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OFFICE OF POLITICAL LEGISLATIVE AND CIVIC ENGAGEMENT LAGOS STATE STRATEGIC PLAN Y2025-Y2027

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LAGOS STATE GOVERNMENT

OFFICE OF POLITICAL, LEGISLATIVE & CIVIC ENGAGEMENT

STRATEGIC PLAN

2025 – 2027

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Our Vision

A Lagos where everyone is engaged, fulfilled and lives in harmony.

Our Mission

To promote an inclusive society by strengthening civic engagement and fostering collaboration among all political stakeholders.

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ACKNOWLEDGEMENTS

We would like to express our sincere gratitude to the Executive Governor of Lagos State, Mr. Babajide Olusola Sanwo-Olu, and Mr. Deputy Governor, Dr. Kadri Obafemi Hamzat, for their leadership and commitment to citizens' engagement and good governance.

Special appreciation goes to the pragmatic Special Adviser to Mr. Governor on Political, Legislative and Civic Engagement, Dr. Afolabi Abiodun Tajudeen (FFAN, FCIA).

We extend our sincere gratitude to the International Institute for Democracy and Electoral Assistance (International IDEA) and the Rule of Law & Anti-corruption (RoLAC) for their invaluable technical support and contribution to the development of this Strategic Plan.

We also acknowledge the Management and Technical Committee of the Office of Political, Legislative and Civic Engagement (OPL&CE) for their meticulous brainstorming sessions, critical evaluations and insightful inputs, all of which significantly enriched the content and direction of this Strategic plan. The OPL&CE is confident that the implementation of this strategic plan with the continued collaboration and support of all stakeholders shall positively and meaningfully impact the lives of residents of Lagos State.

Signature

Engr. Ms. Sholabomi M. Shasore

Permanent Secretary

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FOREWORD

As Lagos continues to evolve as a dynamic and vibrant megacity, the intersection of political, legislative, and civic engagement remains a cornerstone for fostering sustainable growth and ensuring inclusive development in alignment with the T.H.E.M.E.S+ agenda.

This strategic Plan document outlines key approaches and actionable insights to strengthen our engagement with the various stakeholders in these critical areas from 2025 to 2027. By enhancing collaboration with government entities, leveraging legislative platforms, and empowering citizens, we aim to create a more transparent, responsive, and participatory environment in Lagos.

This document serves as a roadmap for navigating the complexities of political and civic landscapes, providing both direction and actionable steps to influence policy outcomes, promote active citizenry, and ensure the city's today, now and future aligns with the needs and aspirations of its diverse populace. It defines Government ways of engagement with citizens on service delivery. By focusing on inclusivity, participatory governance, and responsive service delivery, we aim to build public trust and confidence in Government. Through these measures, we reaffirm our commitment to a citizen-centric approach in governance and service excellence.

A core focus of this plan is the empowerment of active citizenship and grassroots involvement. By strengthening relationships with key stakeholders, we seek to create sustainable partnerships that drive equitable development and growth across the state. Central to this effort is our commitment to amplifying the voices of all Lagosians—especially youth, women, and underrepresented communities.

Through focused efforts, we are committed to contributing to a Lagos that is not only a 21st Century commercial hub but also a model for civic engagement, governance, and social equity.

Let us all embrace these strategies as a collective call to action.

Signature

Dr. Afolabi Abiodun Tajudeen
Special Adviser
March 2025

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LIST OF ACRONYMS

CDCs	Community Development Councils
CDAs	Community Development Associations
IBILE	Categorisation of Lagos to Ikeja, Badagry Ikorodu Lagos & Epe Divisions
IEC	Information, Education and Communication materials
IIDEA	International Institute for Democracy and Electoral Assistance
LASHMA	Lagos State Health Management Agency
LASRRA	Lagos State Residents Registration Agency
LCDAs	Local Council Development Areas
LGAs	Local Government Areas
LIRS	Lagos State Internal Revenue Service
MDA	Ministries Departments and Agencies
MOU	Memorandum of Understanding
NGOs	Non-Governmental Organizations
OPL&CE	Office of Political, Legislative and Civic Engagement
PESTLE	Political, Economic, Social, Technological, Legal, and Ecological
SWOT	Strengths, Weaknesses, Opportunities and Threats.

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1 INTRODUCTION

The Strategic Plan document of the Office of Political, Legislative and Civic Engagement (OPL&CE) serves as a comprehensive roadmap to guide the Office in achieving its core mandate. It outlines the strategic priorities, goals and programs that will guide the office's work in promoting civic engagement, legislative advocacy and community development.

This document outlines our long-term vision, mission, key objectives, and the strategies OPL&CE will implement to achieve sustainable growth, operational excellence, and impactful outcomes. The need for a three-year strategic plan to guide our work as we bridge the gap between the Executive and the Legislature, and between the government and the governed, cannot be overemphasized. It underscores our commitment to making governance more inclusive, participatory and beneficial to all segments of society.

This Strategic plan serves as a roadmap that will guide decision-making, resource allocation, and organizational focus as we work toward fostering a more inclusive, and participatory Governance between 2025 and 2027.

In an ever-evolving socio-political landscape of civic and political engagement, it is crucial that the State remain responsive to the needs and aspirations of the Public. This will strengthen efforts, enhance impact, and ensure that the voices of under-represented and marginalized citizens of Lagos State are heard and responded to.

The strategic plan provides a clear framework for how we will leverage our strengths, address challenges, and capitalize on emerging opportunities. It also defines our destination and tour plan on how we will get there in the next three (3) years by fostering greater collaboration with stakeholders across various sectors.

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The OPL&CE Strategic Plan emphasizes measurable goals, actionable steps, accountability, and continuous improvement, ensuring that we stay on track to deliver value and achieve our vision.

This plan is the product of careful reflection and input from brainstorming sessions, retreats and other organized fora with active participation from all Directorates in the Office, Staff and Volunteers, and support from ROLAC. By having a comprehensive strategic plan in place, the OPL&CE can effectively achieve its mission.

With this strategic blueprint, the OPL&CE reaffirms its commitment to advancing civic engagement as a transformative force for inclusive governance and positive social change.

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2 BACKGROUND

The strategic plan for the OPL&CE serves as a comprehensive blueprint that outlines the Office's vision, mission, goals, objectives, strategies, and performance measures aimed at fostering greater public participation, empowerment, and collaboration with the Citizens of Lagos State. The document, covering a three (3) year time frame, aligns the Office's operations with its overarching vision of strengthening Civic participation.

Here is an overview of the key elements that are included in the strategic plan of the OPL&CE:

SITUATIONAL ANALYSIS (SWOT/PESTLE ANALYSIS)

- A review of the internal and external environment, identifying the strengths, weaknesses, opportunities, and threats.
- This analysis helps understand existing gaps in participation, potential barriers (e.g., social, economic, or technological), and opportunities for improvement.

STRATEGIC GOALS AND OBJECTIVES

- **Goals**: Broad, long-term outcomes that the Office seeks to achieve, such as increasing voter participation, enhancing community dialogue, or fostering greater public awareness of civic rights and responsibilities.
- **Objectives**: Specific, measurable and time-bound targets that support the achievement of these goals. For example,

ACTION PLANS AND STRATEGIES

- Detailed strategies for achieving each objective, including specific programs, initiatives, and activities. These plans may address outreach campaigns, partnerships with local organizations, digital engagement platforms, or advocacy efforts.
- Implementation timelines and assigned responsibilities help ensure accountability.

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ENGAGEMENT METHODS

- Describe the tools and channels the office will use to engage with the Public, such as town hall meetings, online platforms, surveys, focus groups, workshops, and volunteer opportunities.
- Emphasise inclusivity, ensuring that the engagement strategies reach diverse and underserved groups.

PERFORMANCE MEASUREMENT AND EVALUATION

- Establish metrics to track progress toward each objective. This may include quantitative data (e.g., voter turnout rates, participation in civic programs) and qualitative data (e.g., public satisfaction surveys).
- Periodic reviews or evaluations of the strategic plan help assess the effectiveness of initiatives and make adjustments as needed.

COLLABORATION AND PARTNERSHIPS

- Identify key stakeholders and partners, including local government entities, non-profit organizations, and community leaders. Collaborations enhance the reach and impact of civic engagement activities.

RISK MANAGEMENT AND CONTINGENCY PLANNING

- Address potential risks that may impact the plan's success, such as political changes, funding shortfalls, or societal challenges, and develop strategies for mitigating those risks.

COMMUNICATION PLAN

- Create a strategy for ensuring that key stakeholders are informed and engaged throughout the process, using both traditional and digital media channels. Transparency and consistent communication are crucial to maintaining public trust.

TIMELINE AND MILESTONES

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- Define clear timelines for achieving goals and objectives, with milestones that indicate progress. Continuous monitoring and adjustments help keep the office on track.

This strategic plan is typically a living document, created to respond to changing residents' needs, emerging trends in civic engagement, and evolving governmental priorities. The plan provides a structured, goal-oriented approach to improving the civic engagement landscape and encourages a more informed, active, and connected citizenry.

2.1 HISTORY, ESTABLISHMENT AND MANDATE

The OPL&CE has evolved in response to the growing need for more inclusive and responsive governance in Lagos State. It was established in June 1999, as the **Political and Legislative Powers Bureau,** tasked primarily with fostering relationships between political actors and supporting the Executive-Legislative interface. This later transited to the **Office of Civic Engagement** on May 29, 2015, with the sole aim of bringing governance closer to the people and bridge the communication gap between the Government and residents of Lagos State.

As the Office's responsibilities expanded, its mandate was reviewed to reflect a broader vision: *"To strengthen the harmonious relationship between the Executive and Legislative arms of Government and other political gladiators; as well as create and implement citizen's engagement policies, where every citizen in the State, irrespective of creed, religious belief, social inclination and ethnic nationality feels secured, engaged and fulfilled."*

Recognizing the need for a more integrated and strategic approach to governance, the Office underwent another transformation on July 25, 2023. Its name was formally changed to the Office of Political, Legislative and Civic Engagement (OPL&CE) and Dr. Afolabi Abiodun Tajudeen was appointed as the Special Adviser to the Governor on Political, Legislative and Civic Engagement.

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Today, OPL&CE operates as a key component of the Office of the Governor, Lagos State – driving initiatives that promote inclusive governance, foster legislative collaboration, and deepen civic participation across the State.

In line with Executive Order No. EO/AA 01 of 2015 and Circular No:062 with Ref. No: CIR/HOS/'23/Vol.1/062, the key functions of this Office are summarized as follows:

i. Initiating, formulating, and evaluating policies relating to Citizens and Stakeholders cohesion and engagement;
ii. Addressing and managing issues relating to ethnic nationalities and Civil Societies;
iii. Handling and promoting stakeholders' forum - civil society, students, churches, mosques, artisans etc.;
iv. Promoting issues and activities relating to volunteerism and community engagement;
v. Ensure political engagement and inclusion;
vi. Liaising between the Executive and Legislature on Political matters;
vii. Arranging meetings between the Legislature and the Executive;
viii. Advising the Governor on Political and Legislative matters;
ix. Creating a congenial atmosphere for the working together of the Legislature and Executive;
x. Liaising between the State Government and Political Parties at National, State, and Local Government levels;
xi. Handling Petition and Appeals coming to the Government from the Legislature;
xii. Handling of political correspondence;
xiii. Gather, analyse and disseminate political intelligence to the Government;
xiv. Mobilizing support for State Government Executive Bills at the Public Hearing of the Lagos State House of Assembly;
xv. Evaluating and monitoring Legislative Proceeding at National and State levels;
xvi. Organizing Assent Ceremonies on Bills passed by the Lagos State House of Assembly;
xvii. Sensitization/Advocacy of Laws passed by the House of Assembly; and
xviii. Manage, process and review petitions and appeals sent to the Governor from non-Public Officers.

