Kaduna Open Government Strategic Vision (2021-2023)

1. **Duration**
   1.1. End of term of the current administration *(month/year)*

May 2023

   1.2. End of the action plan period *(month/year)*

March 2023

2. **Open Government Challenges, Opportunities and Strategic Vision**
   2.1. What is the long-term vision for open government in your context and jurisdiction?

   In the beginning of this administration in 2015, we began the implementation of several open government initiatives to include strengthening fiscal transparency and adopting citizens' engagement reforms. The State considers its OGP commitment areas as the platforms to further strengthen its reform initiatives as follows:
   - Improved transparent and accountable citizens-oriented governance through effective budget implementation.
   - Effective and efficient procurement system evident in better contract outcomes that guarantee value for money, transparency, accountability, and robust civic participation.
   - Improved transparent and accountable citizens-oriented governance, through effective budget implementation using the Citizens Feedback Application.
   - To provide a life of dignity for all.
   - To improve accountability and transparency of the service delivery processes in health services through public participation.
   - Improved equitable access to quality educational services for formal and non-formal education in the State and improved partnerships for results between state actors and non-state actors that ensure the implementation of education policies across the State.

   2.2. What are the achievements in open government to date (for example, recent open government reforms)?

   Since joining OGP in 2016, our State has rolled-out a number of interventions to open government through five (5) commitments namely open budgeting, open contracting, ease of doing business, public`s right to access information (FOI) and citizens engagement. Specifically, the commitment areas had significant achievements that include the following:

- Timely publication and dissemination of the State Budget and Citizens Budget, establishment of Community Development Charter (CDC) Desk at Planning and Budget Commission and the appointment of a Desk Officer, timely publication and dissemination of Quarterly Budget Performance and adoption and implementation of citizens-oriented budget preparation process.
- Publication and Distribution of Public Procurement Law and Guidelines (both online and hardcopies), publication of all Contracts in the State in line with the Open Contracting Data Standards (OCDS), deployment and Implementation of E-Procurement Portal, public sensitization and stakeholders' engagement on Public Procurement Principles in the State and registration, training and encouragement SMEs participation in public procurement in the State.
- Various Institutional reforms in KADIPA, KADGIS, KASUPDA and KADIRS that saw the State ranked as the first in *Ease of Doing Business*, attracted billions of dollars' worth of investments to the State, published periodic *Ease of Doing Business* reports to all stakeholders through individual agencies responsible for *Ease of Doing Business* in the State and provided vocational, digital and entrepreneurial skills to thousands of citizens.
- To institutionalize freedom of information in the state, the Freedom of Information bill has passed first and second readings at the Kaduna State House of Assembly (KDSHA).
- Through citizens engagement, the State has been able to develop and implement the Eyes and Ears Application as well as the Citizens Feedback Application, continuous conduct of a robust sensitization and stakeholders' engagement on Eyes and Ears, Citizens Feedback, toll free lines and various radio and TV programs across the State, completed Expansion of the Eyes and Ears Project to 6 LGAs and 4 MDAs (Phase I) - Phase II to cover remaining LGAs and MDA is in process, and established citizens feedback desk in Kaduna State House of Assembly.

2.3. What are the current challenges/areas for improvement in open government that the jurisdiction wishes to tackle?

Kaduna State Government is already working towards achieving Open Government, but we aim to make it even more open by building on the successes of the first Action Plan. Our institutions have already developed Open Government Plans which highlight the following areas of improvement:
- Open budget commitment area achieved significant milestones; however, we need to encourage effective utilization of the Community Development Charter (CDC). This will be the focus of the new commitment area; Integration of Community Development Charter in budget formulation and implementation which will encourage public inclusion and trust.
- The use of technology to drive citizens' engagement has created significant improvement in responsiveness on citizens feedback. The challenges of the App amongst others include inability to acknowledge receipt or give feedback when citizens submit complaints. We intend to bridge this gap by modifying the app to have a feature that provides feedback real time.
- The rising levels of poverty worsened by the outbreak of COVID-19 and the lockdown imposed to contain the spread of the

disease, deprivation and destitution, maternal and child mortality, youth unemployment, the poor state of our education and healthcare, the widening levels of inequality and many other challenges that constitute the everyday experience of vulnerable residents of the State necessitated the need to strengthen social protection system in the State. We seek to improve social protection by enrolling more beneficiaries into Social Protection Programmes and having had a Social Protection Bill signed into law.

