



A TOOLKIT FOR PARTICIPATORY POLICY IMPLEMENTATION

Published by: *Deutsche Gesellschaft fuer Internationale Zusammenarbeit* (GIZ) GmbH,
on behalf of National Information Technology Development Agency
(NITDA)

Registered office: National Information Technology Development Agency (NITDA), No. 28
Port-Harcourt Crescent, Abuja, Federal Capital Territory

Contact: info@nitda.gov.ng
www.nitda.ng

Author: Olusegun Alimi

Editors: Ejiro Akpojiyovwi, Dr. Thuweba Diwani

Contributor: DigitA
Reference Document: GIZ Capacity Works

Design layout: Oritseweyinmi Smith, Victor Abah

Date published: As at: August 2024

Co-funded by: The European Union and German Federal Ministry for Economic
Cooperation and Development (BMZ)

About GIZ/Digital Transformation Center (DTC) Nigeria

The Digital Transformation Center Nigeria is, jointly funded by the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ) and is implemented by *Deutsche Gesellschaft fur Internationale Zusammenarbeit* (GIZ) GmbH. The project focuses on digitalisation, innovation, and entrepreneurship. The main aim is to contribute to the improvement of the capacity of the Nigerian economy to utilise digital innovations for growth, and to build a thriving and inclusive digital innovation ecosystem.

Contents

1.Introduction	5
1.1 Context:	5
1.2 Purpose:	5
1.3 Scope:	6
2. Understanding the PPIF	6
3. Understanding the components of the framework	7
a. Stakeholder Engagement	7
b. Communication and Awareness	8
c. Capacity Building	9
d. Monitoring and Evaluation (M&E)	10
4. Implementation Toolbox	12
Implementation Manuals	14
Policy Implementation - Step by Step Guide	14
1.1 Roles and Responsibilities	15
1.2 Timelines	15
1.3 Resources	15
Table 1: Policy Implementation Plan Templates	16
Table 2: Monitoring and Evaluation Framework	17
Table 3: Communication Plan Template	17
Stakeholder Engagement Manual	18
Mapping	18
Engagement Strategies	18
Roles and Responsibilities	18
Engagement Timeline	18
Feedback Mechanisms	19
Monitoring and Evaluation Manual	19
Checklists	20
	3

Templates	20
5. Adoption Strategy	21
6. Public Consultation Planning Guide.....	23
Table 4: Stakeholder Engagement Tools.....	26
Table 5: Capacity Building Tool	28
Table 6: Monitoring and Evaluation Tools.....	28
Table 7: Scale and Sustainability Tools	29

List of Tables

<u>Table 1: Policy Implementation Plan Templates</u>	<u>16</u>
<u>Table 2: Monitoring and Evaluation Framework.....</u>	<u>17</u>
<u>Table 3: Communication Plan Template</u>	<u>17</u>
<u>Table 5: Capacity Building Tool</u>	<u>28</u>
<u>Table 6: Monitoring and Evaluation Tools.....</u>	<u>28</u>
<u>Table 7: Scale and Sustainability Tools</u>	<u>29</u>

1.Introduction

1.1 Context:

Nigeria has a few policies and strategies in place to support digital transformation, digital innovation and entrepreneurship. While policies such as the Digital Economy Strategy (2020-2030), National Information Technology Development Agency's (NITDA) Strategic Roadmap and Action Plan (SRAP 2.0), and the National Digital Innovation and Entrepreneurship Policy, which outline key delivery mechanisms, and a government agency responsible for the country's digital transformation exists in the form of the National Information Technology Development Agency (NITDA), execution of key policies at the state level is lagging. This is as a result of policies missing concrete execution plans and budgets for operationalising the outlined goals. There is also a lack of frameworks and data for developing and executing evidence-based policies. The government does not sufficiently engage with relevant stakeholders and policy consumers to develop strategies and execution plans.

Given the dynamic nature of the sector, capacity building among policymakers and policy actors is also insufficient. Thus, there is a need for measures to foster the co-creation, socialisation and utilisation of a participatory policy implementation framework, which would make for more inclusive and evidence-based policy development and implementation processes, taking policies from written to actionable strategies.