The Office is to drive the State's inclusiveness beyond giving governance back to the people and include citizen participation through well-articulated engagement initiatives.

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2.2 STRUCTURE OF OPL&CE

The OPL&CE is structured in a way to effectively deliver on its mandates (see Organogram and the detailed functions of department and units in the appendix). The Office is structured into three (3) main compartments as follows:

1. **The Executive Office:**
   i. Office of the Special Adviser
   ii. Office of the Permanent Secretary

2. **Directorates:**
   i. Administration and Human Resource
   ii. Citizens Engagement
   iii. Political
   iv. Legislative
   v. Legal
   vi. Finance & Accounts

3. **Units**
   i. Planning
   ii. Public Affairs
   iii. Information, Communication and Technology
   iv. Internal Audit
   v. Procurement

2.3 MEMBERSHIP OF OPL&CE

Presently, the OPL&CE has members of Staff pooled from the Administrative & Human Resource, Executive, Finance & Accounts, Planning, Procurement, Auditors, Program Analyst, State Counsel, Data Processing, Scientific, Secretarial, and Clerical Officers Cadres, including Driver Mechanic classified in the Technical and Generic Departments/Units of the Office.

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3 THE STRATEGIC PLAN DEVELOPMENT PROCESS

The Strategic Plan Development Process included the following:

i. **Assessing the current situation**: This included reviewing the organisation's assets and core competencies
ii. **Defining the vision and mission of OPL&CE**: Envisioning the organisation's future state and understanding its purpose
iii. **Setting goals and objectives**: Creating long-term actionable goals that flow down through the organization
iv. **Conducting a SWOT analysis**: Evaluating the organisation's strengths weaknesses, opportunities and threats
v. **Developing an Action plan**: Breaking down the strategic plan into specific actions with timelines and responsibilities
vi. **Implementing the plan**: Ensuring cross-departmental collaboration and communication
vii. **Monitoring and evaluation**: Developing an M&E plan to track progress and celebrate achievements
viii. **Internal capabilities**: accessing OPL&CE's defined mandate, goal oriented leadership, competence of its Human Resources, level of the political will and efficiency of its service delivery.

3.1 DEVELOPMENT PROCESS FOR OFFICE OF POLITICAL LEGISLATIVE AND CIVIC ENGAGEMENT STRATEGIC PLAN 2025 - 2027

The OPL&CE is tasked with fostering civic inclusiveness and addressing political and legislative issues. This is achieved through the initiation, formulation, and implementation of policies and programs aimed at improving the lives of Lagos residents. However, certain challenges have been identified as impediments to the effectiveness of the Office's operations and the achievement of its overall goals.

1. **Inadequate awareness:** A major issue is the low level of public awareness regarding the programs, platforms, and activities facilitated by the Office. This has limited citizen participation and reduced the effectiveness of civic engagement initiatives. Additionally, gaps exist in realizing the vision and mission statements, affecting the overall strategic direction. Internal challenges such as inadequate cross-functional collaboration between Departments and Units and inefficiencies in the resolution of complaints via the Citizens Gate platform further impact service delivery. These shortcomings collectively impede optimal service delivery and the realization of the Office's vision and mission.

2. **Financial Constraints:** Financial constraints also pose a significant challenge, as it limits the ability to implement all intended programs and respond to assessed requests for financial

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assistance. Furthermore, the rapid socio-economic changes in society continue to influence and elevate citizens' expectations, necessitating a more dynamic and responsive approach.

3. **Bureaucratic Bottlenecks:** The management has also observed that the existing work processes appear complex, thereby affecting the seamless operation of the Office. Moreover, the current programs and activities do not fully reflect the entirety of OPL&CE's mandate, further contributing to the gaps in achieving the organization's vision and mission. These systemic inefficiencies reduce the overall impact of the Office's interventions.

To comprehensively address these challenges and ensure the effective execution of its mandate, the Office recognized the necessity of developing a strategic policy document. In pursuit of this objective, a three-day strategic development retreat was organized under the theme ***Strategic Development Retreat - Deepening Civic Engagement***. This retreat was conducted with technical support from European Union's Rule of Law and Anti-Corruption (RoLAC) programme and The International Institute for Democracy and Electoral Assistance (International IDEA).

During the retreat, participants employed strategic planning analytical tools such as SWOT and PESTLE to evaluate the Office's capabilities. The insights gained from these assessments are instrumental in shaping a structured and effective strategic policy document, aligning the Office's operations with its overarching mandate.

3.2 THE SUCCESS FACTORS OF THE IMPLEMENTATION OF OPL&CE STRATEGIC PLAN 2025 - 2027

1. **Teamwork**: The OPL&CE will leverage her well-rounded human resources that cut across departments and units, a team that comprises of individuals with diverse skills, experiences, and viewpoints. This diversity helps ensure that the strategic plan addresses the concerns of different stakeholders and is comprehensive in its approach.

   Effective teamwork ensures that responsibilities are shared among the staff, reducing the burden on any one person, thereby promoting accountability, with each staff contributing their strengths and taking ownership of specific tasks or projects. By collaborating closely together as a team, problems are solved, and required adaption to challenges are made as they arise.

2. **Wide publicity and awareness on OPL&CE programs:** Engaging in awareness campaigns, through social media, press releases, or advocacy, will help us communicate our strategic vision to all stakeholders in Lagos. Through consistent messaging, we will reinforce OPL&CE

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plans and direction, ensuring that everyone—internally and externally—understands and aligns with the strategic objectives.

Effective publicity channels will not only promote our strategy but also allow OPL&CE to collect feedback from the public and stakeholders. This feedback is valuable for assessing the impact of our strategic plan and making necessary adjustments or improvements where necessary.

3. **Leadership Skills**: OPL&CE will not only rely on her dynamic human resources to execute a strategic plan, but also on volunteers, diverse stakeholders, and community leaders and members across the State. Leaders who excel in team building and collaboration can foster an environment where individuals with varied skills work effectively together. This is crucial for us to implement our strategic plan across different facets of the society.

4. **Motivation and Drive**: After careful analysis of our challenges as an Office, we understand that some of our initiatives often require long-term commitment to see true changes. Motivation and drive are essential for keeping the momentum going, these factors ensure that the Staff involved remains focused on our mission, even when challenges arise, and that the strategic plan continues to adapt, grow, and achieve its goals.

5. **Strong work ethics**: A strong work ethic is another essential success factor for OPL&CE strategic plan. We understand that the dedication and commitment of the individuals and teams across our departments and units involved in our programs and activities can significantly influence the success of our mandate.

   Hence, OPL&CE over the years has created a culture where hard work, accountability, and commitment are celebrated and modelled across the Office.

6. **Adaptability**: Due to the dynamic landscape of Lagos. OPL&CE understands that technology and communication tools are constantly evolving. A strategy that can embrace digital platforms, social media, in-person engagement, or hybrid models as needed will likely have a greater reach and impact.

   Also engaging communities means continuously learning and listening. A strategy that can adapt based on feedback from stakeholders and community members ensures that our processes remain relevant and effective. Building a strong adaptable plan can help meet these diverse needs, ensuring inclusivity.

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4 VISION, MISSION AND CORE VALUES

4.1 VISION

A Lagos where everyone is engaged, fulfilled and lives in harmony.

At the OPL&CE, we envisioned a Lagos where every resident is empowered to actively participate in shaping the decisions that affect their lives, communities, and the broader society

Our vision is one where civic participation is not just a right, but a shared responsibility, accessible to all, regardless of background, identity, or socioeconomic status. We are committed to cultivating an informed, engaged, and inclusive society where diverse voices contribute to the development of policies, solutions, and opportunities that reflect the needs and aspirations of the people.

Through targeted sensitization, sustained advocacy, and cross-sector collaboration, we aim to break down barriers to civic engagement, fostering a culture where dialogue and collective action lead to stronger, more resilient society. Together, we can build a more just, equitable, and vibrant Lagos, where every person has the agency to make a meaningful difference.

To **engage everyone** involves participation of all (the governed and the government) in our programs, actively involved, contributing their skills and energy, possessing a sense of purpose, responsibility and collective ownership among Lagos residents.

To be **fulfilled,** is for the residents of Lagos to benefit from opportunities that abound in the land. It is a state where the Government meets people's expectations and needs through our services and programs. It is also a state of being content with their quality of life and the opportunities available to them.

To live in **harmony,** is existing in a state of peaceful coexistence, mutual respect and cooperation. It is a state where individuals live together in a spirit of respect and values the diversity of others, practicing empathy, tolerance and understanding. It is about building communities that value each person's dignity and work together toward collective progress.

4.2 MISSION

To promote an inclusive society, through strengthening civic engagement, and fostering collaboration amongst all political stakeholders.

Our mission is to inspire, educate, and empower individuals and communities to actively participate in Governance. We are committed to fostering a culture of civic responsibility where informed citizens understand their role in shaping local, national, and global change. Through inclusive programming, and advocacy, we aim to bridge divides, elevate diverse voices, and cultivate a society where every individual feels equipped and motivated to engage in public life. By nurturing

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collaboration and dialogue, we work to strengthen the foundations of democracy and create lasting, positive impact for citizens of Lagos.

4.3 CORE VALUES

At the heart of our work lies a set of core values (with the acronym PA2I) that guide our mission and shape our impact. These values are not just principles we aspire to, they are the foundation upon which we build every relationship, every initiative, and every community partnership. The core values are Professionalism, Active Collaboration, Integrity and Impartiality.

1. **Professionalism**: Professionalism is crucial in attaining our mandate. It demonstrates excellence in all areas of work while maintaining a commitment to public service and the public interest. It entails innovation, expertise, competence, respect, communication, time management, continuous learning, etc. By embracing professionalism as a core value, the OPL&CE demonstrates its commitment to providing high-quality services and a culture of excellence that reflects positively on government-citizen relations.
2. **Active Collaboration**-This is an extension of inclusivity. It simply means the continuous involvement of all relevant stakeholders to identifying loop holes, develop solutions and initiatives. It fosters an environment where citizens, civil society, and institutions play a meaningful role in shaping outcomes. Collaboration also provides a vital feedback mechanism, reinforcing trust and shared ownership in governance processes.
3. **Integrity:** Upholding the highest standards for honesty, ethics and morality in all actions, decisions and interactions while being transparent, accountable and trustworthy is our key value. By embracing integrity as a core value, the OPL&CE is committed to maintain a strong reputation, credibility, fairness, impartiality and equal treatment in all interactions.
4. I**mpartiality**: As a core value for the OPL&CE, impartiality is, remaining neutral, unbiased and fair in all interactions and actions, avoiding favoritism, prejudice and discrimination. This is essential in citizens' engagement as it ensures that the Office maintains credibility and legitimacy in our work and interaction.

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5 STRATEGIC OBJECTIVES

The OPL&CE plays a vital role in fostering communication and collaboration between the government and the public. Its objectives centre on enhancing civic and democratic participation, increasing transparency, and improving the quality of governance.

The strategic objectives describe how the Office wishes to fulfil its mission and move towards achieving its vision. These objectives were derived from the analysis of the office mandate, strengths, weaknesses, opportunities, threats and its operating environment.

The Office has five (5) strategic objectives it intends to achieve in the next 3 years. They are:

i. To build public trust in government through open communication and responsive service delivery

ii. To enhance active citizenship and grassroots involvement in governance processes through education, outreach, and mobilization.

iii. To strengthen relationships among key stakeholders, including policymakers, community leaders, and citizens, to create sustainable partnerships.

iv. To enhance the inclusion of diverse voices in governance to foster equity and inclusivity (especially youth, women, and underrepresented communities).

v. To engage citizens and political stakeholders through targeted initiatives to improve relationships and encourage participatory governance.