- Despite the significant improvement after the launch of the OCDS portal, the availability of useful procurement information at the various stages of the procurement process has remained a challenge. We seek to bridge the gap by using innovative technology to increase access to procurement information for wider stakeholder participation. This will ensure value for money, increase public interest in the entire procurement cycle and use OCDS in contract monitoring.
- Improving service delivery in education and health remains a challenge in the State. Infrastructural insufficiency has limited the level of inclusiveness, inadequate system capacity and inadequate citizens' participation and clients' patronage persist. We intend to strengthen access to information on programme and project implementation for communities to be informed and benefit from such services. Building the capacities of community will help initiate the process that will bridge the desired knowledge gap for better engagement and sustained engagement.

2.4. What are the medium-term open government goals that the government wants to achieve?

The medium-term open government goals for the State are as follows:
- Develop an open government ecosystem for Kaduna State that can work as a template for coordinating and advancing open government reforms. The goal is to involve citizens in the decision-making processes, make them participants of the management of the State's challenges and offer useful information to active citizens that live and work in our state.
- Consolidate fiscal openness in Kaduna by expanding the platform that show the state's expenses and how resources are distributed to promote participation and accountability. In addition, we want to open up all information on revenues as well.
- Consolidate a public-private sector articulation program which promotes the creation of a new interphase between government, companies/service providers and citizens in a way that generates trust and efficiency gains from public procurement and economic reactivation programs.
- Introduce a system of e-government to speed administrative management and move forward with the progressive digitization of processing and internal communication hitherto performed on paper, with the final goal of easing interaction within government and between government and the citizens.

2.5. How does this action plan contribute to achieve the Open Government Strategic Vision?

By making budget inputs and information available and accessible to all citizens promptly and in a usable format, the first commitment will improve accountability on the part of the government, provide openness and transparency in the budget process, and ensure that citizens are engaged throughout the budget cycle. Similarly, the institutionalization of CDC in the State budget manual will guarantee sustainability of participatory governance.

The second commitment seeks to increase access to procurement information using innovative technology while the third commitment seeks to improve access to governance by citizens and responsiveness of government to the needs of citizens using all available means including, but not limited to, mobile phones and the radio.

The fourth commitment will improve the dignity of life for all residents of Kaduna State by reducing the level of poverty in the State. Specifically, this commitment will prioritize efforts aimed at increasing the number of vulnerable residents able to access social protection services on the basis of right as well as increasing the number of beneficiaries who graduate from the social register on account of improved standard of living.

The last commitment seeks to close existing gaps in access and quality of education and health service delivery.

2.6. How does the open government strategic vision contribute to the accomplishment of the current administration's overall policy goals?

The Open government strategic vision contributes to the accomplishment of the Kaduna State 2021-2025 Development Plan by establishing the open government components that can have an impact in the economic and social development of the State.

The current Development Plan for 2021 – 2025 shows a resolve for a digital economy reflected in robust e-governance strategy in partnership with Microsoft and on-going feasibility study for the adoption of a state-wide digital payment infrastructure to promote and support financial inclusion.

The Kaduna State Development Plan seeks to expand the size of our sub-national economy, build human capital, expand opportunity, put more people into gainful work and provide social protection.

Similarly, through the SDP 2021-2025, Kaduna State seeks to further accelerate economic growth through diversification and development of new opportunities. The state government intends to promote value addition as a veritable growth opportunity. Policies and investments in the ICT sector will be further harnessed to help transform the State into a knowledge-based economy, capable of tapping into the growth potentials of the digital economy and the fourth industrial revolution. We believe that we can harness the skills and talents of our youths with the jobs and opportunities of the modern age.

Lastly, the commitment areas' achievement will contribute to the expansion of revenues supported by laws and measures that promote good governance through improved public finance management. This will ensure that development across the State is robust enough to support a life of dignity for all citizens and residents.

3. **Engagement and Coordination in the Open Government Strategic Vision and OGP Action Plan**

3.1. Please list the lead institutions responsible for the implementation of this OGP action plan?

Office, Agency, Department or Ministry
Kaduna State Planning and Budget Commission (KADPBC)

| Kaduna State Public Procurement Authority (KADPPA) |
| Kaduna State Social Investment Office (KASIO) |
| Kaduna State Ministry of Education (MOE) |
| Kaduna State Ministry of Health (KSMOH) |

3.2. What kind of institutional arrangements are in place to coordinate between government agencies and departments to implement the OGP action plan?

