



Final Learning Exercise Summary Report

Abuja, Nigeria - Action Plan 2023- 2026
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Section I: Open Government in Context

The implementation of the AMAC OGP Local Action Plan II took place within a changing political and administrative environment that significantly influenced progress on the commitments. One of the major factors affecting implementation was the transition in political leadership within the Area Council. The change in administration resulted in shifts in priorities and varying levels of commitment to the open government reforms outlined in the action plan.

A key challenge throughout implementation was the limited political will to advance some of the proposed reforms, particularly those related to open procurement. While the action plan sought to improve transparency and accountability through the digitisation and modernisation of procurement processes, resistance to change from existing procurement systems and practices slowed progress. The reluctance to adopt more open and transparent procurement mechanisms affected the pace and scope of implementation.

Another contextual factor was the limited openness of the council's procurement processes. Existing institutional practices and administrative procedures created barriers to implementing reforms aimed at increasing public access to procurement information. In fact, a lack of institutionalized budgetary allocation for commitment implementation at the council further exacerbated its success and long-overdue stalemate.

Section II: Action Plan Co-creation Process

The co-creation process for the AMAC OGP Local Action Plan II demonstrated several strengths that contributed to the development of a collaborative and inclusive action plan.



One notable achievement was the establishment of a multi-stakeholder forum that brought together government representatives, civil society organizations, community stakeholders, and other relevant actors. This platform created opportunities for dialogue, consensus-building, and joint decision-making throughout the action plan development process.

Another positive aspect of the process was the establishment of a planning team that coordinated consultations, stakeholder engagement activities, and the overall design of the action plan. The planning team played an important role in ensuring that diverse perspectives were considered and reflected in the final commitments.

Political buy-in from key stakeholders during the co-creation stage also contributed to the successful development of the action plan. The willingness of government actors to participate in consultations and discussions helped create an enabling environment for stakeholder engagement and commitment development.

However, one of the major challenges encountered during the co-creation process was the limited financial commitment from the Area Council itself. Much of the support for co-creation activities depended on external funding and technical assistance. This raised concerns about long-term ownership and sustainability of the process. While the co-creation process largely met the minimum requirements for stakeholder engagement and collaboration, stronger institutional and financial commitments from the council would have further strengthened the process and enhanced local ownership.

2.2 Co-creation process recommendations

1. Secure stronger political commitment from senior leadership at the beginning of the action plan cycle to ensure sustained support throughout implementation.
2. Encourage the Area Council to allocate dedicated budgetary resources for OGP activities to reduce reliance on external funding.
3. Institutionalize the multi-stakeholder forum through formal recognition and regular engagement mechanisms.
4. Strengthen stakeholder participation by ensuring continuous engagement beyond co-creation and throughout implementation and monitoring phases.
5. Develop a sustainability plan that clearly outlines government contributions, resource commitments, and stakeholder responsibilities for future action plan cycles.

Section 3: Action Plan Commitments

3.1 Commitments implementation review

The implementation of the AMAC OGP Local Action Plan II generated valuable lessons regarding both the opportunities and challenges associated with advancing open government reforms at the local level. The action plan's commitment on open procurement was particularly significant because it sought to strengthen transparency, accountability, and public access to procurement information through the digitization of procurement processes.



Despite the relevance and potential impact of this commitment, implementation faced significant challenges. The most prominent challenge was the lack of adequate political will from the current administration to fully support and drive the proposed reforms. This affected the level of institutional commitment required to advance the digitization process and implement the necessary changes within the council's procurement system.

In addition, resistance to changing existing procurement practices limited progress toward achieving greater openness and transparency. While the commitment was well aligned with the principles of open government and addressed an important governance challenge, implementation constraints reduced the extent to which the intended outcomes could be achieved during the action plan cycle.

Nevertheless, the commitment helped sustain conversations around procurement transparency and highlighted the need for stronger institutional reforms. It also reinforced the strategic vision of promoting accountability and transparency within local governance structures, even though the desired level of implementation was not realized.

3.2 Commitments recommendations

Align future commitments with the priorities, ambition, and strategic direction of the current returning Area Council Chairman to strengthen ownership and implementation support.

Develop an institutionalized framework for budgeting and financing the Council's Local Action Plan as part of the Council's statutory work plan.

Strengthen continuous capacity building on open government reforms for council staff responsible for commitment implementation.