5.1 STRATEGIC OBJECTIVE 1:

To build public trust in government through open communication and responsive service delivery

Public trust refers to the confidence and faith that citizens have in their institutions, such as Government, Judiciary, Law enforcement, healthcare, education and other public services. Public trust attracts investment to the system, creates employment and stimulates economic growth. Citizens are more likely to pay more taxes when they trust their government to use revenues effectively. One of the strategic objectives of the OPL&CE is to restore and strengthen trust in the Government through open communication and responsive service delivery.

Thus, a weekly Radio and TV program tagged CitizensGate (an intensified weekly and periodic broadcast connecting citizens with Ministries, Departments and Agencies (MDAs) where CEOs or designated representatives of service-based MDAs will engage the public directly by responding to

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concerns, providing updates and explaining how their Agencies aim to improve citizen impact and service delivery.

Civic/Citizens' Education programs and outreaches to Community Development Associations, Schools and students' representatives will also be undertaken in a bid to awaken citizens to their rights and privileges. Annual Civic week celebration, an avenue to also build trust of the Citizens in Government through engagement will be carried out. Regular financial interventions will be provided to Lagos State residents who need assistance in the aspect of education, medical, business and accommodation.

Voters' Education programs, Civic Engagement workshops, Community Outreach initiatives, Faith-based Community Engagement, Online petition/interactive Platform (CitizensGate), improved Citizens feedback mechanisms are some activities and programs that will be implemented to build public trust and promote civic engagement. Quarterly EXCO briefings on people's perception of government termed **CITIZEN SENTIMETER** will also be employed. All these are to increase citizens' trust in government policies and initiatives, improve public perception of government accountability mechanisms and transparency practices and achieve greater public confidence in government's ability to deliver on promises and services. The OPL&CE will operate an open-door policy receiving the citizens with respect and treating their complaints in commendable professional manner thereby increasing people's confidence about government. The Office will also work with the relevant State ministry to counter misinformation that distort trust such as drive a SMS fact alert system for critical misinformation.

5.1. STRATEGIC OBJECTIVE 1: **To build public trust in government through open communication and responsive service delivery.**	
5.1.1: OUTCOMES	**Increased citizen trust in government policies and initiatives**
ACTIVITIES	1. Weekly Radio program tagged Citizen's gate (a program that connects citizens to different MDAs). 2. Periodic 13- episode Season TV Program (Citizens Gate TV). 3. Civic/Citizens' Education programs and outreaches to Schools. 4. Exhibitions (taking advantage of State-wide and private sector programs where OPL&CE pamphlets and other information materials may be shared). 5. Enhance the functionality of the Citizen's gate App for prompt and accurate response.

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OUTPUTS	1. CitizensGate program reports (including Policy feedback and recommendations). 2. Education, awareness and sensitization events held. 3. Information, Education and Communication (IEC) Materials distributed (flyers, brochures, etc.) 4. Enhanced functionality of the Citizens Gate platform
PERFORMANCE MEASURES	1. Number of feedback/contributions received from Citizens Gate's programme disaggregated by complaints, commendations, enquiries, Suggestions-Early warning signals. 2. Number of sensitization programmes and outreaches held and participants engaged. 3. Number of IEC materials distributed 4. Engagement and Feedback rate the Citizens Gate platform improved by 30% annually
5.1.2 OUTCOMES	**Improved public perception of Government accountability mechanisms and transparency practices**
ACTIVITIES	1. Engagement with corporate Organizations/NGOs in driving social responsibilities. 2. Town hall meetings / Public awareness campaigns on civic engagement, voter education, citizens' rights, government stewardship, etc.) 3. Youth leadership programs, Community Outreach initiatives 4. Monitor misinformation. Engage public with factual information.
OUTPUTS	1. Data of engaged organisations compiled. 2. Town hall meetings / Public awareness programs held 3. Synergy and Partnerships Between Youth, community leaders and Government established. 4. Factual information published.
PERFORMANCE MEASURES	1. Number of organizations enrolled and engaged. 2. Number of Town hall meetings held 3. Number of youth programs held and joint project initiated. 4. Number of factual information published.
5.1.3 OUTCOMES	**Greater public confidence in the government's ability to deliver on promises and services**
ACTIVITIES	1. Workshops and trainings for community leaders, activists, youth groups, etc. Dissemination of information on government progress. 2. Quarterly Executive briefings on people perception of government – **CITIZEN's SENTIMETRE**

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OUTPUTS	1. Workshops and training for youths, etc. completed, information disseminated, and feedback and opinion gathered. 2. CITIZEN's SENTIMETRE held and executive opinions gathered.
PERFORMANCE MEASURES	1. Number of workshops and trainings conducted volume of feedbacks gathered and information disseminated 2. Number of executive opinions gathered during CITIZEN's SENTIMETRE
5.1.4 OUTCOMES	**Comprehensive integration and encouragement of the optimisation of all State feedback solutions to enhance transparency, accountability and real-time feedback in government operations**
ACTIVITIES	1. Integrate and optimize the Project Monitoring and Reporting (PMR) system and other feedback solutions into the Citizens Gate platform
OUTPUTS	1. Feedback systems (with active user engagement) fully integrated on CitizensGate. 2. Reports generated on project feedback and citizen interactions
PERFORMANCE MEASURES	1. Number of feedback systems integrated into CitizensGate. 2. Volume of feedback received from citizens via the platform. 3. Percentage of issues addressed based on citizen feedback. 4. Increase in user engagement and satisfaction with the feedback process.

5.2 STRATEGIC OBJECTIVE 2:

To enhance active citizenship and grassroots involvement in governance processes through education, outreach, and mobilization.

Enhancing active citizenship and grassroots involvement in governance processes is important for promoting democratic participation, accountability and inclusive government. Mentorship programs for emerging leaders among youths and women to provide guidance and support including partnership programs with Civic Society Organizations, Community Groups, etc. will be initiated. Relevant Workshops and Seminars to educate citizens about their rights, responsibilities, government process, etc. will be organized.

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Regular participation in Community Development Committee (CDCs) meetings and Quarterly Community sensitization program across the 20 LGAs and 37 LCDAs in the State will be done by the Citizens Engagement Department. The Political Department will engage the populace on continuous voters' education sessions using IBILE demography and also conduct regular political mobilization on public rights, responsibilities, government process, etc. all aimed towards good Governance. Intelligence gathering and engagement with protest organizers will also be a continuous assignment of the Political Department to ensure that demonstrations held are peaceful and concerns raised are proactively addressed. The Office will establish clear frameworks for protest management, including guidelines for law enforcement and public safety measures.

The outcomes of this strategy will be higher rate of civic participation in government reforms and decision-making process including increased awareness and understanding of civic rights and responsibilities and greater representation of marginalized groups in governance initiatives.

5.2 Strategic Objective 2: **To enhance active citizenship and grassroots involvement in government process**	
5.2.1 OUTCOMES	**Higher rate of civic participation in government reforms and decision-making process**
ACTIVITIES	1. Mentorship programs for emerging leaders to provide guidance and support. 2. Partnership programs with Civil Society Organizations, Community Groups CDAs, CDCs, etc.
OUTPUTS	1. Report of Capacity building and mentorship programs for emerging leaders and mentoring manuals and brochures shared. 2. Formal partnerships established with civil societies and community groups.
PERFORMANCE MEASURES	1. Number of mentorship programs conducted. 2. Percentage of Mentees who were assigned mentors. 3. Number of partnerships established with Corporate Organizations/NGO in a year. disaggregated by voluntary services, CSR etc.
5.2.2 OUTCOMES	**Increased awareness and understanding of civic rights and responsibilities**
ACTIVITIES	1. Conduct Workshops and Seminars to educate citizens about their rights, responsibilities (voter's education, other rights subject to current issues), government process, etc. 2. Online platform programs to leverage technologies such as Virtual Town Hall meetings.

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	3. Hold engagement fora with the objective of creating a formal structure for Community members to advice Government Agencies (Citizens Advisory Committee).
OUTPUTS	1. Sensitisation program on voter education and other subjects held. 2. Voters' and other sensitisation reports. 3. Engagement and Citizens Advisory Committee.
PERFORMANCE MEASURES	1. Number of registered attendees during the sensitisation programs. 2. Number of Citizens who engage with our digital and social media platform. 3. Number of engagements and Citizens Advisory committee meetings held.
5.2.3 OUTCOMES	**Greater representation of marginalized groups in governance initiatives**
ACTIVITIES	1. Outreaches in Communities and Schools in areas with high number of marginalized groups. 2. Advocacy programs to marginalized groups etc. 3. Engaging with protest organizers proactively on protest management.
OUTPUTS	1. Outreach programs held. 2. Needs assessment in communities and schools for marginalized groups completed. 3. Advocacy campaigns carried out. 4. Data on citizens participated on Social Media collected. 5. Meetings held with protests organisers
PERFORMANCE MEASURES	1. Number of schools and communities reached. 2. Number of advocacy programs conducted, and number of marginalized groups engaged. 3. Percentage of protests managed without violence or escalation. 4. Number of meetings held with protests organisers

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5.3 STRATEGIC OBJECTIVE 3:

To strengthen relationships among key stakeholders, including policymakers, community leaders, and citizens, to create sustainable partnerships.

The objective to strengthen relationships among stakeholders is important as it involves building and nurturing connections between individuals, groups or organisations that have vested interest in our projects and activities. This objective is to create a network of strong collaborative relationships that foster trust, communication and mutual understanding.

To achieve this, the OPL&CE will share information about her activities, achievements and challenges through meetings, online updates, and other relevant channels. We will establish clear and accessible communication channels for stakeholders to provide feedback especially through our Citizen's gate and SENTIMETRE platforms.

We will organise regular meetings, workshops and roundtable discussions to bring stakeholders together, share ideas and build partnership. We will collaborate with key stakeholders by identifying opportunities for joint initiatives that aligns with our objectives. We will also collaborate with Citizens Engagement Liaison Offices across the 20 (twenty) LGAs and 37 (thirty-seven) LCDAs in the State and periodically engage MDAS. Utilising this strategy, we will use inclusive language and materials in all communication and outreach efforts to ensure that all stakeholders feel valued and respected.

Our Political Department will institute quarterly Conflict, Dispute/ protest and resolution meetings while the Legislative Department will enhance interactive sessions with Executive/Legislative and Political class. Annual Legislative and Executive parley will feature in our activities to enhance harmonious relationship with Legislative Officers. The outcome of this strategy is improved coordination and cooperation between the executive and legislative arms of government, establishment of long-term strategic partnerships with diverse stakeholders and enhancement of collective action toward policy development and implementation.