The OGP Secretariat domiciled in the Planning and Budget Commission is the Executive Space for the co-creation process and follow-up of the Action Plan. Decisions are taken by consensus. Some of its functions include:
- Address matters related to the participation and involvement of other government actors.
- Develop and sustain internal and external communication channels on the implementation process of the action plan.
- Follow-up the fulfilment of the action plan.
- Develop training initiative, workshops and training of public officials in collaboration with donor partners.

This working group is responsible for coordinating and communicating with other departments related to their participation in the co-creation process, and the implementation of commitments to which they lead or contribute. It will meet quarterly with departments to check on progress and carry out the communication on progress and needs within the public administration.

3.3. What kind of spaces have you used or created to enable the collaboration between government and civil society in the co-creation and implementation of this action plan? Mention both offline and online spaces.

The following spaces have been created for the co-creation, coordination and implementation of the action plan in the State:
- The OGP Secretariat is the coordination Office, responsible for the development process of the action plan, the measures for the implementation, determining the dissemination and communication plan, and carrying out the monitoring of the results.
- The Regular Forum is a Technical Working Group (TWG) which encompasses a larger number of government and non-governmental stakeholders. The regular forum actively participates in the co-creation of commitments as well as their implementation and monitoring. The Regular Forum has a technical secretariat made up Government and Civil Society both headed by Co-chairs. There are members of each commitment area who together with the Co-chairs form the State Steering Committee (SSC).
- The Open Forum invites citizens to deliberative acts related to the preparation, monitoring and evaluation of the plan, through the online WhatsApp or Zoom platform, which has been created for this purpose, and other channels of communication that enable the widest possible dissemination of the consultation.
- There are also periodic townhall meetings organized by the TWGs involving Community Development Champions who are representatives of the different communities in the State responsible for preparation of Community Development Charters (CDCs).

3.4. What measures did you take to ensure diversity of representation (including vulnerable or marginalized populations) in these spaces?

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In order to ensure the diversity of the representation in these spaces, we developed a comprehensive communication plan, to reach out to all groups. The Open Form was designed with an online and in-person component to include those suffering from the technology barrier. In addition, the selection of the civil society organizations that are part of the regular forum included representation from vulnerable groups including gender and women's groups, persons with disabilities and indigenous populations.

The Steering Group issued over 90 invitations to organizations and individuals to participate in the Regular Forum in accordance with diversity (age, gender, migration, urban-rural, organized, unorganized, expert, neighborhood, public-private citizens) and territoriality criteria, and it was opened up as a proposal on the government's citizen engagement website.

3.5. Who participated in these spaces?

The decision to conduct deliberative forums was related to the idea of generating spaces for exchange to produce new inputs for the definition of commitments, providing the debate with greater depth and plurality of voices through the incorporation of citizens' perspective.
- Represented sectors: Citizens, neighbourhood, community organizations, government, academia, and private sector.
- Dynamic: Exchange forums for the generation of diagnosis and identification of the main topics rated by the citizens (inputs for further commitment).

The total of unique participants in co-creation process was 372 persons. The composition was as follows:
- Civil Society Organization representatives- 20
- Questions received online - 47
- Total Government participants (per area) 29
- Total of participants in deliberative forums (non-affiliated to an organization) - 176
- Total of participants in workshops (non-affiliated to an organization) - 85
- Academia participants (Network or institution) – 5
- Private Sector – 10

3.6. How many groups participated in these spaces?

372

3.7. How many meetings were held in the co-creation process?
Write a number between 0-50.

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3.8. How will government and non-governmental stakeholders continue to collaborate through the implementation of the action plan?

The OGP Secretariat at the Planning and Budget Commission is set up to coordinate and facilitate the implementation of each commitment. The secretariate is set up to be coordinated and led by the PoC who is from government and A citizen Advisor who will deputise the PoCs and who will be from the CS Community. In the same vain, each TWG is made up of Government and Civil Society will team up to achieve each commitment. They will meet quarterly to plan activities, coordinate responsibilities among implementing partners, identify and overcome challenges in implementation and discuss updates and milestones as they happen. These TWGs were established during the co-creation process and leaders of the groups form the State Steering Committee where strategic challenges and milestones will also be discussed/addressed for better results.

