCG–Mubi; LCG–Michika.
- **Meeting Frequency:** Monthly at LGA level.

STATEWIDE HUMANITARIAN & DURABLE SOLUTIONS PARTNERSHIP FORUM

- **Chair:** MRRR & HS (with OCHA and ASPC as co-facilitators)
- **Members:**
 - SCC.
 - ISWG.
 - all SWGs and TWGs.
 - LCGs.
 - CACO/NANGO.
 - relevant MDAs.
 - UN,
 - INGO,
 - donors.
- **Role:** High-level convergence platform for humanitarian and durable solutions actors; reviews overall progress, accountability, and strategic alignment.
- **Meeting Frequency:** Annual.

INSTITUTIONAL ROLES AND FUNCTIONS

MINISTRY FOR RECONSTRUCTION, REHABILITATION, REINTEGRATION & HUMANITARIAN SERVICES – LEAD AGENCY

- Chairs state coordination mechanisms.
- Convenes the State Coordination Committee.
- Oversee directives and policy guidance on Humanitarian and Durable Solutions.

- Leads Multi-Sector Assessments within 72 hours of an emergency, i.e. after ADSEMA has completed rapid assessment.
- Mobilize Resources

ADAMAWA STATE PLANNING COMMISSION (ASPC) – STRATEGIC ALIGNMENT

- Registers all partners and links them to MDAs and sectors.
- Maintains the State Database Management System (DBMS).
- Leads Monitoring & Evaluation (M&E) across sectors.
- Integrates humanitarian and DS data into the State Development Plan.
- Share Information at Coordination For a

ADAMAWA STATE EMERGENCY MANAGEMENT AGENCY (ADSEMA) – EMERGENCY RESPONSE

- Leads emergency response operations.
- Lead Initial Rapid Needs Assessment (IRNA)
- Coordinates with humanitarian actors and MDAs for effective response.
- Profiling & distribution of relief material
- Share Information at Coordination For a

STATE COORDINATION OFFICE FOR WORLD BANK & DEVELOPMENT OF PARTNER PROJECTS (SCO-WBDPP)

- Manages and coordinates the portfolio of World Bank and other development partner projects.
- Ensures projects align with state priorities and frameworks.
- Share Information at Coordination For a

OFFICE OF THE SPECIAL ADVISER (SA) ON CSOs/NGOs

- Aligns CSO/NGO work with state humanitarian and DS priorities.
- Reports on CSO/NGO activities to state leadership.
- Advocates for capacity building and inclusion of CSOs/NGOs.
- Share Information at Coordination For a

LINE MDAs & SECTOR LEADS

- Provide strategic direction and technical leadership in their sectors.
- Co-chair SWGs to guide sectoral planning and implementation.
- Share Information at Coordination Fora
- Represent sectors at Coordination meeting
- Mobilize Resources

UN, INGOs, NGOs, AND CSOs

- Co-lead and support government in sector leadership.
- Mobilize resources and technical expertise.
- Collect data and support implementation of humanitarian and DS programmes.

LOCAL GOVERNMENT AUTHORITIES (LGAs) & COMMUNITIES

- Provide grassroots-level feedback into coordination.
- Ensure community needs and priorities are reflected in decisions.
- Participating in Joint Project monitoring
- Facilitate accountability and community participation.
- Report to MRRR HS on activities in the communities for LCGs

ROLES & RESPONSIBILITIES (RASCI)

This Roles and Responsibilities Matrix outline the key actors involved in state coordination, development planning, emergency response, and implementation. It provides a clear overview of each stakeholder’s mandate, ensuring effective collaboration and accountability. By defining who does what, the matrix supports streamlined decision-making, enhances coordination across sectors, and ensures that community needs are reflected in policy and programmatic actions.

R – RESPONSIBLE A – ACCOUNTABLE S – SUPPORT C – CONSULTED I-INFORMED

Function	MRRRHS	ASPC	ADSEMA	SCO-WB DPP	SA /NNGOs	Adviser on Security	MDAs	UN	CACO/ NANGO	NIF/INGOs	LGAs	Governor
Convene State Coordination Committee	A/R	C	S	C	C	C	C	C	C	C	C	I
Convene State Coordination	A/R	S	S	S	C	C	S	S	S	S	S	I
Emergency Response coordination	S	S	A/R	S	S	C	S	S	S	S	S	I
Sector WG management	A	C	S	I	S	C	R	S	S	S	C	I
Information management & 5Ws	A/R	R	S	C	R	C	S	S	R	S/R	C	I
Monthly SitRep production	A/R	R	S	S	S	C	S	S	S	S	C	I
NGO/CSO registration	I	A/R	I	I	S	C	I	I	S	S	C	I
AAP & community feedback (Emergency)	S	S	A/R	S	R	C	R	R	R	R/S	R	I
AAP & community feedback (Recovery)	A/R	S	S	S	R	C	R	R	R	R/S	R	I
Durable Solutions	A/R	C/S	C/S	C/S	C/S	C	C/S	C/S	C/S	C/S	C/S	R
Donor Coordination & resource mobilization	A/R	R	A/R	R	R	C	C/S	R	R/S	R/S	C/S	R