1.2 Purpose:

The Participatory Policy Implementation Framework (PPIF) is a comprehensive guide designed to enhance the inclusivity, transparency, and effectiveness of policy implementation processes in Nigeria. Rooted in the principles of stakeholder engagement and collaborative governance, the framework aims to bridge the gap between policy formulation and practical execution by involving a wide range of stakeholders, including government agencies, non-governmental organisations, private sector entities, and local communities. By fostering a participatory approach, the PPIF seeks to ensure that policies are not only well-informed and contextually relevant but also supported by those who are most affected by them.

In Nigeria's diverse and dynamic socio-political landscape, the need for a participatory framework is even more pressing. The PPIF addresses this need by providing structured mechanisms for stakeholder involvement at every stage of policy implementation. This approach helps to build trust between the government and the public, enhance accountability, and ensure that the voices of marginalised and vulnerable groups are heard. By leveraging the

collective expertise and experiences of all stakeholders, the PPIF aims to improve the quality and sustainability of policy outcomes, ultimately contributing to Nigeria's long-term development goals and fostering a more inclusive and prosperous society.

This toolkit is developed as an accompaniment to the PPIF to serve as a guide for the utilisation of the tools and components contained in the framework.

The development of this framework was commissioned by GIZ/Digital Transformation Center (DTC) Nigeria in cooperation with the National Information Technology Development Agency (NITDA) and jointly funded by the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ).

1.3 Scope:







The toolkit covers key aspects of participatory policy implementation, including stakeholder engagement, communication, capacity building, tools for implementation, monitoring and evaluation, and adoption strategies. It also includes case studies, templates, and additional resources.

2. Understanding the PPIF

Overview of PPIF: The Participatory Policy Implementation Framework (PPIF) is a comprehensive guide designed to enhance the inclusivity, transparency, and effectiveness of policy implementation processes in Nigeria. Rooted in the principles of stakeholder engagement and collaborative governance, the framework aims to bridge the gap between policy formulation and practical execution by involving a wide range of stakeholders, including government agencies, non-governmental organizations, private sector entities, and local communities. By fostering a participatory approach, the PPIF seeks to ensure that policies are not only well-informed and contextually relevant but also supported by those who are most affected by them.

The PPIF is a structured approach that promotes active participation of stakeholders in the policy implementation process. It emphasizes collaboration, transparency, and inclusivity, ensuring that policies are effectively translated into actionable outcomes.

Key Principles that underpin the framework:

Inclusivity	 Inclusivity: Ensuring that all voices are heard and considered.
Transparency	 Transparency: Promoting open and accessible decision-making processes.
Collaboration	 Collaboration: Fostering partnerships and shared ownership of policy outcomes.
Responsiveness	 Responsiveness: Aligning policies with the needs and priorities of citizens.
Evidence Base	 Evidence-Based: Using data and research to inform policy decisions.
Empowerment	 Empowerment: Building the capacity of stakeholders to participate in policymaking

Importance of Participation:

Stakeholder involvement is critical to the success of policy implementation. By engaging diverse groups, the PPIF ensures that policies are relevant, sustainable, and responsive to the needs of the community.

3. Understanding the components of the framework

a. Stakeholder Engagement

Purpose:

Stakeholder engagement plays a crucial role in the successful implementation of policies in a participatory manner by ensuring inclusivity, practicality, and responsiveness to the needs of those directly impacted. First, engaging stakeholders, such as businesses, communities, and experts, allows policymakers to gather a range of perspectives and real-world insights, leading to more informed and effective policies. This engagement also fosters a sense of ownership

among stakeholders, as their involvement in the process increases their commitment to implementing the policies.

Also, when stakeholders are part of policy development, it enhances transparency and builds trust between the government and the public, improving accountability and ensuring that policies are responsibly executed. Additionally, stakeholder input encourages innovation and flexibility, allowing policies to adapt to new challenges and remain effective over time.

Mapping Stakeholders:

- **Identification:** Key stakeholders include government agencies, NGOs, private sector entities, and civil society organizations.
- **Roles and Responsibilities:** Each stakeholder group has specific roles in the implementation process, from policy advocacy to monitoring and evaluation.