4. Monitoring of the OGP Action Plan
   4.1. Please describe what is the Independent Monitoring Body you have identified for this plan?

The monitoring body for the action plan will consist of a consortium of academics and civil society representatives. This body will be led by a member of the academic community from the Local University (Kaduna State University) who will also be the main point of contact. Members of the academia will be involved in collecting the evidence, filing the forms, and analyzing the results.

The monitoring body will meet once after the co-creation process has ended and each time there is an assessment of an implemented commitment.

4.2. Provide the contact details for the independent monitoring body.

Name of contact at the monitoring body	Title	Email
Prof. Hauwa Evelyn Yusuf	Director, Center for Gender Studies, Kaduna State University	eveadex@gmail.com
Dr. Mohammed Maidugu Umar	Lecturer, Kaduna State Polytechnic, Kaduna	maidugu2000@gmail.com
Dr. Peter Adamu	Lecturer, Department of Economics Kaduna State University	peteradamu@gmail.com
Muhammad Sani Kassim	Program Lead, Transparency and Accountability in Totality Initiative (FollowTaxes)	mskassim07@gmail.com
Jummai C. Bako	Director M&E, Planning and Budget Commission, Kaduna	jummaibako94@gmail.com
Rebecca Sako-John	Executive Director, Legal Awareness for Nigerian Women (LANW)	bekkiejohn@gmail.com

Mustapha Jumare	Chairman, Kaduna Maternal Accountability Mechanism (KADMAM)	m.jumare@yahoo.com
Emmanuel Bonet	Executive Director, Aid Foundation, Kaduna	askbonet@gmail.com

4.3. What types of activities will you have in place to discuss progress on commitments with stakeholders?

The Steering Committee will designate some Monitoring & Evaluation (M&E) persons who will be responsible for monitoring of the OGP activities. Their roles will include:
- Developing effective engagement strategy during the action plan implementation.
- Developing and jointly implementing monitoring activities.
- Supporting members of the public to constructively engage the OGP process.
- Maintaining communication with government agencies and civil society responsible in the Regular Forum for implementing specific commitments during the implementation period.
- Building partnerships between all forms of media and the OGP process.
- Monitoring and reporting OGP performance.

4.4. How will you regularly check in on progress with implementing agencies?

The M&E persons will contact government agencies responsible for implementation of specific commitments to get information on progress and report to the Steering Group. This update will happen at least once a quarter. If necessary, the M&E personnel will hold a meeting to discuss progress and any highlights worth reporting or any challenges in implementation that may require support by the Steering Committee or the TWGs.

4.5. How will you share the results of your monitoring efforts with the public?

The results of implementation will be shared with the public through:
- The Kaduna OGP Local portal, which will publish content on a quarterly basis.
- Regular communication with traditional media outlets as well as published materials on social media.
- The minutes of the Steering committee meetings on progress which will be made publicly available as well as our repository of documents that show completion of commitments.
- Self-Assessment Report

5. Endorsement from Non-Governmental Stakeholders

Name	Title	Affiliated entity (if any)
Hadiza Umar	CEO	Hope for Communities and Children Initiative (H4CC) and Co-chair OGP
Joshua James	CEO	Open Kaduna Radio

6. Upload the full Open Government Strategy, if available, or other relevant documents.

https://kdsg.gov.ng/
https://pbc.kadgov.ng/
https://pbc.kadgov.ng/upload/pdf/SDP%202021-2025.pdf
https://www.pbc.kadgov.ng/upload/pdf/Kaduna%20State%202022-2024%20MTEF%203rd%20Draft.docx
https://kdsg.gov.ng/wpfd_file/kaduna-state-social-protection-policy-2020-min/

7. If you held an online co-creation/consultation please include the link of the website here:

https://kdsg-gov-ng.zoom.us/j/96927553917?pwd=Q1ZVeE1KU2Zib0tVNU9aa3dVOThjQT09 Passcode:326070
https://drive.google.com/drive/folders/1WczK5poTjkABit1XNNq3OHDp12Vvdrvs
https://us02web.zoom.us/j/89818840211?pwd=k0JENEU0SjRmVjB4WHk3VE1OeUExQT09 Passcode: 642042