INFORMATION MANAGEMENT & REPORTING FRAMEWORK

- **Purpose:** Define how information is collected, validated, and shared.
- **Content:**
 - Kobo as the **official 5Ws reporting tool** (with sector-specific forms).
 - Monthly reporting deadlines (e.g., 5th of every month).
 - **Roles:** Sector leads ensure partners report → on KoboToolbox 5Ws → ISWG validates → SCC endorses.
 - **Link** to SitReps, dashboards, and strategic planning.
 - **Data protection** (NDPA 2023 compliance).

MONITORING, EVALUATION & ACCOUNTABILITY

- **Purpose:** Track performance of coordination and ensure compliance.
- **Content:**
 - **Key Indicators** (will be sector specific).
 - Quarterly **coordination scorecard** reviewed by ISWG.
 - Independent verification mechanism (random spot-checks).
 - Compliance/escalation process for non-reporting partners.

COMPLIANCE AND CONSEQUENCES

All partners are expected to align operations with this SOP and to comply with reporting and coordination obligations.

- **First instance of non-compliance** (e.g., late or missing reporting, failure to attend coordination meetings): the concerned partner will receive a formal reminder from the sector lead or MRRRHS.

- **Repeated non-compliance:** the issue will be raised at ISWG level, and the partner will be invited to explain corrective actions.
- **Persistent or serious breaches** (e.g., deliberate duplication of efforts, refusal to share data, disregard of agreed principles): the matter will be escalated to the SCC. The SCC may recommend corrective measures, including written warning, formal engagement with the partner’s headquarters/donor, or temporary suspension from participation in state coordination platforms until compliance is restored.

BIENNIAL REVIEW MECHANISM

The SOP shall undergo a **comprehensive review every two years** to ensure relevance and effectiveness.

- **Lead Agency:** The Ministry for Reconstruction, Rehabilitation, Reintegration and Humanitarian Services (MRRR & HS) will convene and lead the review process.
- **Validation:** Draft revisions will be reviewed by the Inter-Sector Working Group (ISWG), based on input from all sector working groups, local coordination groups, and community feedback mechanisms.
- **Endorsement:** Final revisions will be presented to the State Coordination Committee (SCC) for endorsement.

SECTOR COORDINATION PROCEDURES

Sector-level coordination is the backbone of timely decision-making, resource alignment, and responsive service delivery; the Coordination Reference Directory consolidates Meeting Cadence and Structures (schedules, formats, venues), Sector Leads and Contacts (primary leads and channels), UN Counterparts (agency focal points and roles), and Government Focal Points (state and LGA liaisons). This is a live document—for the most current details, please use the online version: [Coordination Reference Directory.xlsx](#)

RISK MANAGEMENT

- **Purpose:** Anticipate and mitigate risks in coordination.
- **Content:**
 - **Risk Register** (weak compliance, funding shortfalls, community tensions).
 - **Mitigation strategies** (e.g., backup leads, multi-donor pools, conflict-sensitive programming).
 - **Contingency planning:** rapid response procedures in case of mass displacement, epidemics, or floods.

ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP) & COMMUNITY FEEDBACK

- **Purpose:** Ensure communities are not just beneficiaries but active participants.
- **Content:**
 - Kobo-based **community feedback and complaints form**.
 - Minimum standards for how partners must collect and respond to feedback.
 - **Escalation:** unresolved issues raised to SCC.
 - Integration of community voices into planning & monitoring.

DURABLE SOLUTIONS COORDINATION

To drive a comprehensive and government-led approach to resolving displacement, Adamawa State has adopted a three-tier Durable Solutions Coordination Mechanism. This structure ensures political leadership, technical planning, and community-level implementation, while maintaining strong linkages with the State Coordination Committee (SCC). The mechanism also guarantees accountability, inclusion, and sustainability in all interventions.