5.3 Strategic Objective 3: **To strengthen relationships among key stakeholders, including policymakers, community leaders, and citizens, to create sustainable partnerships**	
5.3.1 OUTCOMES	**Improved coordination and cooperation between the executive and legislative arms of government.**
ACTIVITIES	1. Executive and Legislative Parley. 2. Quarterly Observation of Legislative processes and Procedures at State and National Assembly. 3. Review of Policy development and Engagement process. 4. Engagements with diverse groups between the Executives and Legislatives as required. 5. Periodic engagements with MDAs

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OUTPUTS	1. Executive and Legislative Parley-Communique. 2. Minutes of proceedings at State Assembly. 3. Reports of visits to the National Assembly. 4. Minutes of the policy development review meetings. 5. Improved policy development/Engagement process. 6. Reports of inter-agency collaboration.
PERFORMANCE MEASURES	1. Executive and Legislative fora /Parley held. 2. Number of Policy development review meetings minutes. 3. Number of minutes of proceedings at State Assembly and reports to Executive on same. 4. Number reports of National Assembly visits. 5. Number and category of Executive and Legislatives engaged. 6. Number of periodic meetings and consultations held. 7. Percentage of inter-agency collaboration held.
5.3.2 OUTCOMES	**Establishment of long-term strategic partnerships with diverse stakeholders.**
ACTIVITIES	1. Organise joint sessions and regular meetings with key stakeholders, policymakers, community leaders, media and citizens. 2. Develop formal engagement plan/ Communication strategy including clear stakeholder feedback via the CitizensGate platform.
OUTPUTS	1. Sessions/meetings with key stakeholders. 2. Key issues and solutions identified. 3. Minutes of meetings. 4. Formal engagement plan/ Communications strategy.
PERFORMANCE MEASURES	1. Number of sessions with key stakeholders held. 2. Number of issues/solutions identified and implemented.
5.3.3 OUTCOMES	**Enhanced collective action toward policy development and implementation.**
ACTIVITIES	1. Review policy development/review process. 2. Town hall meetings on policy development process. 3. Physical/online public sensitization on the Policy Development /review process. 4. Development of MOU.
OUTPUTS	1. Improved policy development/review process. 2. Town Hall meetings held.

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	3. Physical/online public sensitizations. 4. MOU developed.
PERFORMANCE MEASURES	1. Number of review/Town Hall meetings held. 2. Number of physical/online public sensitizations held. 3. Number of MOU developed.
5.3.4 OUTCOMES	**Enhanced dialogue and understanding between government and protest groups**
ACTIVITIES	1. Conduct pre-protest dialogue sessions and on-site engagement during demonstrations. 2. Ensuring protests remain non-violent through effective coordination and engagement.
OUTPUTS	1. Reports on dialogue sessions and established communication channels with protest groups. 2. Reports on mediation strategies employed.
PERFORMANCE MEASURES	1. Number of dialogue sessions conducted. 2. Percentage of protests with pre-protest engagement. 3. Number of issues addressed through dialogue.

5.4 STRATEGIC OBJECTIVE 4:

To enhance the inclusion of diverse voices in governance to foster equity and inclusivity (especially youth, women, and underrepresented communities).

The objective of enhancing the inclusion of diverse voices in governance is to foster equality and inclusiveness by ensuring appropriate representation. These representatives would introduce their diversities in perspectives, experiences, needs and help in addressing historical inequalities. This objective promotes inclusion of marginalised groups such as women, minorities and persons living with disabilities. This would promote social justice and address disparities in policies, programs and services leading to more equitable outcomes. Inclusive governance ensures that all groups have equal opportunities to participate and benefit from decision-making process.

This would be achieved through sensitisation of the Public on the laws, policies and initiatives of the State Government as well as the importance of their voices in formulation of government policies, through collaboration with relevant MDAs. A regular online advocacy on the importance of diverse voices in participatory governance and canvass for the use of Citizens Gate application will be carried out.

Our Political Department will organise Town Hall meetings/advocacy and government policies and civic matters while also continuing to conduct political engagement with support groups (Civic

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Society groups, NGOs, CDCs, CDAs) while actively conducting political intelligence and coalition of data for advisory role to the Executive arm of Government. These actions and activities will help us achieve broader participation of diverse groups in policy formulation and governance, improved implementation of policies that address the needs of marginalized populations and greater equity in governance and service delivery.

The process of gathering information on the needs of under-served areas during advocacy programmes within the Five (5) Divisions of the State will be empowered. Sensitization on Citizens gate and Government services to the public will be an ongoing process. The Citizens Engagement department will on board outstanding MDAs on Citizens gate platform and conduct workshops for MDAs and their Resolvers to improve performance on service delivery

5.4 Strategic Objective 4: **To enhance the inclusion of diverse voices in governance to foster equity and inclusivity (especially youth, women, and under-represented communities)**	
5.4.1 OUTCOMES	**Broader participation of diverse groups in policy formulation and governance.**
ACTIVITIES	1. Sensitization of the Public on the policy development. 2. Sensitization on the simplified laws, policies and initiatives of the State Government (highlighting inclusivity of diverse voices). 3. Online Advocacy on the importance of diverse voices in participatory governance and canvass for the use of citizens gate application.
OUTPUTS	1. Public sensitization on policy development process. 2. Sensitisation on simplified Laws, policies and Government initiatives. 3. Political Engagement and Inclusion programs held.
PERFORMANCE MEASURES	1. Number of Registered diverse group in attendance at sensitisation programmes and public hearing on bills. 2. Number of shares, likes, comments and followers on OPL&CE social media platforms. 3. Number of diverse voices engaged in Citizens gate application.
5.4.2 OUTCOMES	**Improved Advocacy on policies that address the needs of marginalized populations.**
ACTIVITIES	1. Development and distribution of policy briefs relating to the marginalised populations. 2. Organise policy related workshops for leaders of marginalised groups and communities.

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	3. Determine the needs and concerns of marginalised groups. 4. Use needs initiative to drive civic inclusion.
OUTPUTS	1. Policy briefs developed and disseminated. 2. Policy related workshops conducted. 3. Report on Advocacy programmes on marginalised groups. 4. Initiative delivering on their needs.
PERFORMANCE MEASURES	1. Number of policy briefs developed and distributed. 2. Number of groups engaged. 3. Percentage increase of each demography/diverse groups that participated in advocacy/government programmes. 4. Number of programmes/ need initiative for the group- monitored and evaluated.
5.4.3 OUTCOMES	**Enhanced Equity in governance and service delivery**
ACTIVITIES	1. Organising Town Hall meetings/advocacy on government policies and civic matters (civic justice and social inclusion). 2. Gathering information on the needs of under-represented areas during advocacy programmes within the Five (5) Divisions of the State. 3. Sensitization on Citizens gate and Government services to the public. 4. On boarding of outstanding MDAs on Citizens gate platform. 5. Workshops for MDAs and Resolvers to improve performance on service delivery.
OUTPUTS	1. Town Hall meetings/ Advocacy Programmes on policies and civic matters (civic justice and social inclusion) held. 2. Communique from the meetings/advocacy. 3. Data base on needs of residents of underserved areas. 4. Traffic on Citizens gate and improved/better understanding on Government services. 5. Additional MDAs on-boarded on CitizensGate. 6. Citizens gate workshops for MDAs and Resolvers
PERFORMANCE MEASURES	1. Number of Town Hall meetings held. 2. Number of registered Lagos Residents that have access to public services vide enrolment in government schemes e.g. LASHMA, LASSRA, LIRS, Voters registration, etc.

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	3. Number of Communiques developed 4. Data base of Needs on the Five (5) Divisions 5. Increase in the number of visits on Citizens gate (Improved traffic). 6. Number of new registered citizens on Citizens Gate. 7. Number of new submissions lodged. 8. Number of tickets resolved. 9. Percentage improvement in response to closure interval. 10. Number of additional MDAs boarded. 11. Number of MDAs /Resolvers trained on Citizens gate service delivery

5.5 STRATEGIC OBJECTIVE 5:

To engage citizens and political stakeholders through targeted initiatives to improve relationships and encourage participatory governance.

Engaging citizens and political stakeholders through targeted initiatives is essential in building trust, fostering collaboration and improving relationships. This strategic objective will be actualized through regular and continuous advocacy/sensitization of the citizens using mass media and social media platforms i.e. television programs, radio jingles, social media ads., social media influencers, Podcasts, town hall meetings and other media to create awareness.

Tracking of news concerning the government and sharing the feedback with the relevant authorities will be actively carried out by our communication team. Our Citizens gate application will be actively engaged as a feedback mechanism to promote connectivity, communication and collaboration between the government and the governed. Issues and activities relating to volunteerism will be promoted.

The office will develop OPL&CE Communication strategy as well as create a real time messaging platform (e.g. WhatsApp group) which will help disseminate relevant information of government to the governed. Through, the Office Public Affairs Unit, there will be effective monitoring of feedback channels and social media platforms as well as notifying (where relevant) MDAs on feedbacks and social and mass media activities. Organising public fora for reform advocates/Champions and organising policy roundtables and cross sector collaborations will be given attention.

The outcome of this strategy will be to strengthen connections between citizens, government officials, and political stakeholders; increased responsiveness of political stakeholders to community needs; enhanced collaboration between citizens and government on reform initiatives and improved communication amongst stakeholders. Stakeholder Engagement meetings.

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5.5 Strategic Objective 5: **To engage citizens and political stakeholders through targeted initiatives to improve relationships and encourage participatory governance**	
5.5.1 OUTCOMES	Strengthened connections between citizens, government officials, and political stakeholders.
ACTIVITIES	Periodic and continuous advocacy/sensitization of the citizens on Government processes, programs, services and initiatives to address prevailing situations using mass media and social media platforms i.e. Television programs, radio jingles, social media ads. Social media influencers, Pod cast, town hall meetings etc. to create awareness.
OUTPUTS	1. Social media IEC materials (content). 2. Mass media programmes to be aired. 3. Increased views, profile and website visits, likes, comments and new followers. 4. Call in during mass media programmes.
PERFORMANCE MEASURES	1. Number of Social media IEC materials (contents) posted. 2. Number of Mass media programmes aired. 3. Increase in the number of views, profile and website visits, likes, comments and new followers. 4. Number of callers during mass media programmes
5.5.2 OUTCOMES	**Increased responsiveness of political stakeholders to community needs.**
ACTIVITIES	1. Sensitisation program to educate citizens on how to responsibly demand for their civic rights from their representatives in Government. 2. Organise public/online fora/Mass media where politicians can respond to citizens needs or demands.
OUTPUTS	1. Sensitisation program on civic rights. 2. Sensitized citizens. 3. Report on civic right sensitisation program. 4. Public/online fora/Mass media programmes.
PERFORMANCE MEASURES	1. Number of sensitisation programmes held. 2. Number of public/online for a/Mass media held. 3. Number of citizens sensitised. 4. Number of feedback via Citizens gate and Mass media programmes.

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5.5.3 OUTCOMES	**Enhanced collaboration between citizens and government on reform initiatives.**
ACTIVITIES	1. Organising public fora for reform advocates/Champions. 2. Organising policy roundtables and cross sector collaborations. 3. Periodic engagements with Contractors and communities on Government programmes and Projects
OUTPUTS	1. Policy Recommendations and identification of key issues (communique). 2. Public-Private organizations collaborations. 3. Report on Contractor-Community interactions
PERFORMANCE MEASURES	1. Number of Policy Recommendation made, and key issues identified (communique). 2. Number of Private organizations engaged. 3. Number of collaborations with Private organizations 4. Percentage of concerns successfully addressed
5.5.4 OUTCOMES	**Improved communication amongst stakeholders**
ACTIVITIES	1. Stakeholder Engagement meetings. 2. Develop OPL&CE communication strategy. 3. Creation of a real time messaging platform (e.g. WhatsApp group). 4. Communicate with the Public on governance and related matters on all platforms. 5. Monitoring of feedback channels and social media platforms. 6. Responding to feedback. 7. Monitor activities on social and mass media platforms. 8. Notifying (where relevant) MDAs on feedback and social and mass media activities. 9. Develop and deploy MDAs citizens' engagement scorecard 10. Annual assessment of MDA's citizens' engagement scorecard 11. Encourage a functional Service Charter for all MDAs
OUTPUTS	1. Stakeholder Engagement meetings. 2. Key Insights and Feedback gathered. 3. Trends and Feedback analyzed. 4. Feedback report to Principals and MDAs 5. Score card developed
PERFORMANCE MEASURES	1. Number of Stakeholders Engagement meetings. 2. Number of key Insights and Feedback gathered.