Involvement Strategies:

- **Participatory Techniques:** Methods such as workshops, focus groups, and public consultations are effective in engaging stakeholders.
- **Stakeholder Collaboration:** Fostering networking, partnerships, and cooperation among different groups enhances the collective impact of policy implementation.

b. Communication and Awareness

Purpose:

Communication and awareness are essential components of participatory policy implementation because they promote clarity, foster understanding, and build trust among all stakeholders. Effective communication ensures that all stakeholders, from government agencies to local communities, clearly understands the policy's goals, objectives, and benefits. This reduces confusion and misinterpretation, making the policy's intent accessible and actionable. Raising public awareness about the policy's significance and potential impact helps generate support. When people understand how a policy affects them, they are more likely to engage with it and contribute to its success.

Transparent communication enhances accountability by keeping all parties informed about the policy's progress, challenges, and any changes during implementation. This openness helps ensure that the policy is being executed as intended.

Furthermore, raising awareness about roles and responsibilities ensures that stakeholders are equipped to follow the policy guidelines and comply with its requirements.

Developing Clear Messaging:

- **Message Crafting:** Tailor messages to resonate with different audiences, emphasizing the benefits of participatory implementation.
- **Consistency and coherence:** Ensure that messaging is consistent and coherent across all communication channels to demonstrate transparency, building trust and clarity.

Effective Communication Channels:

- **Digital Platforms:** Utilise social media, email newsletters, and webinars to reach a wide audience.
- **Traditional Media:** Engage with radio, print, and community meetings to reach stakeholders who may not have access to digital platforms.

Awareness Campaigns:

- **Campaign Planning:** Develop comprehensive plans for awareness campaigns, identifying target audiences and key messages.
- **Engaging Content:** Create content that is informative, engaging, and accessible to diverse stakeholder groups.

c. Capacity Building

Purpose:

Capacity building plays a vital role in participatory policy implementation by equipping stakeholders with the skills, knowledge, and resources necessary to effectively contribute to, implement, and sustain policies. It empowers individuals, organisations, and communities to actively engage in the policy process, ensuring that all voices, including those from typically excluded groups, can participate meaningfully in the policy development and implementation process.

When stakeholders are properly trained and informed, they can better understand their roles within the policy framework, enhancing the effectiveness of policy implementation. This ensures that policy goals are met efficiently and that guidelines are followed correctly. capacity building fosters innovation and problem-solving by equipping participants with the skills to address challenges and adapt to evolving needs.

Additionally, capacity building supports the long-term sustainability of policy outcomes by providing stakeholders with the technical expertise and resources needed to maintain the benefits of the policy beyond its initial phase.

Training Needs Assessment:

- **Identifying Gaps:** Conduct assessments to identify areas where stakeholders may need additional knowledge or skills related to PPIF adoption.

Developing Training Programs:

- **Custom Modules:** Design training modules that are tailored to the specific needs of different stakeholder groups.
- **Training Methods:** Use a mix of workshops, e-learning, and on-the-job training to accommodate different learning styles.

Workshops and Seminars:

- **Implementation Focus:** Organise workshops that focus on the practical application of the PPIF, allowing stakeholders to gain hands-on experience.
- **Stakeholder Participation:** Encourage active participation and feedback during capacity-building sessions to ensure the training is relevant and effective.

d. Monitoring and Evaluation (M&E)

Purpose:

Monitoring and evaluation are critical components of participatory policy implementation as they provide the tools necessary to assess progress, ensure accountability, and guide improvements. Monitoring allows for continuous tracking of policy execution, ensuring that activities are being carried out as planned and that resources are being used efficiently. This real-time feedback helps identify potential issues early, enabling timely adjustments to keep policy implementation on track.

Evaluation, on the other hand, measures the overall effectiveness of the policy by assessing its impact against the intended goals and outcomes. It provides valuable insights into what worked, what didn't, and why, helping to refine strategies and improve future policy designs.

Both monitoring and evaluation ensure that the policy remains aligned with stakeholder needs and evolving circumstances, ensuring that it remains relevant and effective over time.

M&E Framework:

The toolkit introduces a robust Monitoring and Evaluation (M&E) framework that is integral to the PPIF. This framework is designed to ensure that the implementation process remains on track and that the policy objectives are being achieved. The M&E framework includes clearly defined Key Performance Indicators (KPIs) that are aligned with the goals of the policy. These KPIs are essential for measuring the success of the implementation process and for making data-driven decisions.