DURABLE SOLUTIONS STEERING COMMITTEE (DSSC)

The Durable Solutions Steering Committee (DSSC) serves as the highest decision-making and policy guidance body for durable solutions in Adamawa State. It provides strategic leadership, political ownership, and cross-sectoral coordination to ensure all government efforts and partner interventions are harmonized under a unified state framework. The Committee also mobilizes resources, approves strategic policies, and ensures that durable solutions interventions are fully aligned with the State Development Plan and humanitarian objectives.

Chairman: His Excellency, The Executive Governor of Adamawa State

Co-Chair / Coordinating Ministry: Honourable Commissioner, Ministry for Reconstruction, Rehabilitation, Reintegration and Humanitarian Services (MRRRHS)

Secretary: Permanent Secretary, MRRR & HS

Meeting Frequency: Bi-annually or as needed during emergencies.

(DSSC) - MEMBERS:

1. Honourable Commissioner, Ministry of Environment and Natural Resources
2. Honourable Commissioner, Ministry of Housing and Urban Development
3. Honourable Commissioner, Ministry of Lands and Survey
4. Honourable Commissioner, Ministry of Local Government and Chieftaincy Affairs
5. Honourable Commissioner, Ministry of Budget and Economic Planning
6. Executive Secretary/PS, Adamawa State Emergency Management Agency

7. Chairman, Adamawa State Planning Commission (ASPC)
8. Special Adviser to the Governor on Civil Society and NGOs
9. Adviser to the Governor on Security
10. Special Adviser to the Governor on World Bank and Development Partners
11. Representative of the United Nations System (1 seat)
12. Representative of the Nigeria INGO Forum (NIF)
13. Representative of the Network of Adamawa NGOs (NANGO)
14. Representatives of Faith-Based Organizations (Christian and Muslim Associations)
15. Representative of the Adamawa State Council of Traditional Rulers (e.g., Traditional Ruler from Madagali LGA)

(DSSC) - ROLES:

1. Provides **strategic direction and political leadership** for durable solutions in Adamawa State.
2. Ensures **policy coherence and government ownership** across sectors.
3. **Approves and endorses** the Durable Solutions Strategy and key frameworks.
4. Mobilizes **resources and partnerships** for implementation.
5. Reviews **state-wide progress reports** from the Technical Working Group.

DURABLE SOLUTIONS TECHNICAL WORKING GROUP (DS-TWG)

The Durable Solutions Technical Working Group (DS-TWG) functions as the technical coordination and planning arm of the Steering Committee. It brings together the technical leadership of relevant ministries, agencies, and partners to translate strategic directives into actionable plans and results. The group is responsible for technical assessments, planning, data management, and monitoring, ensuring that implementation is evidence-based, inclusive, and aligned with government priorities and standards.

Chairman: Honourable Commissioner, Ministry for Reconstruction, Rehabilitation, Reintegration and Humanitarian Services (MRRRHHS)

Co - Chair: UN Agencies

Secretary: Director of Programmes, MRRRHHS (serving as Technical Secretary)

Meeting Frequency: Monthly.

(DS-TWG) - MEMBERS:

Technical representatives (Permanent Secretaries, Directors, or designated officers) from the following Ministries, Departments, and Agencies (MDAs):

1. Ministry for Reconstruction, Rehabilitation, Reintegration and Humanitarian Services
2. Ministry of Environment and Natural Resources
3. Ministry of Housing and Urban Development
4. Ministry of Education and Human Capital Development
5. Ministry of Health and Human Services
6. Ministry of Lands and Survey
7. Ministry of Women Affairs and Social Development
8. Ministry of Livestock and Aquaculture Development
9. Ministry of Agriculture and Rural Development
10. Ministry of Works and Energy Development
11. Ministry of Local Government and Chieftaincy Affairs
12. Ministry of Budget and Economic Planning
13. Adamawa State Emergency Management Agency (ADSEMA)
14. United Nations System
15. Representative, Nigeria INGO Forum (NIF)
16. Representative, Network of Adamawa NGOs (NANGO)

(DS-TWG) - ROLES:

1. Acts as the **technical arm** of the Durable Solutions Steering Committee (DSSC).
2. **Develops, coordinates, and reviews** the Adamawa State Durable Solutions Strategy and Action Plans.
3. Conducts **joint assessments**, data analysis, and progress reviews.
4. Ensures **alignment** with the State Development Plan and Humanitarian Response Plan.
5. Prepares and submits **technical recommendations and reports** to the Steering Committee.
6. Facilitates **sectoral linkages** between ministries, agencies, and partners for integrated durable solutions.