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	3. Number of trends and feedback analyzed. 4. Number of feedback report to Principals and MDAs 5. Annual citizens' engagement report

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6 STRATEGY IMPLEMENTATION

The essence of any strategic plan is the willingness to implement. Like all objectives set by humans, our success lies in the ability to pull resources together. These resources include but not limited to having the right people, funding, stakeholder buy-in, processes and tools.

6.1 HUMAN RESOURCES:

The vision of the OPL&CE revolves around the people in and out of the public service. Within the public service we shall have the following roles:

6.1.1. **Political and Administrative Leadership:** The Special Adviser and the Permanent Secretary shall ensure that strategic direction and material and non-material support is provided within the OPL&CE and between the OPL&CE and other Ministries, Department and Agencies (MDA).

6.1.2. **Program Managers:** The Directors of the units shall ensure that each focus area as it relates to the activities identified, is planned for. The ensure that cross-functional teamwork or inter-MDA collaboration is achieved for each program or activity. They shall also identify critical success factors for the activity and recommend to the leadership wherever external consultants are required to complement.

6.1.3. **Team Leads:** To ensure efficient human resource utilization and succession planning, activities shall be broken down into sub-tasks assigned to sub-committees with other officers' assigned duties. These can be done along specializations with the right mix of technical expertise, cultural sensitivity, and experience in civic engagement, legislative, legal or political collaboration

6.2 FINANCIAL RESOURCES:

The planning, implementation, operation and monitoring of the activities of the OPL&CE revolves around appropriate funding. These funding sources include but not limited to funds allocated in the budget, grants from donor agencies, private sector partnerships and crowdfunding sources. The timely provision of funds ensures that programs are executed/ implemented as scheduled.

6.2.1. **Program costs:** The costs associated with the activities should be determined and adequate funding secured.

6.2.2. **Wages and Honorarium:** All volunteers, consultants and other human resources shall be remunerated/rewarded appropriately

6.2.3. **Accommodation and logistics:** Costs associated with accommodation and other logistics for staff, consultants and other identified human resources as required during the planning, implementation and monitoring phases.

6.2.4. **Technology Infrastructure:** Costs for technological platforms, tools and digital performance tracking are required to ensure that the office can use appropriate technology in the discharge of its duties

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6.2.5. **Capacity Building:** Funding for training, workshops and conferences for members of staff and stakeholders to enhance their professional competence towards effective service delivery

6.2.6. **Outreach and Awareness:** Funding for publicity, outreach materials, billboards/signage and banners will ensure adequate awareness of our programs.

6.3 COMMUNICATION STRATEGIES:

The Lagos State Office of Political Legislative and Civic Engagement seeks to enhance communication among its internal teams, improve information flow, and strengthen collaboration and cross-functional collaboration to better serve the public and achieve organizational goals. At the same time ensuring that citizen to government communication is effective for service delivery. Our strategies shall include the following:

6.3.1. **Target Audience:** There are internal and external communication audiences including the executive leadership (Special Advisers, Commissioners, Permanent Secretaries), staff and heads of various units and heads of agencies. Key stakeholders for each activity vary with respect to citizens, political parties, civil society organizations, media, MDAs and international partners. Demography such as age, gender, etc. are also crucial in ensuring the right target audience.

6.3.2. **Communication Channels:** There are various channels depending on the audience. Memos, emails and collaborative platforms are suited for internal communication within the office. Team meetings (Virtual or physical) are used when more team members or head of units are involved. Public announcements on TV, Radio, Social Media, print media and outdoor media are suited for citizens' communication.

6.3.3. **Content Planning:** Each media activity needs to focus on the target audience while ensuring that content promotes inclusivity, civic engagement, and collaboration. The vision shall be a slogan to be used on all material and media channels and ensure alignment to the importance of inclusive decision-making, transparency in politics, citizen empowerment, and strengthening democracy.

6.3.4. **Other Platforms:** we shall utilise a multi-channel approach: Social media (Facebook, TikTok, X, Instagram) for broad outreach; traditional media (TV, radio, print) for reaching diverse populations; and online platforms (webinars, blogs, newsletters) for engagement with educated and urban populations and town criers or traditional /chieftaincy institutions for rural communities.

6.3.5. **Crisis Communication**: we shall develop a clear protocol for responding to challenges, escalations, or backlash while maintaining transparency, and upholding trust amongst

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internal and external stakeholders for each activity. There shall be clear escalation paths to the leadership.

6.4 TRAINING NEEDS

Training Needs Assessment (TNA) shall be carried out to identify skills gap that may hinder the successful implementation of the strategic plan in each department. The office will thereafter take necessary steps to close the identified gaps.

To achieve the mandate and objectives of the OPL&CE; the following training will be beneficial:

S/N	COURSE TITLE	DESIGNATION/BENEFICIARIES
1.	Leading through Strategic Thinking & Creativity	Permanent Secretaries & Special Advisers
2.	Improving public sector performance in the 21st century	Administrative & Human Resource Directors
3.	Talent acquisition in the new normal	Administrative & Human Resource, All Directors
4.	Advance public administration & management	Administrative & Human Resource (Management)
5.	Budgeting and Budgetary control course	Statistician & Planning Officers
6.	Financial accounting and reporting	Finance & Accounts Officers
7.	Effective communication, report writing, public affairs, Event management & media relations skills	Information Officers
8.	Best practices in Information Technology	ICT, Planning & Scientific Officers
9.	Advanced Technical Report writing and memo/Notetaking & writing of minutes	Administrative & Human Resource officers
10.	Administrative Communication Skills	Executive officers
11.	Financial management and Expenditure Control	Store/Finance & Accounts Officers
12.	Alternative Dispute Resolution (ADR)	Legal Officer
13	In-house training program Capacity Building in document management, document protection, mail handling, best record Keeping	Admin & HR Officers Clerical Officers Office Attendance
14.	Risk Management for Professional Drivers	Motor Driver Mechanics

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7 CONCLUSION

This strategic plan presents a comprehensive roadmap for the Lagos State Office of Political Legislative and Civic Engagement (OPL&CE) to foster a more inclusive, participatory and accountable society. By strengthening civic engagement and enhanced collaboration among political stakeholders, the Office reaffirms its commitment to building a governance system where transparency, equity and active citizen participation are at the core of public administration

Achieving these objectives will require sustained commitment, strategic partnerships, and a collective effort from all sectors of society which includes the government, civil society organizations, political leaders, and the private sector.

The successful realization of this strategy will require unwavering commitment, strategic partnerships, and collective action from government agencies, civil society organizations, political actors, and the private sector. With deliberate implementation, we envision a Lagos where inclusion is no longer aspirational but becomes a defining feature of governance, where collaboration serves as a catalyst for sustainable development.

Moving forward, sustained engagement, continuous evaluation, and responsiveness to emerging societal needs will be critical. Together, we can build a Lagos that thrives on unity, shared purpose, and the active participation of its people by setting a standard for inclusive governance across Nigeria.

Igbega Ipinle Eko Ajumose Ni

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Technical Committee Members

1.	Dr. Afolabi, Abiodun	-	Special Adviser & Patron
2.	Engr. Shashore Sholabomi	-	Permanent Secretary
3.	Mr. Adepoju Peter Olusanya	-	Chairman
4.	Mr. Awosanya Gbadebo Adeniyi	-	Member
5.	Mrs. Dosumu-Ogungbe Omobola	-	Member
6.	Mrs. Olawoye Elizabeth Adewunmi	-	Member
7.	Dr. Godo Wasiu Oluwashola	-	Member
8.	Mr. Balogun Saheed	-	Member
9.	Mr. Alebiosu Akinremi Sulaimon	-	Member

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8 APPENDICES

8.1. DEPARTMENTAL AND UNIT FUNCTIONS

The functions and powers conferred on the Office by the enabling Law which created the Office formed the basis for the allocation of duties to the Departments/Units as follows:

8.1.1. ADMIN. & HUMAN RESOURCE DEPARTMENT

The Administration and Human Resource Department provides effective support and implements HR policies for the OPL&CE through modern approach to people management in the areas of staffing, training, organizational development and office administration. The Department supports the activities of the departments and units of the Office in order to ensure effective and efficient service delivery. In compliance with the HOS Circular Ref No CIR/HOS/15/Vol.1/066 of 13th July, 2015, conveying the professionalization of the Human Resource Management practice in the Public Service, the Department has 5 (five) HR Divisions in place with their respective Heads of Division: - Administration; HR Measures & Accountability; Employee & Industrial Relations; Learning and Development; and Workforce Planning and Recruitment. The Department also carries out the following functions:

(a) Facilitates Capacity Development (Training) of centrally pooled officers.
(b) Maintains Office Building, equipment, furniture and other properties of the Office.
(c) Superintends over Career issues, including Staff Promotion, Conversion, Discipline and Welfare of centrally pooled officers.
(d) Handles Trade Union matters in the Office according to existing labour laws and regulations.
(e) Member of Procurement Committee.
(f) Supervises the Registry.
(g) Facilitates compliance with State Government policies and programmes through dissemination of information in circulars, memos etc.
(h) Handles Staff Welfare Matters.
(i) Responsible for Leave Matters.
(j) Maintenance of official vehicles.
(k) Provision of staff uniforms.
(l) Any other duties that may be assigned by the Office.

8.1.2. POLITICAL DEPARTMENT

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The Political Department has the following responsibilities:

i. Political Engagements and inclusion;
ii. Liaison between the Executive and Legislature on Political Matters;
iii. Political intelligence;
iv. Political Correspondence;
v. Liaison between the Executive and Legislature on Political Matters;
vi. Advise the Governor on Political Matters.;
vii. Liaison between the State Government and Political Parties at National, State and Local Government levels;
viii. Political Correspondence;
ix. Handle Petitions and Appeals coming from the Governor;
x. Political intelligence;
xi. Handles issues of Protests,
xii. Expanding awareness and understanding of Volunteerism as a civic practice;
xiii. Engagement with Non-Governmental Organizations (NGOs) & Certified Artisans on policies and programmes of the Government
xiv. Drive Corporate Social Responsibility (CSR) as a core aspect of Civic Engagement by creating an opportunity for the private sector, civil society organisations and multi-national institutions to participate in public sphere;
xv. Recognition, re-registration and engagement of Political and Civil Society Groups;
xvi. Re-registration and harmonious relationship between the three major ethnic groups (Yoruba, Igbo and Arewa people);
xvii. Serving as social compass to provide feedback from the public on government policies, programmes and plans.
xviii. Any other duty as may be assigned by the Governor.

8.1.3. LEGAL DEPARTMENT

The Legal Department has the following responsibilities:

i. Writing of Legal Opinion on issues arise from the Ministerial responsibilities of the Office of Political Legislative and Civic Engagement and any other matters.
ii. Attending the Plenary sessions of the State House of Assembly to monitor Bills and other activities of the House of Assembly.
iii. Sensitizing the Public in respect of Laws assented to by His Excellency.
iv. Simplifying of Laws assented to by His Excellency, Mr. Governor, Lagos State to enable citizens' resident in the State grasp the basics of such Laws.

v. Attending Naturalization Committee Meetings at the Ministry of Home Affairs.
vi. Ensuring that the Office of Political Legislative and Civic Engagement operates within the framework of Federal and State Laws.
vii. Ensuring that all reasonable steps are taken to consult relevant laws and regulations before any action is taken in the office.
viii. Dealing with petitions by inviting aggrieved parties with a view to solving the issues amicably.