Components of the M&E framework include:

- **KPI Development:** The process of defining measurable indicators that reflect the success of the implementation efforts. These indicators are specific, measurable, achievable, relevant, and time-bound (SMART).
- **Data Collection Methods:** Techniques for gathering both qualitative and quantitative data, ensuring that the information collected is accurate, relevant, and actionable. These methods include surveys, focus group discussions, and data analysis.
- **Progress Reporting:** Regular reports that track the progress of the implementation process against the established KPIs. These reports provide insights into the effectiveness of the implementation efforts and highlight areas that require adjustment.

Feedback Loops:

The toolkit emphasizes the importance of feedback loops in the participatory policy implementation process. Feedback loops are mechanisms that allow for continuous improvement by incorporating stakeholder input and making iterative adjustments to the implementation strategy. This ensures that the policy remains responsive to the needs of the stakeholders and that any issues are addressed promptly.

Key elements of feedback loops include:

- **Stakeholder Feedback Mechanisms:** Systems for collecting feedback from stakeholders at various stages of the implementation process. This can include surveys, interviews, and feedback sessions.
- **Adaptive Management:** The process of using stakeholder feedback to make real-time adjustments to the implementation strategy. This approach ensures that the policy remains relevant and effective, even as circumstances change.
- **Continuous Improvement Cycles:** Regularly scheduled evaluations that assess the effectiveness of the implementation process and identify opportunities for improvement. These cycles are essential for ensuring that the policy objectives are met, and that the implementation process remains on track.

4. Implementation Toolbox

Guidelines and Manuals:

The framework provides a series of step-by-step guides that serve as comprehensive instructions for implementing the Participatory Policy Implementation Framework (PPIF). These manuals are meticulously designed to cover each phase of the implementation process, offering detailed timelines, clearly defined roles, and responsibilities for all stakeholders involved. The guidelines are structured to ensure consistency and alignment with the overarching goals of the policy, providing a clear pathway from policy development to execution.

These manuals include:

- **Policy Implementation Guides:** Detailed instructions for translating policy goals into actionable steps.
- **Stakeholder Engagement Manuals:** Methods for identifying, engaging, and collaborating with various stakeholder groups throughout the implementation process.
- **Monitoring and Evaluation Manuals:** Guidelines for tracking progress, evaluating outcomes, and making necessary adjustments to the implementation strategy.

Templates and Checklists:

This toolkit includes a variety of templates and checklists designed to facilitate the policy implementation process. These tools are practical resources that help stakeholders to systematically plan, execute, and monitor their activities. The templates are tailored to different aspects of the PPIF, ensuring that all necessary steps are covered and that nothing is overlooked.

Key tools include:

- **Action Plan Templates:** These templates assist in outlining objectives, setting clear timelines, and assigning responsibilities. They are adaptable to various policy contexts and can be customized to meet specific needs.
- **Stakeholder Engagement Checklists:** These checklists ensure that all relevant stakeholders are engaged at the appropriate stages of the implementation process, helping to foster inclusivity and collaboration.
- **Monitoring and Evaluation Checklists:** These tools help in tracking the implementation process, ensuring that the policy objectives are being met, and identifying areas for improvement.

Case Studies and Best Practices:

The toolkit is enriched with case studies that illustrate successful examples of participatory policy implementation. These case studies are drawn from various contexts and provide practical insights into how the PPIF has been applied effectively. They highlight the challenges faced, the strategies employed to overcome these challenges, and the outcomes achieved. The case studies serve as valuable learning tools, offering stakeholders concrete examples of best practices that can be adapted to their specific contexts.

Examples include:

- **Case Study on Nigeria Data Protection Act (NDPA):** Demonstrates how the participatory approach was used to foster a culture of data privacy, highlighting the role of stakeholder collaboration and capacity-building in successful policy implementation.
- **Case Study on National Digital Literacy Framework (NDLF):** Details the participatory process of developing and implementing the NDLF, emphasising the importance of stakeholder engagement and awareness sessions.