DURABLE SOLUTIONS OPERATIONAL GROUPS (DS-OGs)

The Durable Solutions Operational Groups (DS-OGs) represent the implementation and coordination structure at the Local Government and community levels. They serve as the bridge between communities and higher coordination bodies, ensuring that local needs, feedback, and priorities inform state-level planning and decision-making. These groups coordinate and monitor interventions on the ground, promote community ownership, and strengthen accountability through continuous two-way communication between affected populations and government structures.

Chairman: Chairman of the concerned Local Government Area (LGA)

Co - Chair: Representative of CACO/NANGO in concerned LGA

Secretary: MRRRHS Focal Officer assigned to the LGA

Meeting Frequency: Monthly at the LGA level.

(DS-OGs) - MEMBERS:

1. Director of Works, LGA
2. Director of Education, LGA
3. Director of Health, LGA
4. Director of Natural Resources, LGA
5. Planning Officer, LGA
6. Most Senior Traditional Ruler in the LGA
7. Representatives of Faith-Based Organizations (2) – Christian and Muslim Associations
8. Representatives of Community-Based Organizations (CBOs)
9. Focal Person, Adamawa State Planning Commission (ASPC) in the LGA
10. Representatives of Women and Youth Groups
11. Representative of Persons with Disabilities (PWDs)
12. Representative of Internally Displaced Persons (IDP) Community Leadership
13. Security
14. Councilor of the ward

(DS-OGs) ROLE:

1. Serve as the implementation and coordination platform for durable solutions interventions at the local government and community levels.
2. Coordinate, monitor, and report on DS activities across sectors within the LGA.
3. Ensure community participation, including voices of IDPs, returnees, women, youth, and PWDs.
4. Facilitate two-way feedback between affected communities and the Technical Working Group.
5. Promote accountability, inclusion, and conflict sensitivity in all interventions.
6. Compile and submit monthly progress and situational reports to the DS-TWG.

REPORTING LINE:

- Durable Solutions Operational Groups (DS-OGs) → Durable Solutions Technical Working Group (DS-TWG) → Durable Solutions Steering Committee (DSSC)

COORDINATION STRUCTURE FOR FUTURE PROJECTS/INTERVENTIONS

Any **project or intervention** implemented within Adamawa State that contributes to resolving **displacement or promoting durable solutions** shall replicate and align with the established Durable Solutions Coordination Mechanism. This means that all projects must adopt the **three-tier structure**—comprising the **Steering Committee (SC)**, the **Technical Working Group (TWG)**, and the **Operational Groups (OGs)**—to ensure coherence, accountability, and integration across state, technical, and community levels. By mirroring this coordination framework, new initiatives will reinforce government leadership, promote harmonized planning and implementation, and guarantee that all efforts contribute to the unified, inclusive, and sustainable vision for durable solutions in Adamawa State.

OPERATIONAL ANNEXES & TEMPLATES

This section provides standardized tools to support the implementation of SOP. These annexes ensure consistency, accountability, and efficiency across all coordination structures.

ANNEX 1: STANDARD COORDINATION MEETING AGENDA TEMPLATE

Title: [Sector / SWG / ISWG / SCC Meeting]

Date/Time: [Insert]

Venue/Platform: [Insert]

Chair/Co-Chair: [Insert]

Agenda:

1. Opening & Review of Action Points from Previous Meeting
2. Situation Updates (Sector/Area/Community)
3. Operational Updates from Members
4. Review of 5Ws and Information Management Outputs
5. Key Issues, Gaps, and Constraints
6. Action Points & Responsibilities (with deadlines)
7. Any Other Business (AOB)
8. Next Meeting Schedule

ANNEX 2: MEETING MINUTES & ACTION TRACKER TEMPLATE

Meeting Title/Date:

Chair/Co-Chair:

Action Point	Responsible Actor	Deadline	Status	Remarks
Example: Submit 5Ws data for August	All sector partners	5th Sept	Pending	–
Example: Draft sector SitRep	Sector IMO	7th Sept	Completed	Circulated

ANNEX 3: ESCALATION & DECISION-MAKING FLOWCHART

Step 1: Sector identifies issue → discussed in SWG.

Step 2: If unresolved → escalated to ISWG for cross-sector resolution.

Step 3: If unresolved → raised to SCC for decision and directive.

Step 4: If urgent/emergency → SCC may convene extraordinary session chaired by MRRRHS.

Principle: Issues should be resolved at the lowest possible level, escalated only when necessary.