8.1.4. CITIZENS ENGAGEMENT DEPARTMENT

Citizens Engagement is a two-way-communication, where government explains its reasoning, invites contributions from constituents to make informed decisions. Receipt, processing and discharge of cheques to beneficiaries of various financial requests on the approved 4 ideas Health, Education, Business and Accommodation. The Department is responsible for the following:

i. Initiating, formulating and evaluating policies that would promote social cohesion and inclusiveness of the people in governance.
ii. Propagating civic participation relating to gender-based issues, protection of right of women and the vulnerable.
iii. Coordinating programmes aimed at enhancing the social welfare of the citizenry by activating civic engagement policy thrusts as the hallmark of social welfare for the wellbeing and general good of the people.
iv. Mainstreaming the culture of maintaining public assets/facilities amongst the citizenry and promoting community based participation in the delivery of public goods and services.
v. Promoting community responsiveness with regards to being watchdogs of the society through active participation in community-based meetings and programmes.
vi. Promoting stakeholders' fora with students, religious bodies, artisans and the informal sector towards civic participation in governance.
vii. Supporting core value of citizens' participation and engagement through programmes, resources and administrative support for campus initiatives.
viii. Creating appropriate liaison with relevant MDAs towards effective and efficient management of Social Services. Contribution Levy as a strategy for income redistribution for the general good of the people.
ix. Promoting informal sector reform and inclusion.
x. Fostering healthy relationships with other MDAs in the State on societal affairs affecting the people.
xi. Initiating and executing State financial aids to assist citizens/indigents of the State going through financial hardship as an empowerment strategy and
xii. Any other functions as may be assigned.

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8.1.5. LEGISLATIVE DEPARTMENT

The Legislative Department has the following responsibilities:

i. Political and legislative issues relating to the Executive and Legislative arms (PLB);
ii. Arrange meetings between the Legislature and the Executive;
iii. Create congenial atmosphere for harmonious relationship of the Legislature and Executive arms;
iv. Mobilize support for State Government Executive Bills at the Public Hearing of the Lagos State House of Assembly;
v. Evaluate and Monitor Legislative Proceedings at the National and State levels;
vi. Organize Assent Ceremonies on Bills passed by the Lagos State House of Assembly;
vii. Organise annual Executive & Legislative Parley.
viii. Legislative Awareness & Sensitization of Lagos State House of Assembly Bills passed into Law.
ix. Facilitate Breakfast Meeting of the Executive & Legislature.
x. Quarterly visitation to National Assembly.
xi. Covering of Plenary Sessions at the State House of Assembly.
xii. Sensitization / Advocacy of Laws passed by the House of Assembly
xiii. Recognition & Celebration of the Lagos State Representatives at the National Assembly, its State counterpart & the Executive Members.
xiv. Any other duties as may be assigned by the Office.

8.1.6. FINANCE AND ACCOUNTS DEPARTMENT

The Finance and Accounts Department has the following responsibilities:

i. Ensuring compliance with extant Financial Regulations, Rules and Standards of the State Government in the Office.
ii. Ensuring Compliance with Accounting Codes by all staff.
iii. Supervising the disbursement of funds and proper monitoring and accounting for revenue.
iv. Advising the Accounting Officer on all financial regulation matters and Treasury Circulars.
v. Maintaining proper accounting records such as Books of accounts, Main and Subsidiary Ledgers.
vi. Ensuring prompt rendition of all Returns such as Consolidated Revenue Reports, Bank Reconciliation Statements, Revenue and Expenditure Returns and Oracle Generated Reports.
vii. Collaborating in the preparation of the Office's Budget proposal and ensures effective budgetary control by advising the Accounting Officers as appropriate.
viii. Ensuring regular training programme for the Finance and Accounts Officers.
ix. Liaises with the Accountant-General for interpretation of the provisions of Financial Regulations and Treasury Circulars.

x. Ensuring the existence of effective Audit Query procedures to promptly deal with all queries from Internal Audit Unit, Monitoring and Investigation Directorate of the Office of the Accountant-General, Office of the State Auditor-General and Public Accounts Committee of the State House of Assembly.
xi. Ensuring prompt report on sharp practices emanating from collusion among dishonest Finance and Accounts officers and discouraging such.
xii. Ensuring that appropriate checks and balances are in place to spot and discourage sharp practices in the Office.
xiii. Any other duties as may be assigned by the Office.

8.1.7. PLANNING UNIT

The Planning Unit has responsibilities including the review of the Medium-Term Sector Strategy (MTSS), measurement of Key Performance Indicators (KPI) impact assessment for projects, monitoring and evaluation of projects, preparation of annual budget estimate, and regular collection and collation of necessary data in respect of the Office. The responsibilities include:

i. Preparing the annual budget of the Office.
ii. Implementing, monitoring and controlling the annual budget.
iii. Managing the Medium-Term Sector Strategy (MTSS) and Medium-Term Expenditure Framework (MTEF) process in the Office.
iv. Providing support to the newly created Economic Intelligence Unit in the Ministry of Economic Planning and Budget.
v. Monitoring and evaluating projects.
vi. Rendering Revenue and Expenditure Returns of the Office.
vii. Monitoring implementation of State and Federal development programmes.
viii. Providing Technical support to Development Partners Programmes as it relates to the office being implemented through MEPB.
ix. Collating Statistical data on activities of the Office.

8.1.8. PROCUREMENT UNIT

The Procurement Unit coordinates the proper administration of all procurement matters, Contractor's registration, appropriate pricing and timely delivery of goods and services and supports to all Departments and Units of the Office. It is responsible for carrying out appropriate market and statistical surveys and prepares an analysis of the cost implication of a proposed procurement. Its responsibilities include:

i. Coordinating the proper administration of all procurement, appropriate pricing and timely delivery of goods, works and services.

ii. Serving as MTB secretariat and assist Permanent Secretary in all Procurements Process.
iii. Carrying out appropriate market and statistical surveys.
iv. Implementing procurement policies and procedures for the Office in line with its overall objectives and strategies.
v. Ensuring the aggregation and categorization of all procurement requests from all the departments/units in the MDA to obtain economies of scale.
vi. Liaising with the PPA on behalf of the Office by updating the PPA with its monthly activity report, contract register etc.
vii. Reviewing and analysing award of contracts within limits of authority.
viii. Coordinating and monitoring all procurements of the Office through requests for goods, works and services by departments/units and recommends as appropriate.
ix. Ensuring that Suppliers, Contractors and Consultants are paid on time and participates in the inspection of suppliers'/ contractors' sites.
x. Preparing and updating the annual Procurement Plan for the Commission.

8.1.9. ICT UNIT

The Information and Communication Technology (ICT) Unit is responsible for the architecture, hardware, software and networking of computers in the Office as well as all other electronic equipment. Its responsibilities include:

i. Providing IT support to the Office.
ii. Identifying new IT requirements for the Office.
iii. Automating Government business & administrative processes.
iv. Maintaining, repairing and upgrading computers, servers, switches, networking devices and accessories within the Office.
v. Advising on budgetary provision and procurement of General IT equipment meant for the Office.
vi. Configuration and management of switches and other network devices,
vii. Ensuring that all equipment are properly set up to Lagos State standard and enjoined to the domain.
viii. Hardware configuration.
ix. Software, Lagos State Licensed Copies.
x. Anti-virus.
xi. Addition/movement/removal of Computers.
xii. Protecting Network Infrastructure.
xiii. Supporting the DCHP, EPO, FILE and other servers.
xiv. Ensuring that all Computer can run the application (Oracle, Exchange Mail, Office etc.) that are required by designated officers across the Network.

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xv. Ensuring that all designated officers have access to internet connectivity required to carry out their job.
xvi. Monitoring and reporting of abuse/destruction of equipment and infrastructure.
xvii. Serving as Help Desk.

8.1.10. PUBLIC AFFAIRS UNIT:

The Public Affairs unit is an integral part of the OPL&CE. It is the image maker of the Office, providing information for the achievement of set goals and objectives. Its responsibilities include:

i. Projecting the image of the Office.
ii. Acting as the feedback mechanism on behalf of the Government in the Office.
iii. Monitoring Government activities in terms of news that affects the Office.
iv. Organising special events for the Office to promote its activities.
v. Promoting mutual understanding between Office and its public.
vi. Showcasing the Office on how to relate with the public.
vii. Analysing the trends that the Office may likely want to embark on.
viii. Any other duty as may be assigned by the Office.

8.1.11. INTERNAL AUDIT UNIT

The Internal Audit unit is a unit under the Permanent Secretary of the OPL&CE, saddled with the major responsibility of policing and safeguarding the properties of the Office, by proper monitoring of instituted internal control system put in place by the Office for smooth running of its operations. Its responsibilities include:

i. Monitoring the day-to-day financial activities of the OPL&CE.
ii. Handling the pay at sight monthly Audit exercises.
iii. Carrying out both pre and post payment Audit.
iv. Coordinating and organizing Audit Committee meeting.
v. Conducting checks on store items regularly.
vi. Liaising with the Central Internal Audit by submitting a monthly audit activities report.
vii. Interpreting Audit and Financial matters to the management of the Office.
viii. Attending to matters concerning the signing of the retirees LASPEC form.
ix. Attending to External Auditors on annual Audit assignment.
x. Any other duties as may be assigned by the Office.

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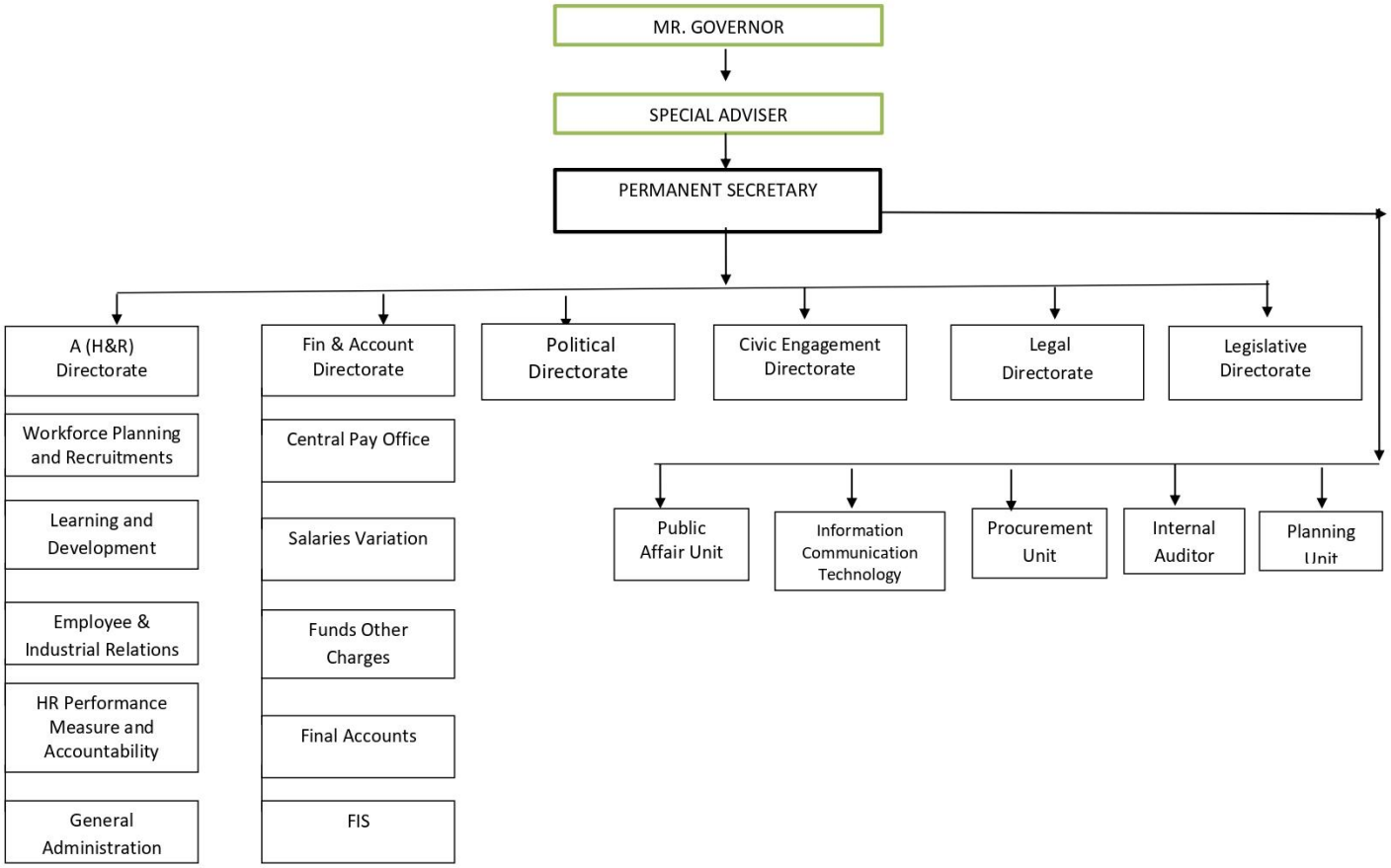
ORGANOGRAM ORGANIZATIONAL STRUCTURE
OFFICE OF POLITICAL, LEGISLATIVE AND CIVIC ENGAGEMENT