Implementation Manuals

Policy Implementation - Step by Step Guide

This guide provides a structured approach to translating policy goals into actionable plans. It outlines key steps, roles, responsibilities, and timelines for effective policy implementation.

a. Policy Analysis:

- Clearly define policy goals and objectives.
- Identify target beneficiaries and desired outcomes.
- Assess available resources and constraints.

b. Implementation Planning:

- Develop a detailed implementation plan outlining activities, timelines, and responsibilities.
- Identify key performance indicators (KPIs) to measure progress.
- Allocate necessary resources, including budget, personnel, and equipment.
- Develop a communication strategy to inform stakeholders about the implementation process.

c. Stakeholder Engagement:

- Identify and engage relevant stakeholders.
- Build partnerships and collaborations.
- Address potential challenges and resistance.

d. Capacity Building:

- Assess the capacity needs of implementing agencies.
- Develop training programmes for staff.
- Provide technical assistance and support.

e. Monitoring and Evaluation:

- Establish a monitoring and evaluation system to track progress.

- Collect data on key performance indicators.
- Analyze data to identify challenges and opportunities.
- Make necessary adjustments to the implementation plan.

1.1 Roles and Responsibilities

- Policymaker: Sets policy direction and provides overall guidance.
- Implementation Lead: Oversees the implementation process and coordinates activities.
- Project Manager: Manages day-to-day operations and resources.
- Stakeholder Engagement Officer: Builds and maintains relationships with stakeholders.
- Monitoring and Evaluation Officer: Tracks progress and evaluates outcomes.

1.2 Timelines

- Develop a detailed project timeline, outlining key milestones and deadlines.
- Consider factors such as resource availability, stakeholder engagement, and external influences.
- Use project management tools to track progress and identify potential delays.

1.3 Resources

- Human resources: Identify required staff and their qualifications.
- Financial resources: Determine the budget necessary for implementation.
- Technical resources: Identify required equipment, software, and technology.
- Partnerships: Explore potential partnerships with other organizations.

Table 1: Policy Implementation Plan Templates

Activity	Responsible Party	Timeline	Resources Required	Metrics
Stakeholder Analysis	Project Manager	Week 1-2	Project Team	Number of stakeholders identified
Communication Plan Development	Communication Officer	Week 2-3	Project Team	Communication channels established
Consultation Planning	Project Manager	Week 3-4	Project Team	Consultation schedule created
Materials Development	Content Developer	Week 4-5	Design Team	Consultation materials produced
Consultation Implementation	Project Team	Week 5-8	Volunteers, Venue	Number of participants, feedback collected
Data Analysis	Data Analyst	Week 8-9	Project Team	Key findings identified
Report Development	Project Manager	Week 9-10	Project Team	Report finalized

Table 2: Monitoring and Evaluation Framework

Indicator	Measurement Method	Data Source	Frequency
Stakeholder participation	Attendance records, surveys	Project documents	Monthly
Policy alignment with stakeholder needs	Feedback analysis, policy evaluation	Stakeholder feedback, policy documents	Quarterly
Policy impact	Performance indicators, surveys	Government data, beneficiary surveys	Annually

Table 3: Communication Plan Template

Communication Channel	Target Audience	Key Message	Timeline
Website	General public, stakeholders	Policy overview, consultation details	Throughout project
Social media	Target demographics	Policy highlights, engagement opportunities	Regularly
Email	Key stakeholders	Consultation invitations, updates	As needed
Press Releases	Media	Policy launch, key milestones	When relevant

Stakeholder Engagement Manual

Mapping

- **Identify key stakeholders:** Determine individuals, groups, or organisations that are affected by or can influence the policy.
- **Analyse stakeholders' interests:** Understand the needs, expectations, and potential impacts on each stakeholder.
- **Assess stakeholder influence:** Evaluate the power and authority of each stakeholder.
- **Create a stakeholder matrix:** Visualise stakeholders based on their interest and influence levels (e.g., power-interest grid).

Engagement Strategies

- **Communication channels:** Select appropriate channels for different stakeholder groups (e.g., email, social media, face-to-face meetings, workshops).
- **Tailored messaging:** Develop messages that resonate with specific stakeholder interests and concerns.
- **Two-way communication:** Encourage open dialogue and feedback.
- **Partnership building:** Collaborate with key stakeholders to co-create solutions.
- **Capacity building:** Provide training and support to enhance stakeholder engagement.

Roles and Responsibilities

- **Stakeholder Engagement Lead:** Oversees the entire engagement process.
- **Communication Specialist:** Develops and implements communication strategies.
- **Relationship Manager:** Builds and maintains relationships with key stakeholders.
- **Data Analyst:** Collects, analyses, and reports on stakeholder feedback.
- **Logistics Coordinator:** Handles meeting arrangements and materials.