ANNEX 4: INCIDENT ACTIVATION PROTOCOL (FIRST 72 HOURS)

When a major emergency (e.g., mass displacement, flood, epidemic) occurs:

1. **Within 24 hours:**

- ADSEMA convenes Emergency SCC meeting.
- IRNA (Initial Rapid Needs Assessment) activated.

2. **Within 48 hours:**

- **SWG**s mobilize to update 5Ws and identify urgent gaps.
- **ISWG** convenes ad hoc meeting to harmonize response.

3. **Within 72 hours:**

- Flash SitRep produced and shared by MRRRHS/ISWG.
- Governor briefed; donor/partner coordination activated.
- Joint multi-sectoral damage assessment is initiated with all sectors

ANNEX 5: RISK REGISTER TEMPLATE

Risk	Likelihood	Impact	Mitigation	Responsible Actor
Partner non-reporting	High	Medium	Escalation to ISWG/SCC	SWG Leads
Funding shortfalls	High	High	Joint donor advocacy	SCC/ASPC
Community conflict	Medium	High	Conflict sensitivity training	SWGs + LCGs

ANNEX 6: ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP) FEEDBACK FORM

Method: Kobo form (digital)

Sample Fields:

- **Location** (LGA/Ward)
- **Type of feedback:** Complaint / Suggestion / Praise
- **Issue category:** Access to aid / Protection concern / Service quality / Staff conduct
- **Details** of feedback
- **Preferred** follow-up (anonymous / contact me)
- **Contact details**

Feedback compiled monthly, reviewed by SWGs, validated at ISWG, and escalated to SCC if unresolved.

ANNEX 7: 5Ws KOBO REPORTING MINIMUM FIELDS

- **Who:** Organization name
- **What:** Sector activity (dropdown by sector)
- **Where:** LGA, Ward, GPS coordinates
- **When:** Reporting period (start/end dates)
- **For Whom:** Beneficiaries (disaggregated by sex, age, disability)
- **Status:** Planned / Ongoing / Completed
- **Funding Source:** Donor/Partner/Government

Deadline: 5th of every month. Consolidated at sector level → validated at ISWG → endorsed at SCC.

ANNEX 8: BIENNIAL REVIEW MECHANISM

The SOP shall undergo a review every two years:

- **Lead:** MRRRHS convenes and coordinates review.

- **Validation:** ISWG reviews proposed revisions based on sector & community feedback.
- **Endorsement:** SCC endorses revised SOP.

COMPLIANCE AND CONSEQUENCES

All partners are expected to align operations with this SOP and comply with its reporting and coordination obligations.

- **First instance of non-compliance** (e.g., late or missing reporting, failure to attend coordination meetings): the concerned partner will receive a formal reminder from the sector lead or MRRRHS.
- **Repeated non-compliance:** the issue will be raised at ISWG level, and the partner will be invited to present corrective actions.
- **Persistent or serious breaches** (e.g., deliberate duplication of efforts, refusal to share data, or disregard of agreed principles): the matter will be escalated to the SCC. The SCC may recommend corrective measures, including written warning, formal engagement with the partner’s headquarters/donor, or temporary suspension from participation in state coordination platforms until compliance is restored.

Note for Annexes

These annexes are living tools. They should be reviewed, updated, and validated alongside the biennial SOP review or as operational needs change.

ENDORSEMENT PAGE

We, the undersigned representatives of Government, coordination bodies, and partners in Adamawa State, hereby endorse the Integrated Coordination Standard Operating Procedure (SOP) as the unified guide for coordination of humanitarian, early recovery/durable solutions and development interventions in Adamawa State.

By signing this document, we commit to:

- **Align** our actions with the principles and procedures outlined in the SOP.
- **Ensure** inclusive, transparent, and accountable coordination.
- **Strengthen** collective efforts to address the needs of affected populations and build resilience across Adamawa State.
- **Biennial review** and compliance with SOP provisions, including reporting obligations.

SIGNATORIES



Hon. Commissioner, Ministry of
Reconstruction, Rehabilitation,
Reintegration & Humanitarian Services
(MRRRHS)



Special Adviser on CSOs/NGOs,
Office of the Governor



Executive Chairman, Adamawa State
Planning Commission (ASPC)



Nigeria INGO Forum (NIF)



Executive Secretary, Adamawa State
Emergency Management Agency
(ADSEMA)



Head of Office, United Nations Office
for the Coordination of Humanitarian
Affairs (OCHA) – Nigeria



State Coordination Office for World
Bank & Development Partner Projects
(SCO-WBDPP)



Community of Adamawa Civil
Organizations (CACO/NANGO)



E2R Consortium Manager- Norwegian
Refugee Council