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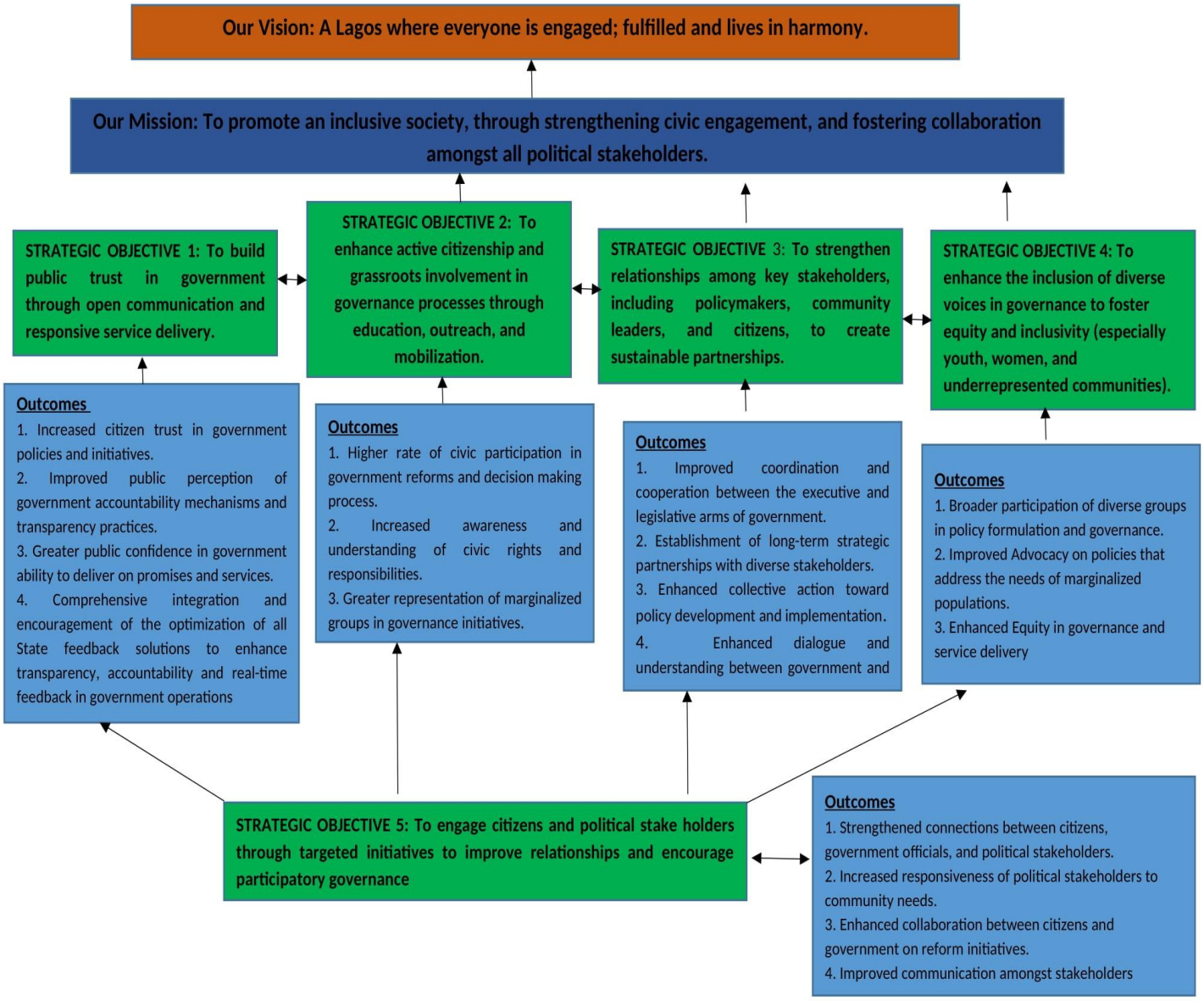
ANNEXURE B: OPL&CE RESULT FRAMEWORK



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OPL&CE MONITORING AND EVALUATION (M&E) FRAMEWORK

Strategic Objective 1 To build public trust in government through open communication and responsive service delivery						
Impact Indicator	**Indicator Definition and Unit of Measurement**	**Data Source, Method and Responsibility**	**Collection Frequency**	**Baseline & Target**	**Means of verification**	**Comments (Constraints, Data Use Budget Implication etc.)**
Outcome 1.1: Increased citizen trust in government policies and initiatives						
KPI 1.1.1: Number of feedback/contributions received disaggregated by complaints, commendations, enquiries, Suggestions-Early warning signals	**Definition**: This is a count of feedback/contributions received from CitizensGate programme disaggregated by complaints, commendations, enquiries, Suggestions-Early warning signals **Unit of Measurement** Number	Public Affair Units record via Citizensgate Radio/TV programme	Weekly	Baseline 2025: Target + 10% annually	Radio station's Call register	Increased public reportage of issues as it relates to citizens
KPI 1.1.2 :	**Definition**: This is a count of sensitization	Political department records and	Quarterly	Baseline 2025:	Attendance register photographs	Increased public awareness of

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Number of sensitization programs held and participants engaged	programs held and participants engaged **Unit of Measurement** Number	Citizens Engagement department record		Target + 10% annually		government programme and initiative
KPI 1.1.3 : Number of IEC materials distributed	**Definition**: This is a count of IEC materials distributed **Unit of Measurement** Number	Political department records	Quarterly	Baseline 2025: Target + 10% annual	Copies of the IEC material developed Collection register	Increased public awareness and participation in government programme and initiative
Outcome 1.2: Improved public perception of government accountability mechanisms and transparency practices						
KPI 1.2.1: Number of organizations enrolled and engaged	**Definition**: This is a count of organizations enrolled and engaged **Unit of Measurement** Number	Political department records		Baseline 2025: Target + 10% annually	Enrolment registers; activity reports Feedback database	Increased public corporate participation in driving governance ,
KPI 1.2.2: Number of Town hall meetings held	**Definition**: This is a count of Town hall meetings held **Unit of Measurement**	Citizen engagement and Political department records	Quarterly	Baseline 2025: Target + 10% annually	Attendance register Media reports; video coverage and photos of the event	Increased public awareness of government programmes and initiatives

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	Number					
KPI 1.2.3: Number of youth programs held and joint project initiated.	**Definition**: This is a count of Town hall meetings held **Unit of Measurement** Number	Political Department Citizen engagement Department		Baseline 2025: Target + 10% annually	Attendance register; Records of initiatives	Increased Youth participation in driving governance
Outcomes 1.3: Greater public confidence in government ability to deliver promises and services						
KPI 1.3.1: Number of workshops and trainings conducted and feedbacks gathered from Interest groups	**Definition**: This is a count of workshops and trainings conducted and volume of feedbacks gathered **Unit of Measurement** Number	Citizen engagement and Political department record		Baseline 2025: Target + 10% annually	Activity reports; attendance sheets Feedback database	Increased public corporate participation in driving governance ,
KPI 1.3.2: Number of executive opinions gathered during CITIZENS SENTIMETER	**Definition**: This is the number of opinion gathered on executive briefings (CITIZENS SENTIMETRE) **Unit of Measurement** Number	Special Adviser's report	Quarterly (proposed)	Baseline 2025: Target + 10% annually	Feedback report	Increased ExCo knowledge on people perception of government

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Strategic Objective 2: **To enhance active citizenship and grassroots involvement in government process**						
Impact Indicator	**Indicator Definition and Unit of Measurement**	**Data Source, Method and Responsibility**	**Collection Frequency**	**Baseline & Target**	**Means of verification**	**Comments (Constraints, Data Use Budget Implication etc.)**
Outcome 2.1: Higher rate of civic participation in government reforms and decision making process						
K.P.I 2.1.1: Number of mentorship programs held and partnership established with Corporate Organizations/NGO in a year disaggregated by voluntary services, CSR etc.	**Definition:** This is a count of mentorship programs held and partnership established with corporate organisations & NGOs, CSR **Unit of measurement:** Number	OPL&CE; CSOs and Corporate organisations' records		Baseline 2025: 0 2026: +5 2027:+5	Pictures CSOs' and OPL&CE activity reports Media reports	
K.P.I 2.1.2: Percentage of Mentees who were assigned mentors	**Definition:** This is the Percentage of mentees who have been successfully assigned a mentor out of the total	Records of mentees and their assigned mentors and forms signed by mentees and mentors	Proposed	Baseline 2025 +10% annually	Pictures, reports	

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	number of mentees in the program within a specific period. **Unit of measurement:** Percentage					
Outcome 2.2 Increased awareness and understanding of civic rights and responsibilities						
K.P.I 2.2.1: Number of registered attendees during sensitisation programmes	**Definition:** This is the count of total number of participants who registered officially during the program **Unit of measurement:** Number	OPL&CE records	On-going	Baseline :2025 +10% annually	Pictures Registration form, manual attendee lists collected at the venue	
K.P.I 2.2.2: Number of Citizens who engage with our digital and social media platforms	**Definition:** This is frequency of interaction on the office social media platforms which includes likes, shares, comments, clicks **Unit of measurement:** Number	OPL&CE Social media platforms	Proposed	Baseline 2025: 0	Analysis of page views, comments, likes, etc.	

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Outcome 2.3 Greater representation of marginalized groups in governance initiatives						
K.P.I. 2.3.1: Number of schools and communities reached	**Definition:** This is a count of the number of schools and communities reached. **Unit of measurement:** Number	Records from advocacy organizations working with marginalized communities; OPL&CE's records	proposed	Baseline :2025	Activity reports; video coverage; pictures and media reports	
K.P.I. 2.3.2: Number of advocacy programs conducted and number of marginalized groups engaged.	**Definition:** The count of numbers advocacies and numbers of individual or groups from marginalised communities that have been officially engaged. **Unit of measurement:** Number	OPL&CE and CSOs' records	Proposed	Baseline 2025	Activity reports; pictures of the events	

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K.P.I.2.3.3: Percentage of marginalized group in Lagos compared to the baseline data	**Definition:** This measures the decrease in the proportion of marginalized groups within Lagos over a specific period, reflecting the effectiveness of inclusion, empowerment and social development programs **Unit of measurement:** Percentage	NGO and community organization reports	Proposed	Baseline 2025	Tracking marginalized population at the community level	
Strategic Objective 3: **To strengthen relationships among key stakeholders, including policymakers, community leaders, and citizens, to create sustainable partnerships**						
Impact Indicator	**Indicator Definition and Unit of Measurement**	**Data Source, Method and Responsibility**	**Collection Frequency**	**Baseline & Target**	**Means of verification**	**Comments (Constraints, Data Use Budget Implication etc)**
Outcome 3.1: Improved coordination and cooperation between the executive and legislative arms of government.						