Engagement Timeline

- **Initial Stakeholder Mapping:** Identify and prioritise stakeholders at the beginning of the policy process.

- **Engagement Planning:** Develop a detailed engagement plan outlining activities, timelines, and resources.
- **Stakeholder Consultation:** Conduct consultations through various channels (e.g., surveys, focus groups, workshops).
- **Feedback Analysis:** Analyse stakeholder input and incorporate it into policy development.
- **Ongoing Engagement:** Maintain communication and relationships with key stakeholders throughout the policy lifecycle.

Feedback Mechanisms

- **Feedback Forms:** Collect written feedback from stakeholders after consultations or events.
- **Online Surveys:** Use online platforms to gather feedback from a wider audience.
- **Social Media Monitoring:** Track online conversations and sentiment related to the policy.
- **Stakeholder Interviews:** Conduct in-depth interviews with key stakeholders to gather qualitative feedback.
- **Evaluation Reports:** Summarise feedback and recommendations for future engagement.

Monitoring and Evaluation Manual

- **Overview:** This manual details the process of tracking and evaluating the progress of policy implementation.
- **Sections:**
 - **Introduction:** Understanding the importance of M&E in policy implementation.
 - **KPI Development:** Guidelines for creating Key Performance Indicators (KPIs) aligned with policy goals.
 - **Data Collection Methods:** Techniques for gathering and analysing data.
 - **Progress Reporting:** Format and frequency of reporting progress to stakeholders.
 - **Adjustment Mechanisms:** Procedures for making necessary changes based on M&E findings.

Checklists

a. Action Plan Checklist

- **Objective Setting:** Have the policy objectives been clearly defined?
- **Resource Allocation:** Are the necessary resources (financial, human, technical) allocated?
- **Timeline:** Is there a clear timeline for each phase of the implementation?
- **Stakeholder Roles:** Are roles and responsibilities assigned to each stakeholder?
- **Risk Assessment:** Have potential risks been identified and mitigation plans developed?

b. Stakeholder Engagement Checklist

- **Stakeholder Identification:** Have all relevant stakeholders been identified?
- **Communication Plan:** Is there a communication plan in place for stakeholder engagement?
- **Feedback Channels:** Are there established channels for stakeholder feedback?
- **Engagement Activities:** Are all engagement activities scheduled and documented?
- **Stakeholder Involvement:** Are stakeholders involved in decision-making processes?

c. Monitoring and Evaluation Checklist

- **KPI Development:** Have KPIs been established and communicated to stakeholders?
- **Data Collection:** Are data collection methods in place and operational?
- **Progress Tracking:** Is there a system for regularly tracking and reporting progress?
- **Adjustments:** Are there procedures for making adjustments based on M&E data?
- **Final Review:** Is there a final review process before the completion of the implementation?

Templates

a. Action Plan Template

- **Policy Objective:**
- **Key Activities:**
- **Responsible Parties:**
- **Timeline:**

- **Resources Needed:**
- **Risk Mitigation:**

b. Stakeholder Engagement Template

- **Stakeholder Group:**
- **Engagement Objective:**
- **Communication Methods:**
- **Timeline:**
- **Feedback Mechanisms:**
- **Next Steps:**

c. Monitoring and Evaluation Template

- **KPI:**
- **Data Collection Method:**
- **Reporting Frequency:**
- **Responsible Person/Team:**
- **Adjustments Needed:**
- **Next Steps:**

5. Adoption Strategy

Pilot Testing:

The toolkit includes a structured approach to pilot testing, which involves implementing the PPIF in a controlled environment before full-scale deployment. Pilot testing is a critical step in the adoption strategy, as it allows stakeholders to identify potential challenges, test the effectiveness of the implementation plan, and make necessary adjustments. The pilot phase is designed to minimize risks and ensure that the PPIF can be successfully scaled up.

Key aspects of pilot testing include:

- **Selection of Pilot Sites:** Criteria for choosing locations or sectors where the PPIF will be tested. These sites are selected based on their representativeness and the likelihood of successful implementation.

- **Implementation Process:** Detailed steps for executing the pilot phase, including stakeholder engagement, resource allocation, and timeline management.
- **Evaluation of Pilot Outcomes:** Methods for assessing the results of the pilot phase, identifying lessons learned, and making recommendations for scaling up the PPIF.

Scaling Up:

Once the pilot phase is successfully completed, the toolkit provides a comprehensive strategy for scaling up the PPIF. This strategy is designed to expand the implementation of the framework to other regions, sectors, or policies, ensuring that the benefits of participatory policy implementation are widely realized.

Key elements of the scaling-up strategy include:

- **Replication of Success:** Guidelines for replicating the successful aspects of the pilot phase in other contexts. This includes adapting the PPIF to different regions or policy areas while maintaining the core principles of participation and inclusivity.
- **Resource Allocation:** Strategies for securing the necessary resources (financial, human, and technical) to support the scaling-up process. This includes identifying potential funding sources and building partnerships with key stakeholders.
- **Capacity Building for Scaling:** Ongoing training and capacity-building efforts to ensure that stakeholders are prepared to implement the PPIF on a larger scale. This includes developing new training modules, expanding stakeholder networks, and enhancing communication strategies.

Sustainability Plans:

The toolkit includes detailed sustainability plans to ensure that the PPIF remains effective and relevant over the long term. These plans focus on maintaining the momentum of the implementation process, securing ongoing stakeholder engagement, and ensuring that the necessary resources are available to support the continued success of the PPIF.

Key components of the sustainability plans include:

- **Long-Term Support Structures:** Establishing institutions or governance structures that provide ongoing support for the PPIF. These structures ensure that the framework remains a priority and that stakeholders have access to the resources and guidance they need.

- **Funding Strategies:** Identifying and securing long-term funding sources to support the implementation and maintenance of the PPIF. This includes exploring partnerships with government agencies, international organizations, and the private sector.
- **Institutionalisation of the PPIF:** Embedding the principles of participatory policy implementation within existing governance frameworks, ensuring that the PPIF becomes a standard approach to policy implementation. This involves advocating for policy changes, integrating the PPIF into national strategies, and promoting its adoption at all levels of government.

6. Public Consultation Planning Guide

1. Define Objectives:

- Clearly articulate the purpose of the consultation.
- Identify the target audience.

2. Develop a Communication Strategy:

- Create a communication plan outlining key messages and channels.
- Utilize various platforms (social media, print, radio, etc.) to reach a wide audience.

3. Select a Venue and Format:

- Choose a convenient and accessible location.
- Determine the format (in-person, online, or hybrid).
- Consider accessibility for people with disabilities.

4. Develop an Agenda:

- Outline the meeting structure, including introductions, presentations, Q&A, and closing remarks.
- Allocate time for each agenda item.

5. Recruit Facilitators and Note-takers:

- Assign roles and responsibilities to ensure smooth meeting facilitation.

6. Prepare Materials:

- Develop presentation materials, handouts, and visual aids.
- Ensure materials are accessible to all participants.

7. Follow-up:

- Plan how to disseminate meeting outcomes and gather feedback.

Additional tools from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Cooperation Management for Practitioners. *Managing Social Change with Capacity Works*

The updated toolbox was developed with the aim of guiding and simplifying social change processes. Capacity WORKS gives the actors involved guidance and structure, without constraining them. And using simple methods it facilitates a joint understanding of the key issues in the joint project and how to approach them. At the same time Capacity WORKS also reflects an attitude and articulates a standard of quality for cooperation projects.

These tools enable all actors involved participate actively, listen and look carefully, pool and negotiate their interests and strengths, and continuously reflect on their joint undertaking.

The tools below will support your overall stakeholder engagement, capacity building, monitoring and evaluation activities and strengthen your overall policy implementation experience with sustainability and scalability at their core.

The comprehensive manual can be purchased directly here - [Handbook: Cooperation Management for Practitioners - giz.de](#) or
request a copy from GIZ/ Digital Transformation Center (DTC) Nigeria by sending an email
to: ***dtc-nigeria@giz.de***

Remember participatory policy implementation is a project.

Relevant GIZ Capacity WORKS Tools for Participatory Policy Implementation

Below are relevant tools that would aid various components of your participatory policy implementation process. Each tool is indicated with its corresponding purpose and can be found in the Capacity WORKS manual.