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KPI 3.1.1 : Number of Policy development review meetings held	**Definition**: This is a count of Policy development review meetings held **Unit of Measurement** Number	Legislative department records	Proposed	Baseline 2025: Target + 10% annually	Attendance register; activity reports	Increased public participation in policy review
KPI 3.1.2: Number of Public engagement activities held and IEC Materials distributed	**Definition**: This is a count of Public engagement activities held and IEC Materials distributed **Unit of Measurement** Number	Political department records		Baseline 2025 Target + 10% annually	Attendance, copies of IEC materials distributed and the distribution register	Increased public awareness of government programme and initiative
KPI 3.1.3: Number and category of persons engaged	**Definition:** This is a count and analysis of the persons engaged to determine their relevance to the policy making process	OPL&CE records	Quarterly	Baseline 2025	Activity reports; attendance register; photographs, etc.	Increased public participation in policy review and development

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	Unit of Measurement Number					
KPI 3.1.4: Number of tickets received on the citizensgate platform	**Definition**: This is a count of the number of tickets received on Citizensgate platform **Unit of Measurement** Number	ICT records	Weekly	Baseline 2025: Target + 10% annually	Backend report	Increased public enquires on the citizensgate platform
Outcomes 3.2: Establishment of long-term strategic partnerships with diverse stakeholders						
KPI 3.2.1: Number of Training sessions with key stakeholders held Number joint sessions with key stakeholders held	**Definition**: This is a count of meetings/interactive engagement sessions with key stakeholders held **Unit of Measurement** Number	Citizens engagement and Legislative department records	Quarterly	Baseline 2025: Target + 10% annually	Attendance register; activity reports	Increased public knowledge of governance
KPI 3.2.2: Number of Key solutions implemented.	**Definition**: This is a number of proffered solutions implemented. **Unit of Measurement**	Citizens engagement and Legislative department records	Bi-annually	Baseline 2025: Target + 10% annually	Media and CSOs and OPL&CE's Reports	Increased identification of key issues bothering citizens and implementation of

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	Number					recommended solutions
Outcomes 3.3: Enhanced collective action toward policy development and implementation.						
KPI 3.3.1: Number of Needs assessment conducted	**Definition**: This is a count of Needs assessment conducted **Unit of Measurement** Number	Citizens engagement, Political and Legislative department records	annually	Baseline 2025: Target + 10% annually	Needs assessments Reports	Increased identification of key issues bothering citizens
Number of MOU developed	**Definition**: This is a count of the numbers of MOU developed **Unit of Measurement** Number	Citizens engagement and Legislative department records	Bi-annually	Baseline 2025: Target + 10% annually	Copies of the developed MOU	Increased in number of MOU developed to build partnerships
Strategic Objective 4: **To enhance the inclusion of diverse voices in governance to foster equity and inclusivity (especially youth, women, and underrepresented.**						
Impact Indicator	**Indicator Definition and Unit of Measurement**	**Data Source, Method and Responsibility**	**Collection Frequency**	**Baseline & Target**	**Means of verification**	**Comments (Constraints, Data Use Budget Implication etc.)**
Outcome 4.1: Broader participation of diverse groups in policy formulation and governance.						
K.P.I. 4.1.1: Number of Registered diverse group in attendance at sensitisation	**Definition**: The count of total numbers of people from	Event registration records and participants	Quarterly	Baseline 2025	Pictures and attendance form	

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program and public hearing on bills.	different backgrounds who registered and attended sensitization programmes and public hearing **Unit of Measurement** Number	demographic data				
K.P.I 4.1.2 Number of shares, likes, comments and followers on OPL&CE social media platforms and number of diverse voices engaged in Citizens gate application	**Definition:** Count of total number of interaction recorded on social Media platforms and citizensgate application **Unit of Measurement** Number	OPL&CE Social media platforms Communication / Public relations team records	Weekly	Baseline 2025	Analysis of activities on OPL&CE social media platforms using analytical tools	
Outcome 4.2: Improved Advocacy on policies that address the needs of marginalized populations.						
K.P.I 4 2.1 Percentage increase of each demography/diverse groups who are aware of government programs and engaged	**Definition**: This is the count of percentage increase of diverse groups that participated in government programs	Register of groups	Annually	Baseline : 2025	Attendance register, pictures	

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	Unit of Measurement Percentage					
KPI 4.2.2 Number of policy briefs developed and distributed	**Definition: This is a count of the policy briefs developed and distributed** **Unit of Measurement:** number	OPL&CE records	Quarterly	Baseline 2025 +10% annually	Copies of developed briefs and distribution register	
KPI 4.2.3 Number of groups engaged	**Definition: This is a count of the different groups engaged**	OPL&CE and CSOs' records	Quarterly	Baseline 2025: 0 +10% annually	Activity reports	
K.P.I. 4 2.4 Number of programs monitored and evaluated	**Definition**: The count of total number of programs assessed through M&E process **Unit of Measurement** Number	Program monitoring reports and field visits and inspection record	Bi-annually	Baseline 2025	M&E reports	
Outcome 4.3: Enhanced Equity in governance and service delivery.						
K.P.I 4. 3.1 Number of registered Lagos Residents that have access to public services vide enrolment in government schemes e.g.	**Definition:** The count of total number of Lagos residents who engaged with or	Government portals, e.g. LASHMA, LASSRA, LIRS, etc.	Bi-annually	Baseline 2025 +10% annually	MDAs Official registers for citizens enrolment	

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LASHMA, LASSRA, LIRS, Voters registration, etc.	access government services **Unit of Measurement** Number					
K.P.I 4.3.2 Number of newly required infrastructure put in place at under-served areas	**Definition:** The count of total number of newly developed or upgraded projects situated at under-served areas within a particular period **Unit of Measurement** Number count	Project implementation report, Budget and funding allocation report. Public works and contractor reports	Annually	Baseline 2025	Pictures of projects; media reports	
Strategic Objective 5: **To engage citizens and political stake holders through targeted initiatives to improve relationships and encourage participatory governance**						
Impact Indicator	**Indicator Definition and Unit of Measurement**	**Data Source, Method and Responsibility**	**Collection Frequency**	**Baseline & Target**	**Means of verification**	**Comments (Constraints, Data Use Budget Implication etc.)**
Outcome 5.1: Strengthened connections between citizens, government officials, and political stakeholders						

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K.P.I 5.1.1 1. Volume of traffic on OPL&CE social media platforms measured by number of Comments, Shares, Likes, followers on OPL&CE programs.	Definition: This is a count of volume that tracks the total number of interaction and engagement level on OPL&CE's social media platforms. Unit of Measurement: Number	Social media platform analytics. OPL &CE social media platforms	Monthly	Baseline 2025	Analysis of the social media traffic	
KPI 5.1.2 **Number of Parleys held and number of attendees**	**Definition:** This is a count of the number of parleys held and the number of political stakeholders and concerned citizens in attendance. **Unit of Measurement:** Number	Political and legislative department records	Bi-annually	Baseline 2025	Parley reports, pictures and video coverage of the events, media reports	
Outcome 5:2: Increased responsiveness of political stakeholders to community needs						
KPI 5.2.1 Number of sensitisation programmes held and persons reached	**Definition:** This is a count of sensitisations held and the number of persons reached.	Citizens Engagement department's record and Political	Quarterly	Baseline 2025	Activity reports, attendance register, etc.	

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	Unit of Measurement: Number	department record				
K.P.I 5.2.2 Numbers of feedback via citizensgate platforms and radio program feedback on OPL&CE programs	**Definition:** This is a count of number of feedback responses, total messages, comments, etc. on OPL&CE programs **Unit of Measurement:** Number	OPL&CE's Social media platforms (Comments, messages likes, shares) Radio call-in logs	Weekly	Baseline 2025 +10% annually	Citizensgate Reports,	
Outcomes 5.3: Enhanced collaboration between citizens and government on reform initiatives.						
KPI 5.3.1: Number of Policy Recommendation and key issues gathered	**Definition**: This is a count of Policy Recommendation and key issues identified **Unit of Measurement** Number	Legislative department report	Quarterly	Baseline 2025: Target + 10% annually	Communique	Increased citizen participation in government policy reforms
KPI 5.3.2: Percentage of Public-Private Partnerships (PPP) initiated on Citizens Engagement/Reforms	**Definition**: This is a count of the number of Public-Private	Citizens engagement report	Bi-annually	Baseline 2025:	Feedback report	Increased Public-Private Partnerships (PPP) Initiated

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	Partnerships (PPP) Initiated **Unit of Measurement** Number			Target + 10% annually		
Outcomes 5.4:						
K.P.I. 5.4.1: Number of Stakeholders Engagement meetings held and key Insights and Feedback gathered.	**Definition**: This is a count of Stakeholders Engagement meetings held and key Insights and Feedback gathered. **Unit of Measurement** Number	Citizens Engagement, Legislative and Political department report	Quarterly	Baseline 2025: Target + 10% annually	Attendance register and feedback response form	Increased stakeholders participation in government programs

8.2. OPL&CE RISK AND ASSUMPTIONS MATRIX

Risk Description		Impact on Success (L, M, H)	Probability (L, M, H)	Risk Management Strategy (Mitigating Actions)	Responsible
Risk 1	Leadership Change	H	H	Advocacy to the new leadership for their buy-in	Management

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Risk 2	Lack of Citizens buy-in	M	M	Increase in awareness and sensitisation on government programmes as well as quick response to citizens feedback/complaint	Public Affairs Unit, Citizens Engagement Unit and ICT Unit
Risk 3	Inadequate Resources	H	M	Proper Budgeting	Planning and Finance & Account Department
Risk 4	**Data Breach**	M	L	Enhancing Preventive, Detective, Corrective and Recovery measures	Management
Risk 5	**Political barriers**	M	M	Stakeholder engagement and consensus building	Political Head and Accounting Officer
Risk 6	Technological Challenges	L	M	Multi-Channel Engagement and inclusivity	ICT Unit
Risk 7	Bureaucratic Inefficiency	L	L	Streamlining operational procedures to reduce bottlenecks	Management
Risk 8	Inconsistent Communication	M	M	Development of a Clear/unambiguous Communication Strategy for effective operations	Political, Legislative & Civic Engagement Department.

ASSUMPTIONS: Political, Behavioral and Operational

1. **It is assumed that since governance is a continuum, even if there a change in political leadership that the office will continue to receive support from the succeeding government.**
2. **The citizens will buy-in into our programmes and their trust in government and governance processes will be increased.**
3. **The Office assumes that there will be sufficient funding; required capacity and availability of the necessary technology and infrastructure to support effective implementation of the strategic plan.**

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CONNECT WITH US

1. **OFFICE ADDRESS:** Block 23, 2nd & 3rd Floor, The Secretariat, Alausa-Ikeja, Lagos
2. **PHONE NUMBERS:**
3. **EMAIL:** civicengagement@lagosstate.gov.ng
4. **SOCIAL MEDIA PLATFORMS**

- **Instagram-**@plcivicengagement
    - https://www.instagram.com/plcivicengagement?igsh=MXRzMXhhNHV5dzFzMw==
- @of_civic
    - https://x.com/of_civic?t=ejvPYAhKgUIphCL0sl1AWA&s=0
- **Facebook** –Political, Legislative & Civic Engagement
    - https://www.facebook.com/share/PiPVPnLzGV5P52FL/?mibextid=qi2Omg

5. **COMPLAINT/ FEEDBACK DETAILS**