Table 4: Stakeholder Engagement Tools

S/N	Tool Number	Page Number	Tool Title	Tool Purpose
1	02	99	Societal Patterns and Trends	This tool allows you to conduct a brief and pragmatic analysis of the overall societal context, which is relevant to determining the focus or key issues for strategy development. It will clearly identify societal patterns and trends and interpret them as opportunities and threats for achieving the project's objectives.
2	03	102	Scenarios	Use this tool to assess – through an exchange of different perspectives and experiences – relevant factors and their effects on future developments. This assessment will provide you with a better basis for decision-making.
3	04	106	Key Challenges SWOT	During strategy development, this tool will help you to structure the relevant challenges in the area of social concern in which the project is to support change. It: <ul style="list-style-type: none">▪ analyses the strengths and momentum for change that can be leveraged by the project.▪ analyses the weaknesses that the project is to address.

S/N	Tool Number	Page Number	Tool Title	Tool Purpose
				<ul style="list-style-type: none"> ▪ identifies opportunities in the project setting that can be used to shape the change process. ▪ identifies the threats that jeopardise the need for change.
4	06	113	Selecting an Option	This tool will help you conduct a structured discussion to assess strategic options and to come to a well-informed decision.
5	09	129	Map of Actors	This tool will help you identify and visualise the relevant project actors and their relationships.
6	10	134	Actor Profiling (4 A's matrix)	This tool is designed to help you identify the attitudes of relevant actors toward the project. Groupings are brought to light, such as supporters and opponents who may block progress. The actor profiles provide you with a basis for discussing and comparing strategic options.
7	11	137	Interest of Key Actors	This tool will help you identify key actors and their interests in the project's change objective.
8	14	153	Networks: Strengthening Relationship Potentials	This tool will help you decide whether activities to establish or strengthen networks should be carried out. It will help you plan specific activities by providing examples and by stipulating criteria for safeguarding the quality of networks.
9	15	158	Trust Building	This tool allows you to rapidly assess the existing basis of trust within a cooperation system.
10	17	171	Needs Analysis	This tool allows you to establish where you require complementary cooperation and to identify the internal or external partners with whom you should forge such a relationship.

S/N	Tool Number	Page Number	Tool Title	Tool Purpose
11	19	177	Shaping Negotiation Process	This tool will help you prepare and implement negotiations in which different interests, ways of working and expectations meet and perhaps clash.
12	20	182	Steering Structure	This tool will help you develop, select and decide on a suitable steering structure for a project.

Table 5: Capacity Building Tool

S/N	Tool Number	Page Number	Tool Title	Tool Purpose
1	08	122	Capacity Development Strategy	You can use this tool to review and optimise the activities that are designed to realise a specific strategy at the three levels of capacity development (CD). It will help you to identify interactions between these activities and between the societal (including the elements of cooperation systems and the development of enabling frameworks), organisational and individual levels of CD, and to harness synergies.

Table 6: Monitoring and Evaluation Tools

S/N	Tool Number	Page Number	Tool Title	Tool Purpose
1	07	116	Results Model	This tool depicts the selected strategic options at a glance. It will help you to clearly document a joint understanding of the path to change for all actors.

S/N	Tool Number	Page Number	Tool Title	Tool Purpose
2	22	190	Results Based Monitoring Systems	This tool provides you with an overview of the steps required to set up a results-based monitoring system.

Table 7: Scale and Sustainability Tools

S/N	Tool Number	Page Number	Tool Title	Tool Purpose
1	30	225	Scaling-Up	You can use this tool to scale up and mainstream experience, learning processes, knowledge and solutions to ensure that innovative pilot activities and new approaches generate broad-based, structure-building impacts.
2	33	236	Knowledge Management in Projects	This tool will help you identify and safeguard relevant practical knowledge, and systematically manage it for sharing with others later on.
3	36	249	Communities of Practice	This tool is a non-hierarchical, practical form of learning for sharing knowledge and experience. Individuals with shared interests exchange information on a defined area of specialisation and generate new knowledge together.
4	40	267	Intervision	Intervision is a structured group meeting in which one participant is advised by the other members – who have been cast in particular roles. The aim is to develop joint practical solutions for a specific problem.



This publication was co-funded by the European Union. Its contents are the sole responsibility of GIZ Nigeria and can in no way be taken to reflect the views of the European Union.